



CHARTER CITIES
INSTITUTE

2022

ANNUAL REPORT

2022

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OUR / VISION

Empowering New Cities

WITH

Better Governance

TO LIFT

Tens of Millions

OF PEOPLE

Out of Poverty

OUR / MISSION

BUILDING THE ECOSYSTEM FOR CHARTER CITIES BY:



Creating legal, regulatory, and planning frameworks needed for rapid urban growth.



Advising and convening key stakeholders including governments, new city developers, and multilateral institutions.



Influencing the global agenda through research, engagement, and partnerships.

LETTER FROM KURTIS LOCKHART / EXECUTIVE DIRECTOR

Dear CCI Community:

The mission of the Charter Cities Institute is to empower new cities with better governance to lift tens of millions of people out of poverty.

After 2021 saw setbacks to the charter cities movement in Honduras following the vote by the Honduran Congress to repeal its charter cities legislation, 2022 has seen a surge in both projects and government interest in other regions of the world—especially in Africa, the most rapidly urbanizing place on the planet this century. CCI had some huge successes in 2022 that furthered our mission and pushed forward the charter cities movement.

CCI celebrated our five year anniversary in October, 2022. While our first four years were dedicated to setting the intellectual framework for charter cities, in 2022 and beyond CCI is now implementing this framework—working with both governments on policy and legislative reforms, as well as with city developers actively building charter city projects.

On the government side, CCI Zambia had several big wins. Zambian President Hilchelimba's State House signed a letter of endorsement to pilot charter cities across the country. We're working with two of these charter city projects. Moreover, CCI Zambia is also advising the Zambian government on revamping its special economic zone legislation to be more in line with the charter cities model. In Kenya, CCI is working with the State Department of Housing and Urban Development to identify a few select, fast-growing secondary cities and empower them with greater devolved authority to better grapple with rapid urbanization. Additionally, our legal experts helped co-draft Malawi's Special Economic Zone Bill, which is now finalized and has a charter cities legal designation embedded in the legislation. The Bill will be tabled in Parliament in 2023. This is a huge legislative win for CCI and for charter cities!

In addition to governments, we've also added some exciting charter city developments as partners! [Silicon Zanzibar](#), for example, is a new city development on the tropical island of Zanzibar located in a pre-existing special economic zone. Strategically situated off the east coast of Tanzania, Silicon Zanzibar is a public-private initiative with the Zanzibar Ministry of Investment and Economic Development that aims to transform the island into a hub of innovation, entrepreneurship, and tech talent.

2022 was also a busy year for building the charter cities movement. CCI launched [Africa's NXT50 Cities Coalition \(NXT50\)](#), bringing together all stakeholders involved in getting charter cities designed, financed, built, and governed. Since launching, we have over 80 organizations—private developers, financiers, governments, academic institutions, civil society organizations, and others—united under the charter cities banner and pushing for reform. We also signed a game-changing partnership with the Rwanda Development Board (RDB), who is now a Founding Member of NXT50 and a co-host of the upcoming Global Charter Cities Conference in Kigali in December, 2023.

While CCI has made huge strides, there's still lots to do! In 2023 and beyond, CCI's ambitions are set even higher. We thank you for your continued support, and look forward to sharing more successes with you throughout this coming year.

Onward,
Kurtis Lockhart, Executive Director

ABOUT / CCI

THE CHARTER CITIES INSTITUTE IS A NONPROFIT DEDICATED TO BUILDING THE ECOSYSTEM FOR CHARTER CITIES.

CCI was founded on the idea that a fresh approach was necessary to tackle humanity's most pressing challenges: global poverty, rapid urbanization, and limited governance capacity throughout the Global South. **Charter cities—new cities granted a special jurisdiction to create a new governance system—are that solution.**

THE INCREASING NEED FOR CHARTER CITIES

Charter cities are one of the best public policy tools to ensure urbanization jumpstarts long-term economic development, rather than perpetuates poverty, in emerging economies. By improving governance and institutions, charter cities can create a more competitive business environment, attract investment, create more jobs, and improve the lives of millions.

60% of the world's population will be living in urban areas by the end of 2030.

Cities in Africa and Asia will add over 2 billion new residents by 2050 without the infrastructure or jobs to support these residents. New urban spaces are needed.

If countries don't effectively manage rapid urbanization, this can lead to continued poverty and slum growth, poor living conditions, and limited job potential for city residents. **Charter cities can help.**

HIGHLIGHTS / STATISTICS



CONTENT

289+

pages of research materials

7

research papers

23

blog posts



PODCAST

14

podcast episodes

17,558+

listener downloads



VIDEO

19

videos

4,000+

video views



SOCIAL MEDIA

1,361

new social media followers

829,600+

social media impressions

LETTER FROM THE RESEARCH TEAM

Dear CCI Community,

The Research Team had an excellent 2022, laying important building blocks for the future while continuing to produce the timely, informative, and engaging research materials CCI is becoming known for. Our key achievements from 2022 include:

- **Publishing the Charter Cities Atlas.** The Charter Cities Atlas has been a CCI fan favorite, featuring beautiful, interactive digital content to tell the story of historical self-governing cities from around the world. Published books to follow in 2023!
- **Our newest Reference Guide, the Planning Guidelines.** CCI's Reference Guide library continues to grow with the publication of our guidelines on city development, urban planning, and mobility. These guidelines will help charter city developers navigate the challenge of building an affordable, accessible, emergent city.
- **Launching the Lusaka Urban Lab.** The Lusaka Urban Lab is a new, multidisciplinary initiative from CCI Zambia to generate new research and facilitate knowledge sharing on urban issues in Lusaka, with an examination of the architecture and urbanism of Cairo Road and a community walk to better understand the walkability of Lusaka as the Lab's first two projects.
- **Continuing to publish high-quality research.** CCI adopted a Research Agenda in 2022 to engage on five key themes: new cities, decentralized governance, industrial policy and special economic zones, cultural economics, and urban geography and economics. Our research on these themes in 2022 included articles published in the journals *Cities* and *The Journal of Urban Spaces*, as well as a series of papers on big historical infrastructure projects which analyzed the Suez and Panama Canals, railways in Africa, and the history of walls.
- **Co-hosting the first New Cities Conference.** CCI co-hosted our first conference on new cities in the Global South with the Sustainable Urbanization Lab at MIT in 2022. The conference was a major success and we expect that future New Cities Conferences will strengthen the growing network of academics studying new cities.

Big things will continue to come in 2023. **The New Cities Map**, an interactive map with information on hundreds of new cities worldwide, will be published in Q2. The database behind the New Cities Map will be freely available to bring data to the academic study of new cities. We'll also be publishing some of our own research using the database. The Lusaka Urban Lab is gathering survey data to study the **"pancakes vs. pyramids"** development pattern of Lusaka, and will also publish an interactive map and academic paper on **Bad Urban Laws** that limit urban flourishing in the Global South. We're co-hosting the second **New Cities Conference with the Marron Institute at NYU**, with a speaker lineup including Paul Romer, Bill Easterly, Ed Glaeser, and other leading urban and development scholars. The Research Team is also organizing a conference to **re-examine the life and ideas of Walt Rostow** and his "stages of development" thesis, with an edited book to follow. Stay tuned for all this and more from the Research Team in 2023!

In 2022, the charter cities ecosystem transitioned from idea-setting to building. Our research will continue to tackle important questions, driving the charter cities ecosystem forward and facilitating the development of charter cities on the ground.

Best regards,

Jeffrey Mason, Research Manager

Matthew McCartney, Senior Researcher

2022 / PUBLICATIONS

FEATURED PUBLICATION: PLANNING GUIDELINES

Urban planning is ultimately a dynamic process that must evolve as the needs of the city evolve. These guidelines provide an overview of how charter city planners can effectively create a charter city that generates sustained and inclusive economic growth.

The effects of both underplanning and overplanning have been placed on full display in existing and new cities developed throughout the Global South.

In rapidly growing megacities, many local governments lack the financial or technical capacity (or both) to engage in urban planning that enhances service provision. At the other end of the spectrum are new cities—projects master-planned, built, and populated often “from scratch” (i.e., from a quasi-greenfield state), usually

by a central coordinating entity. Many of these new cities are overplanned and inaccessible to the majority of the population.

For a charter city to be successful, its urban development must strike an appropriate balance between formal urban planning and emergent market and community forces. Planning is ultimately a dynamic process that must evolve as the needs of the city evolve.

These guidelines will provide an overview of how charter city planners can effectively create a charter city that generates sustained and inclusive economic growth. It outlines how developers and planners should think about transportation, urban planning, and overall design for emerging charter cities. **It contains three parts:**

1 CITY DEVELOPMENT GUIDELINES

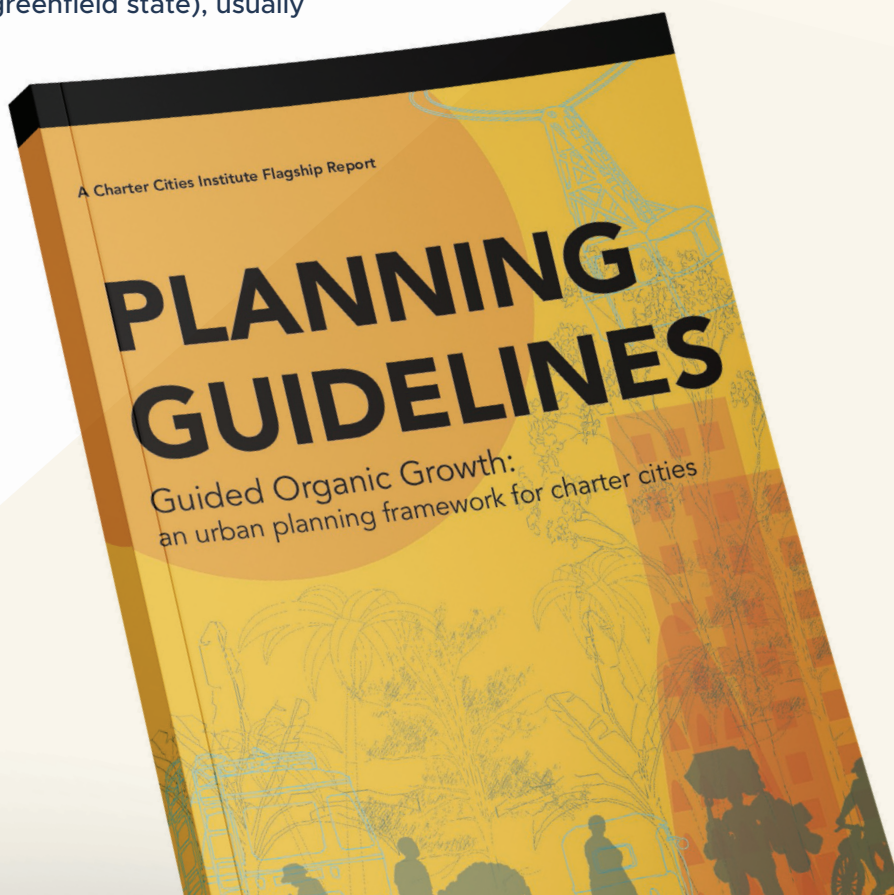
These guidelines discuss the set of values about a charter city’s built environment that CCI sees as vital for long-run success.

2 URBAN PLANNING GUIDELINES

This section develops a set of spatial guidelines to be utilized by planners when drafting and implementing a charter city’s urban plan.

3 MOBILITY GUIDELINES

These guidelines focus on transportation planning, intended to maximize mobility for residents within a charter city.



2022 PUBLICATIONS SUMMARIES

Empowering New Cities with New Rules

The Charter Cities Institute Research Agenda
February 2022



CCI's Research Agenda

CCI's new research agenda outlines the five research themes most important to the charter cities movement and helps guide our research on urban governance, economic growth, and poverty alleviation

Two Little Tigers: Culture and Institutions in Dublin and Singapore with Lessons for the Charter Cities Movement

Alexander Polkey¹
March 2022

Full 2021 Research Index, Charter Cities Institute, Scribbrage P.O. Box 1000, Trinity College Dublin, Email: polkey@tcd.ie

Two Little Tigers: Culture and Institutions in Dublin and Singapore with Lessons for the Charter Cities Movement

Dublin and Singapore are two cities of historical interest for the charter cities movement. There are significant policy continuities between Dublin and Singapore, such as with housing, the focus of this research.

Leveraging the Charter Cities Model for Africa's Mineral Resources Towards Sustainable Growth

Beauty Murobo¹ and Tumai Murobo²

Working Paper Series on Charter Cities in Africa
March 2022



¹Development Consultant, University of the Witwatersrand.
²Professor of Law, University of the Witwatersrand. Email: Tumai.Murobo@wits.ac.za

Working Paper Series on Charter Cities in Africa

This working paper series on charter cities in Africa is a joint effort of the Charter Cities Institute and the African Centre for the Study of the United States at the University of the Witwatersrand to highlight the scholarship of African scholars interested in how charter cities will shape the future of the continent across various themes and disciplines.

PAUL ROMER AND THE SUEZ AND PANAMA CANALS

Lessons for Charter Cities from Big Historical Infrastructure

Matthew McCartney
March 2022



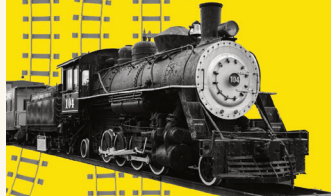
Paul Romer and the Suez and Panama Canals

This paper contributes to the growing literature around charter cities and new city developments and makes a case for the salience of the charter city model from two surprising case studies – the Suez and Panama Canals.

THE NEW STEEL AGE?

ECONOMIC DEVELOPMENT AND THE AFRICAN RAILWAY RENAISSANCE

Matthew McCartney
August 2022



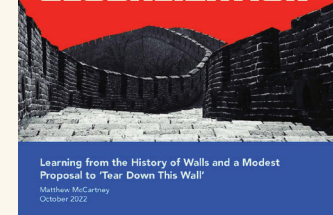
The New Steel Age? Economic Development and the African Railway Renaissance

The African Union (AU) has pioneered a vision of a network of high-speed railways to link up all the major African cities. This paper draws on lessons from the railways of the nineteenth century to help us answer questions about the prospects of the African railway renaissance today.

BUILDING WALLS IN AN AGE OF GLOBALIZATION

Learning from the History of Walls and a Modest Proposal to "Tear Down This Wall"

Matthew McCartney
October 2022



Building Walls in an Age of Globalization: Learning from the History of Walls and a Modest Proposal to "Tear Down This Wall"

Learning from the history of walls and a modest proposal to "Tear Down This Wall," This paper uses a historical case-study methodology by returning to the last great age of wall building to search for lessons.

LETTER FROM MWANDA PHIRI / ACTING HEAD OF PARTNERSHIPS

Dear CCI Community:

The year 2022 marked a phenomenal year for the Partnerships Team and CCI Zambia in driving both partnerships and coalition building. We built on the momentum of our first year, securing buy-in for the development of charter cities in selected strategic countries. Some of our notable achievements include:

- **Provided for secondary cities to be designated as special jurisdictions** (or special economic cities) in Malawi's Special Economic Zone Bill;
- **Gained significant traction in advancing charter cities in Zambia** with endorsement from State House to pilot charter cities in Zambia;
- **Participated in high-level local, regional and global events** namely: the World Bank/IMF meetings, UNGA, US-Africa Business Summit, African Private Equity and Venture Capital Association Conference, Africities Summit, World Urban Forum etc., where we socialized charter cities, scoped coalition members, and established key contacts;
- **Forged and formalized strategic partnerships** through the signing of memoranda of understanding with the National Planning Commission in Malawi and Gambian Association of Local Government Authorities, to advance the development of spatially distributed secondary cities with devolved governance systems;
- **Established Africa's NXT50 Cities Coalition** as the principal vehicle for building the ecosystem for well-planned, financed, built, and governed new city projects on a large scale. The Coalition has grown very quickly, with 47 coalition members at the end of 2022 and over 80 coalition members at the end of Q1 2023;
- **Partnered with Rwanda Development Board and Rwanda Finance Limited as joint founding members of Africa's NXT50 Cities Coalition** to lead and build the Coalition, plan and execute the Global Charter Cities Conference, and establish a Catalyst Fund to finance new charter city projects;
- **Provided technical assistance on the Policy, Legal, Regulatory and Institutional Framework for the proposed Common Agro-Industrial Park between Zambia and Zimbabwe**, where we proposed devolving authority to the park administration for an effective and efficient governance system;

Looking ahead, 2023 will mark a strategic shift from idea-setting to project delivery. To achieve this, we will support appropriate legislative and policy reforms needed to create an enabling environment for charter cities; work towards getting charter cities on the AU and global development agendas as a potential policy tool for addressing rapid urbanization and advancing human flourishing; incubate and accelerate new city projects, raise financing; expand the Coalition membership to include experts and financiers to support technical assistance and project financing; operationalize signed MOUs; and continue to build awareness and socialization by participating in and hosting key events in collaboration with other partners.

We cannot thank you enough for your unwavering support. We look forward to another exciting chapter of continued progress towards moving dirt.

Warm regards,
Mwanda Phiri, Acting Head of Partnerships



MISSION

BUILD THE ECOSYSTEM FOR THE DEVELOPMENT OF NEW CITY PROJECTS ON A MASSIVE SCALE.

ACTION STEPS



RAISE AWARENESS

for the need for new cities to help harness rapid urbanization in Africa.



MOBILIZE RESOURCES AND STAKEHOLDERS

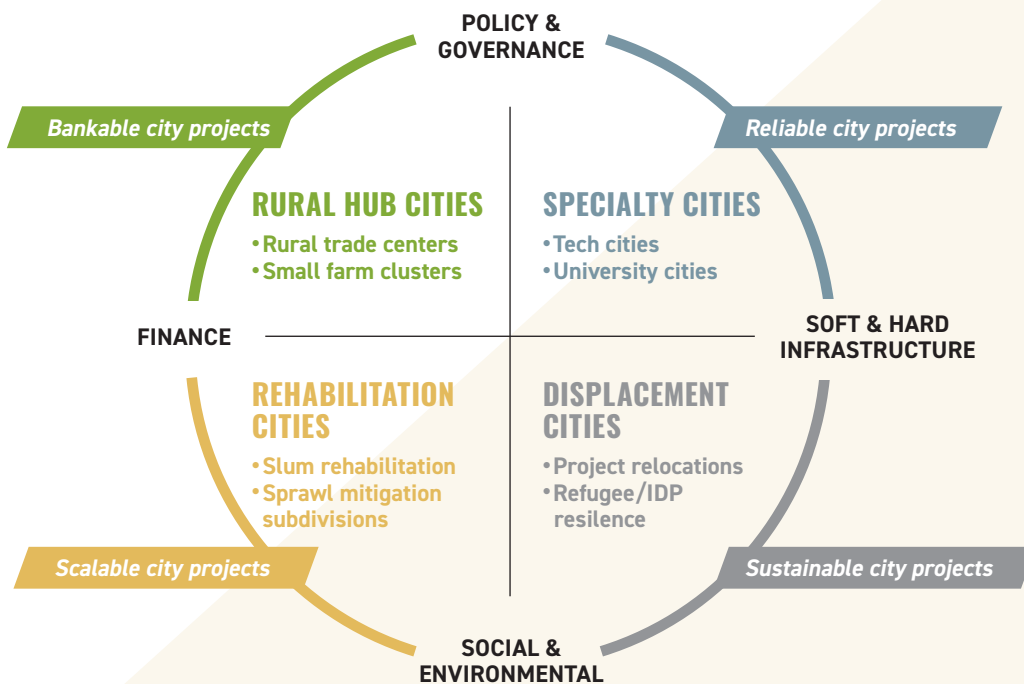
at the international and national levels to get new cities built.



ESTABLISH A SHARED MODEL FOR URBAN DEVELOPMENT

in Africa—a new city governance framework—that de-risks urban investment, builds new thriving cities, and in turn advances human flourishing.

AFRICA'S NXT50 CITIES PROTOCOL | Types of cities and key issues



The Protocol takes new city developments through conception, due diligence, and feasibility to project bankability and moving dirt.

JOIN AFRICA'S NXT50 CITIES COALITION

Nominate new city projects | Set up in-country coalitions | chartercitiesinstitute.org/nxt50

LETTER FROM MICHAEL HOLSTEIN / HEAD OF COMMUNICATIONS

Dear CCI Community:

There was a lot of good and exciting news about which to communicate in 2022, and much more in the pipeline for 2023. From supporting our Research, Partnerships, and Development teams, to proactively communicating about the state of charter cities and the goings-on of CCI, it was a busy and exciting year. We grew our social media following across all platforms, updated the website with new functionalities and improved UX, and began working on two monumental projects: a Global Charter Cities Summit (planned for December 2023 in Kigali, Rwanda), and the first ever charter cities documentary film, *Polis*. In addition, some of our highlights of 2022 include:

- **Designed**, published, and promoted **six major research papers**
- **Produced** several videos, including a 5th anniversary highlight reel, panels and speeches from our MIT conference, an **explainer** about how the CCI charter city model differs from others, and a multi-part series **introducing charter cities** to those new to the concept and our work
- **Established** a web and social media presence for **CCI Zambia** and the **NXT50 Coalition**
- **Released** 14 **podcast** episodes which generated 17,558+ downloads
- **Built up** our internal team to systematize communications; update our branding and collateral; and be well-equipped to engage media and stakeholders important to the charter cities movement
- **Secured** several major **media placements** – articles about us and written by us, as well as podcast and other appearances – in publications around the world

In addition to the tentpole events mentioned above, in 2023, we're excited to host and share highlights from our NYU New Cities Conference; continue work on Polis and begin work on a proposed TV series about Silicon Zanzibar; start our book publishing arm, CCI Press; roll out the groundbreaking New Cities Map project; and continue to grow the charter cities movement, establish CCI as thought leaders in the space, and - soon - build some cities!

We thank you for your support, ideas, and passion; look forward to sharing new CCI content and updates with you throughout 2023; and are thrilled about the strides our department and organization made in 2022.

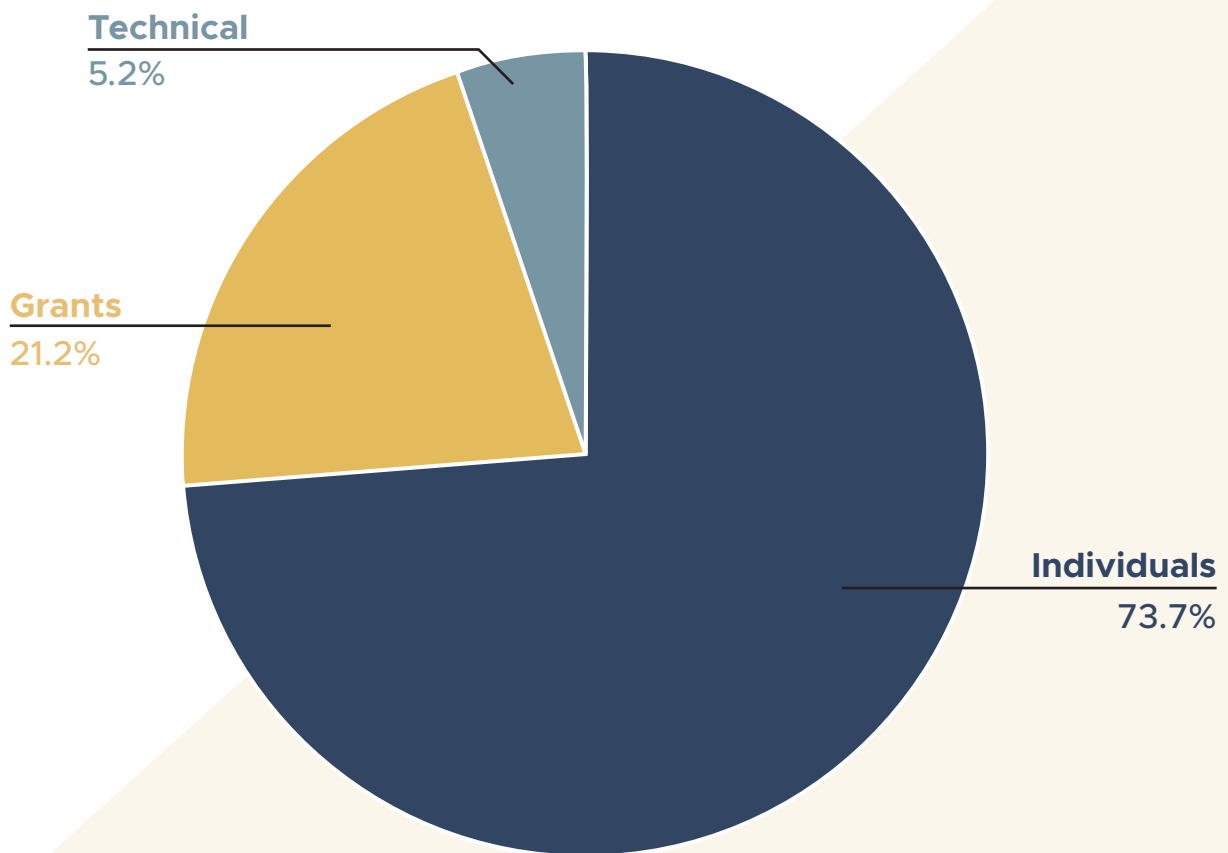
Best regards,
Michael Holstein, Head of Communications

DEVELOPMENT / TEAM



\$1,860,000

The amount that the CCI Development Team raised from diverse sources—individuals, foundations and technical assistance.



LETTER FROM JOHN HOYT / HEAD OF OPERATIONS

Dear CCI Community,

2022 was a year of strong achievements in the area of operations. We scrutinized various aspects of the organization from small details to big-picture elements and made improvements in many areas.

Some of the highlights include:

- **Completed our first audit by an outside accounting firm.** The audit confirmed that strong financial processes and policies are in place at CCI.
- **Registered to solicit donations** in all 50 U.S. states.
- **Improved and updated existing CCI policies** as well as authoring several new policies.
- **Obtained a Guidestar Gold Transparency seal**, which demonstrates our commitment to clear reporting for our donors and others interested in charter cities.
- **Reduced costs** by obtaining nonprofit discounts on software and other services.
- **Implemented an annual performance review process** to continue improving alignment and employee morale and performance.
- **Hosted three cohorts of interns** (Spring, Summer and Fall) to assist with CCI initiatives and support the interns' professional development.

In 2023, we are looking to build on these successes by continuing to develop the organizational structure and processes that will help CCI achieve greater outreach and impact.

Thank you for your support in 2022. We count on your continued support in 2023 to see greater success for the charter cities movement.

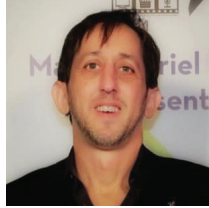
Sincerely,

John Hoyt, Head of Operations

THE TEAM



KURTIS LOCKHART
Executive Director



MICHAEL HOLSTEIN
Head of Communications



JOHN HOYT
Head of Operations



MWANDA PHIRI
Africa Lead & Acting Head of Partnerships



JEFFREY MASON
Research Manager



CARL PETERSON
Partnerships Manager



EMMANUEL OLAWOYE
Operations Manager



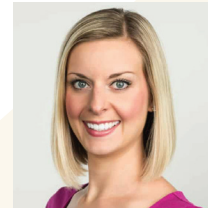
MATTHEW MCCARTNEY
Senior Researcher



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TOMMIE THOMPSON
Quantitative Researcher



CHRISTY KINGSBURY
Graphic Designer



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OMAR AROUNA
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ALBY BOCANEGRA
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