



CHARTER CITIES
— INSTITUTE —

ANNUAL REPORT 2023



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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 last year has been an inflection point for both CCI and for the broader charter cities movement. CCI has always seen the building of the charter cities ecosystem unfolding in three stages. First, establishing shared mental models: setting the intellectual framework for charter cities and similar projects. Second, translating these ideas into both concrete policy change from governments and multilaterals, and concrete charter city projects. Third, learning from and iterating upon lessons learned from more mature projects by establishing tight feedback loops between all stakeholders.

In 2023, CCI had several major achievements that both furthered our mission and helped drive this transition towards scalable action – rather than “just” intellectual framing and agenda setting.

First and foremost, CCI hosted the inaugural **Africa’s New Cities Summit** in Kigali, Rwanda, in partnership with the Rwanda Development Board (RDB). This Summit brought together for the first time all stakeholders (including new city developers, governments, researchers, and investors) involved in getting charter cities designed, financed, built, governed, and operated effectively to meet the challenges of rapid urbanization in Africa. With the entire charter cities ecosystem gathered in one place, in person, in large numbers, and with bankable projects and actionable policy ideas, the audience assembled had the resources and authority to finance these projects, get dirt moving, and make policy change happen.

2023 also included huge legislative, policy, and project wins. CCI provided legal advisory services on **Malawi’s new special economic zone legislation**, which the Parliament passed into law in December, allowing for secondary cities and entire urban centers to be designated as zones – a huge milestone for CCI and the movement! On the policy front, CCI has partnered with the Kenyan government to help co-draft the government’s new policy that transforms refugee camps into refugee cities. Big project wins include **Fumba Town**, CCI’s flagship new city project, pressing ahead with the establishment of a new campus of the **African School of Economics** (ASE) as one of Fumba’s key anchor tenants. CCI is helping setup the ASE campus in partnership with Princeton University and the Indian Institute of Technology Madras (IITM).

CCI had a busy 2023 building the charter cities movement as well. We co-hosted our second **New Cities Conference** with NYU’s Marron Institute, we grew **Africa’s NXT50 Cities Coalition** to nearly 100 members, we completed or are currently engaged in technical assistance projects in Tanzania, Zambia, and Malawi, and we launched the **New Cities Map**—the first global dataset covering all new city projects across the world. CCI also published the **Charter Cities Atlas**, the first-ever publication from Polis Press, which we intend to build into an outlet for important works of social science within the broader charter cities ecosystem.

While CCI accomplished a lot this past year, we have more exciting projects to come in 2024 and beyond. We thank you for your continued support, and look forward to sharing new 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.

LETTER FROM JEFFREY MASON / HEAD OF RESEARCH

Dear CCI Community,

2023 was a phenomenal year for our Research team, seeing the continued production of informative, engaging, and policy-relevant papers, media, and events. Some of our key achievements from 2023 include:

- **Launching CCI's Advisory Board and Non-Resident Fellows Program:** We've re-launched our Advisory Board, featuring some of the most innovative and insightful scholars, practitioners, and entrepreneurs in international development, city building, and technology, including: Magatte Wade, Stefan Dercon, Ed Glaeser, Lant Pritchett, Iyinoluwa Aboyeji, Shruti Rajagopalan, Darl Uzu, and Jonathan Said. Michael Muthukrishna, economic psychologist and author of *A Theory of Everyone*, also joined CCI as our first non-resident Fellow!
- **Launching the New Cities Map:** To substantial interest and excitement, we released the first edition of the New Cities Map in 2023. The result of over two-years of research, quality control, and design, the New Cities Map features rich information on hundreds of new, master planned cities built worldwide since 1945, with deeper data on the governance of these cities than other new cities map ever created.
- **Co-hosting the second New Cities Conference:** After the success of the first New Cities Conference in 2022, co-hosted with the Sustainable Urbanization Lab at MIT, we were proud to co-host the second academic New Cities Conference with the Marron Institute of Urban Management at New York University. Luminary speakers at this groundbreaking conference included Nobel laureate Paul Romer, Ed Glaeser, Bill Easterly, Alain Bertaud, Juan Du, and many others.
- **Completing the Lusaka Urban Lab's Walking the Unwalkable project:** First started in 2022, CCI Zambia's Lusaka Urban Lab continued with its Walking the Unwalkable project, hosting community walks with students and faculty from the University of Zambia, local community members, and key government officials. These walks mapped the deficiencies in pedestrian infrastructure across Lusaka, highlighting opportunities for smart infrastructure investments and policy change.
- **Continuing to publish high-quality research:** As always, CCI continued to publish engaging research throughout the year. Our research touched on a wide variety of topics, including reports from Walking the Unwalkable events, road infrastructure and economic growth in Zambia, and climate change, property rights, and urbanization in India. We also shared our "Where I Live" blog series on our own local communities, and **Charter Cities Podcast** guests included Lant Pritchett, Martin Rama, Vitalik Buterin, and other leading experts and builders.

We are excited for what's next in 2024! We'll be hosting a Summit in Washington, DC on refocusing the development community towards economic growth, hosting a panel on charter cities at the University of Chicago, and publishing new research on urban resilience, Africa's Bad Urban Laws, skyscrapers and commercial airships in Africa, and much more. We'll also be launching a series of policy briefs, touching on key issues in our partner countries, starting with Zanzibar.

We expect 2024 to be a year of major progress for CCI and the charter cities ecosystem, thanks in part to much of the work of 2023. Thank you for your continued interest and engagement with our research and our excellent team!

Best regards,
Jeffrey Mason, Head of Research

FEATURED / PROJECTS

1. NEW CITIES MAP

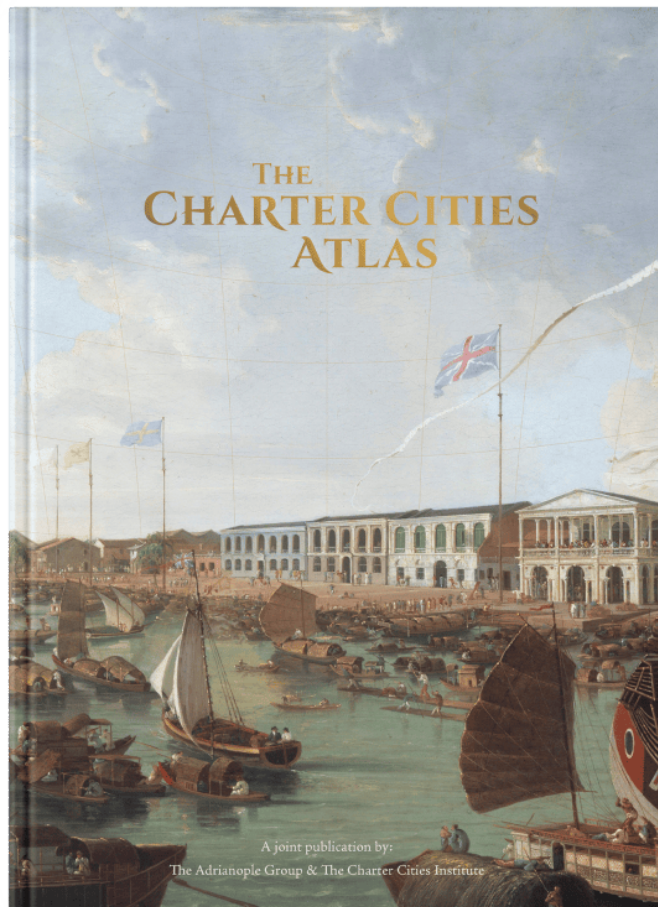


The New Cities Map is a project to identify and map every modern new city worldwide. Hundreds of master-planned cities have been built in the 20th and 21st centuries, and many more are being planned for the future. We created the New Cities Map to document these projects, their governance, and their history. The map is designed to be digestible for the general public but will still offer useful information for advancing academic research.

You can check out our interactive map at newcitiesmap.com.

FEATURED PROJECTS

2. CHARTER CITIES ATLAS BOOK



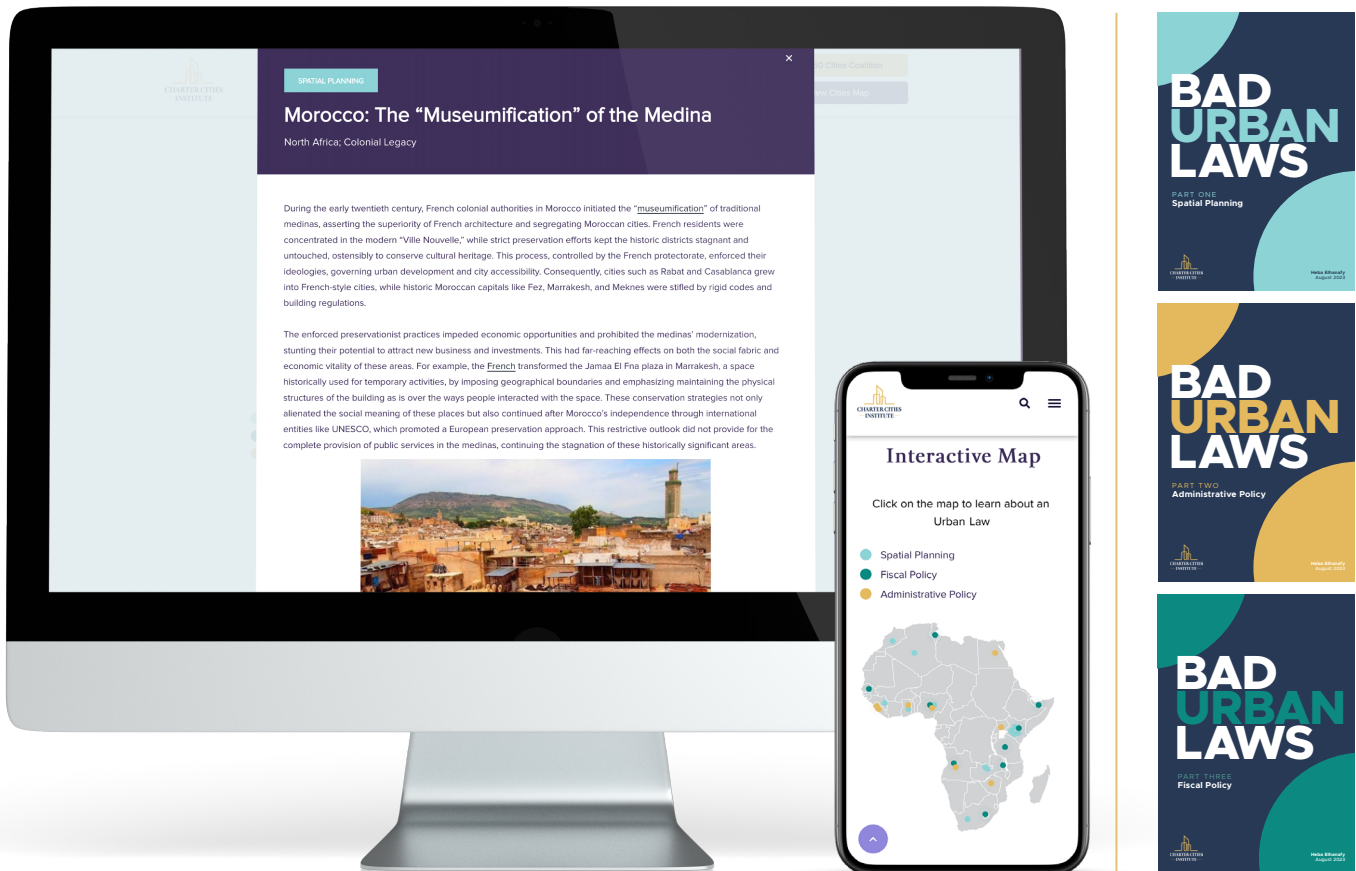
At **Africa's New Cities Summit** in November, we introduced the Charter Cities Atlas hardcover book, crafted from the innovative interactive website developed by the **Charter Cities Institute** and **The Adrianople Group**.

Our 160-page hardcover book richly covers the rise (and sometimes fall) of twelve remarkable cities that serve as precedents for what we now call charter cities. Featuring stunning artwork—including custom-made pieces from diverse artists—this coffee table volume is guaranteed to liven any room with its beautiful design, stimulating stories, and rich detail.

You can purchase your copy at www.chartercitiesatlas.com/shop, and in 2024, watch for the launch of our Polis Press.

FEATURED PROJECTS

3. BAD URBAN LAWS

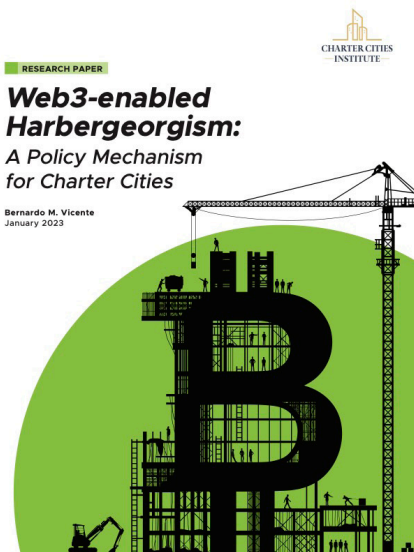


Many of Africa's urban laws are based on ones copied from those of colonizing countries, often with no regard for local concerns. These laws were developed to enforce the colonizing government's control over the territory by restricting local access to cities and limiting people's movement. Some post-colonial African governments tried to decolonize their legislation. However, most governments found the colonial legal systems useful in further tightening control over urban centers. Modern laws and policies were then developed to deal with the ongoing problems resulting from the colonial and postcolonial urban laws.

This research project examines the effect of these laws on the development of cities in Africa: How they shaped and are still shaping everyday life in urban Africa and how, in many cases, they are the source of many of the urban challenges the continent is facing. The research is organized into three main parts: Spatial Planning Laws, Fiscal Policies, and Administrative Policies. Looking at laws from colonial, post-colonial, and modern times to give an overview of how those laws shape current African realities.

These documents can be found on our website and are available for download:
chartercitiesinstitute.org/bad-urban-laws.

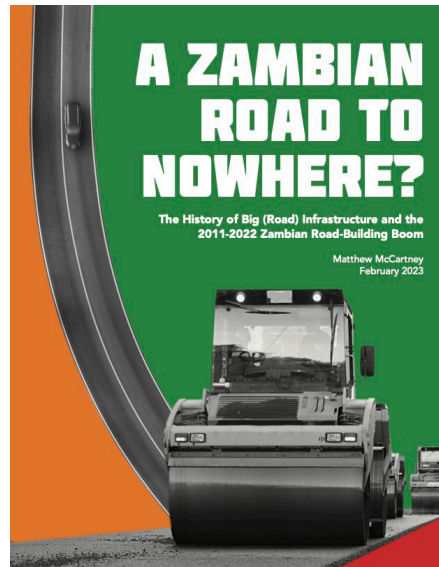
2023 PUBLICATIONS SUMMARIES



Web3-enabled Harbergeorgism:

A Policy Mechanism for Charter Cities

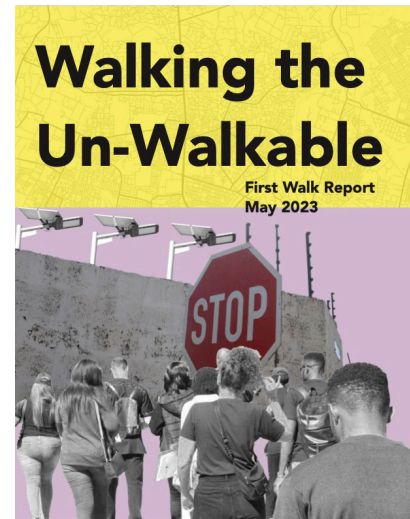
Charter cities, and special jurisdictions more broadly, can boost economic growth, prompt institutional reform, and allow for diverse policy experimentation. However, how to conceptualize the optimal economic model to guide the development of a charter city or special jurisdiction remains unclear. Web3-enabled Harbergeorgism is one such model that is well-suited to the charter city context.



A Zambian Road to Nowhere:

The History of Big (Road) Infrastructure and the 2011-2022 Zambian Road-Building Boom

For decades, policymakers, donor organizations, and academics have engaged in a debate over economic growth in sub-Saharan Africa, proposing different policy responses over time. In recent years, there has been a renewed emphasis on the significance of infrastructure, especially due to the exorbitant transportation costs in the region. The question remains: can improved road infrastructure help sub-Saharan Africa surmount the geographic distance barriers that impede economic growth? This paper seeks to delve into the potential long-term economic effects of Zambia's road construction boom between 2011 and 2022.

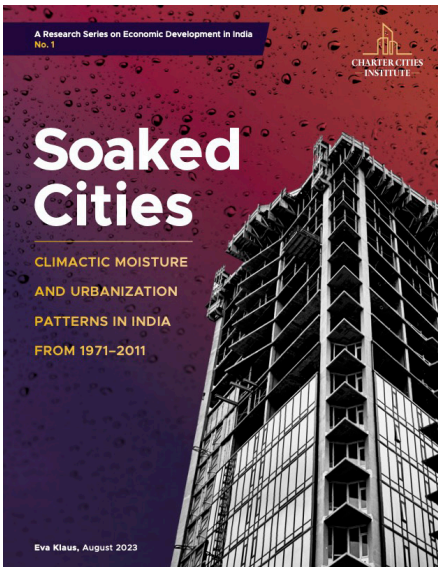


Walking the Un-Walkable:

A Series

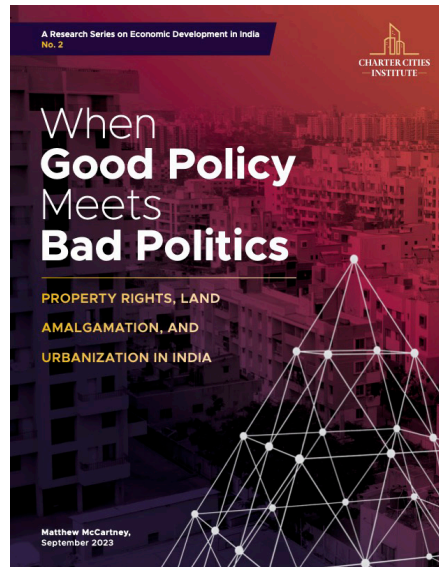
“Walking the Un-Walkable” delves into the act of walking in Lusaka, examining both the obstacles and possibilities for enhancement. The project seeks to produce policy briefs and research grounded in evidence. We aim to guide a transformative approach to urban planning, policies, and infrastructure investments that prioritize a more accessible and pedestrian-friendly built environment. This publication documents the outcomes of the first out of four walks and mapping exercises, incorporating insights from local partners, community members, and participating students.

2023 PUBLICATIONS SUMMARIES (CONT.)



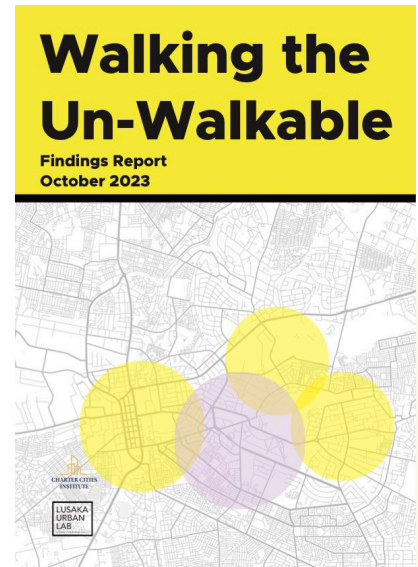
Soaked Cities: Climactic Moisture and Urbanization Patterns in India From 1971-2011

In the coming decades, rapid urbanization and climate change will bring about significant transformations, especially in developing countries. This paper assesses the situation in India, examining how changes in climatic moisture affect urbanization, urban population growth, and rural population growth at the district level. As well as assessing the impact of changes in climatic moisture on city population growth.



When Good Policy Meets Bad Politics: Property Rights, Land Amalgamation, and Urbanization in India

Indian cities are sprawling, low-built, and filled with slums. India needs to transition from this sprawl (a pancake) toward an emphasis on building upward with greater density (a pyramid) to cope with impending urban population growth and to reap the benefits of agglomeration externalities. This paper delves into the complexity of Indian politics, property rights, land amalgamation, and urbanization.



Walking the Un-Walkable: Findings Report

We conducted a participatory research project called 'Walking the Un-walkable' to address the issue of inadequate urban infrastructure that hinders pedestrian mobility. The objective of the project was to map and improve walkability in Lusaka by identifying the challenges pedestrians face while walking and highlighting opportunities for improvement. This report outlines the findings identified during the walks and the verification workshop conducted with key stakeholders.

LETTER FROM MWANDA PHIRI / ACTING HEAD OF PARTNERSHIPS

Dear CCI Community:

In 2023, our efforts over the past two years to support the development of legal frameworks for special economic cities and launch new cities in Africa culminated in significant achievements we are proud to share:

- **Malawi enacted the Special Economic Zone (SEZ) Bill** that aims to develop transformative and dynamic urban hubs. The new law provides for secondary cities to be designated as city-scale SEZs—a huge win for the people of Malawi and a demonstration of our impact. Beyond Malawi, we supported Zambia in developing best-practice special economic zone regulations that will improve the performance and competitiveness of SEZs in Zambia.
- **We laid the groundwork for a continental charter city framework**, with the presentation of an advisory piece on the congruence between charter cities and Africa’s long-term development blueprint at Africa’s New Cities Summit. We demonstrated how charter cities can be a pathway to the Africa we want.
- **We facilitated the incubation of new city projects through virtual mini catapult sessions** and a **catapult pitch session** at Africa’s New Cities Summit in collaboration with the African Infrastructure development Association. Renowned experts from AFIDA, KPMG, Afreximbank, Gensler, Rendevour and other organisations, provided mentorship to new city builders on how to effectively structure and pitch city projects to potential financiers and investors.
- **We conceptualised the Kafue Gorge Lower Special Economic City** for Kafue Gorge Lower Power Development Corporation. This city is envisaged as a ‘*Thriving Hub of Renewable Energy Technologies, Healthcare and Tourism*’, with unique regulations and ability to address business and community needs effectively.
- **We continued to build thought leadership with the contribution to the WEF Global Future Council on Complex Risks**, and the **2024 Global Risks Report**; hosting **webinars** in collaboration with UN-Habitat and with speakers from renowned organisations like Afreximbank, AfDB-UMDF, Harvard Growth Lab, Mo Ibrahim Foundation, Zambia Ministry of Local Government, Erasmus University-ISS; and speaking at various **conferences** and events.
- **We consolidated our consortium partners**—professional firms needed to carry out feasibility studies and financial structuring of new city projects. This is a demonstration of our ability to expand strategic partnerships required for new cities to be well planned, financed, built, and effectively governed for long-term success.
- **Undoubtedly, our greatest accomplishment in 2023 was our partnership with CPS to expand Fumba Town into a 1000ha thriving city**. Buttressing this are further MOUs that were signed with inter alia, Africa 123, ASE, and Surbana Jurong, ; and in Zambia, with the **ZDA** and **UNZA**.
- **Successfully launched CCI Zambia** to support thriving new cities across Africa with overwhelming support from the President’s office, ministers, private sector, CCI Donors, and other local and international stakeholders.

We are excited about 2024 as it will be a year of doubling down on our efforts to get broader policy buy-in for charter cities by formalizing our commitments with Kenya to support the development of nationally integrated, self-sustaining, thriving refugee cities. Additionally, we will intensify our engagement with the AU, AfCFTA Secretariat, Afreximbank, AfDB, and strategic partners in Africa to advance the development and adoption of a continental charter cities framework. We anticipate the enactment of further national legislation that supports city-SEZs, and an increased recognition of African cities as impactful investment opportunities. Further, we will be deliberate in growing and nurturing a network of talented, passionate young Africans engaged on urbanization, governance, and development issues.

With the unwavering dedication of our team and your continued support, I am confident that we are poised to carve a bright future for Africa aligned with the objectives of Agenda 2063—‘The Africa We Want’.

Warm regards,
Mwanda Phiri,
Acting Head of Partnerships and Africa Lead

STRATEGIC / PARTNERSHIPS



CCI signed a MoU with the **ZDA** to enhance the performance and competitiveness of special economic zones in Zambia



CCI and the Centre for Urban Research and Planning (CURP) and the Department of Geography at the University of Zambia (UNZA) signed a letter of agreement, forging a partnership to tackle the urgent and complex challenges facing African cities.

ADDITIONAL / EVENTS



8th Zambia Institute of Planners Conference: CCI presented research on urban planning, discussed innovative strategies to unlock the economic potential of local areas, and engaged with the **Republican President of Zambia, His Excellency, Hakainde Hichilema**, on the potential of new cities to foster human flourishing.



US-Africa Business Summit: CCI participated in a high-level panel discussion that included esteemed figures such as the CEO of the **U.S. International Development Finance Corporation**, Minister of Commerce, Trade, and Industry in Zambia and Senior Director at **Africa Finance Corporation**. We highlighted charter cities as the next generation of SEZs that can help diversify and sustain mining towns beyond their lifespan.






Technical Assistance—City Projects: CCI is working with Albright Stonebridge Group, Fitted Projects, AuctusESG and other renowned individual consultants with extensive experience in the ‘Big Four’ accounting and professional firms, to support the development of new cities over their life cycle, spanning various phases of project definition, feasibility, planning and design and structuring. Among the new city projects is Kafue Gorge Lower in Zambia, envisioned as a thriving hub of renewable energy technologies, healthcare, and tourism.



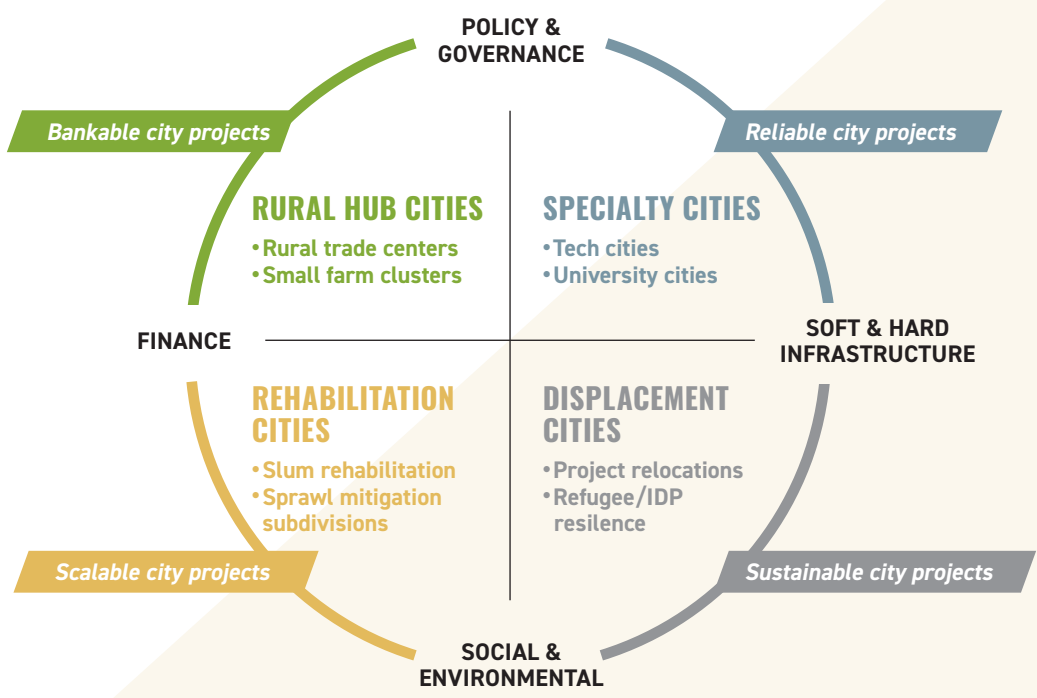
MISSION

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:

2023 was a busy but extraordinarily successful year for CCI and for the Communications Team. From supporting our internal teams, to hosting several marquee events, to proactively communicating about the state of charter cities and the goings-on at CCI, it was a year full of highlights – none more notable than the planning and execution of the game-changing **Africa's New Cities Summit** in Kigali, Rwanda.

Hosted in partnership with the Rwanda Development Board (RDB) and Africa Infrastructure Development Association (AfIDA), the Summit attracted over 200 attendees and brought together the entire charter cities ecosystem (developers, builders, governments, academics, and more) who play a key role in meeting the challenges posed by rapid urbanization in Africa. More broadly, the Summit, for the first time, gathered this ecosystem together in one place, in person, in large numbers, and with bankable projects and actionable policy ideas presented to an audience with the resources and authority to finance projects, get dirt moving, and make policy change happen. It was a week we will never forget, and one we'll look back on as an inflection point for both CCI and the stakeholders we've cultivated around the idea of new cities since our founding in 2017.

Some additional highlights from 2023 include:

- Obtained funding that let's us greenlight the first ever charter cities focused documentary – **Polis** – slated to begin production in early 2024 for release later this year
- Helped launch the groundbreaking **New Cities Map** project and publish and release the beautiful, hardback **Charter Cities Atlas** book
- Designed, published, and promoted **six major research papers** and **39 blogs**, and released **7 new podcast episodes**, which generated over 10,000 downloads
- Secured major **media placements** – articles about us and written by us, as well as podcast and other appearances – in notable publications around the world
- Added significant social media followers across all platforms, including more than doubling our **LinkedIn** followers and generating nearly one million **Twitter** impressions

2024 promises to be no less busy as we'll be developing a TV series about Silicon Zanzibar; supporting the commencement of activities at the **African School of Economics' new Zanzibar campus**; hosting at least four events (including a city builders retreat, growth summit, and a debate co-sponsored by the University of Chicago); starting our book publishing arm (Polis Press); and continuing to grow the charter cities movement, establish CCI as thought leaders in the space, and build cities!

We thank you for your continued support, ideas, and passion. We are thrilled about the strides our department and organization made in 2023 and we look forward to sharing new CCI content and updates with you throughout 2024.

Best regards,
Michael Holstein, Head of Communications

MEDIA HIGHLIGHTS



CONTENT

6

research papers

39

blog posts

135+

pages of research materials

8

press releases



PODCAST

9,000+

downloads

7

episodes

5,500+

unique listeners



VIDEO

27

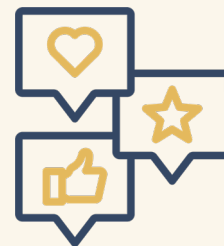
videos published

600+

hours of watch time

10,000+

views



SOCIAL MEDIA

2,000+

new social media followers across platforms

~1M

X (formerly Twitter) impressions

62,000+

LinkedIn Impressions

2023 / EVENTS



AFRICA'S NEW CITIES SUMMIT

NOVEMBER 16-18
KIGALI, RWANDA

#NewCitiesSummit

2023 saw incredible progress for the charter cities and new cities ecosystem, capped off by the phenomenal success of the inaugural **Africa's New Cities Summit**. Hosted by the Charter Cities Institute (CCI) on November 16-18 in Kigali, Rwanda, in partnership with the Rwanda Development Board (RDB) and Africa Infrastructure Development Association (AfIDA), the Summit brought together for the first time the developers, builders, governments, academics, and other stakeholders playing a key role in meeting the challenges posed by rapid urbanization in Africa.

More broadly, the Summit represents something larger than just the successful event itself – it stands as an inflection point for the Charter Cities Institute and for the broader ecosystem of city developers, governments, and other stakeholders CCI has cultivated around the idea of new cities since our founding in 2017. For the first time, this ecosystem was gathered together in one place, in person, in large numbers, and with bankable projects and actionable policy ideas presented to an audience with the resources and authority to finance those projects, get dirt moving, and make policy change happen. In countless post-Summit conversations – whether with a city developer, a development bank official, or a government policymaker – a recurring sentiment was that finally, someone had gotten the other people also thinking about new cities as a solution for many of the challenges facing urban Africa together in a room to facilitate action.

By The Numbers



250+
Delegates



50+
Countries represented



45+
Speakers



6
Memoranda of Understanding



10
Panel Sessions



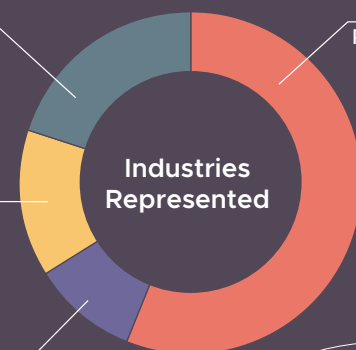
18
Sponsors

20%
Students

56%
Private Sector

14%
Non-Profit

10%
Government



Budget

\$215,000
Summit budget allocated

\$206,000
Summit net costs



Attendee Demographics

18-29
Years Old
(on average)

82%
Male

18%
Female

200%
Increase in
LinkedIn Followers

100,000+
Social Media Impressions



Social Media



AFRICA'S NEW CITIES SUMMIT

Event Photos

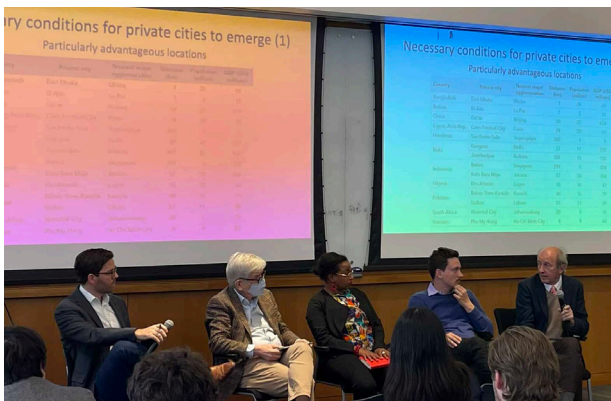


2023 / EVENTS

NYU NEW CITIES CONFERENCE

On March 11th, the Charter Cities Institute (CCI) and the Marron Institute of Urban Management co-hosted the **NYU New Cities Conference** in New York City. The event brought together economists, political scientists, architects, and urbanists to discuss the challenges and solutions to Africa's rapid urbanization. Africa will see over a billion new residents move into its cities by 2050 – the equivalent of 100 megacities – and without innovative solutions, its cities will struggle to translate population growth into economic prosperity. Concerned with growing pressures on already overburdened infrastructure and public services, many policymakers are considering rapid urban expansion and the construction of new master-planned cities from scratch. The conference aimed to discuss how new cities, charter cities, and urban expansion will impact Africa's urban future.

You can find recordings of the conference on the [Charter Cities Institute's YouTube channel](#).



KIND / WORDS

PEOPLE ARE TALKING ABOUT CCI!



I wish to warmly congratulate @CCIdotCity for the groundbreaking work it is doing in preparing for the pressures of urbanization across African cities through the #Nxt50Cities platform. Our partnership will facilitate the critical participation of all of Africa's brilliant youth."

NARDOS BEKELE-THOMAS
(@nardosbthomas)

Chief Executive Officer, Africa Union Development Agency- New Partnership for Africa's Development (AUDA- NEPAD)

"Startup/charter cities are a way to bypass corruption and poorly functioning institutions. So great to see @TheEconomist coverage! The Charter Cities Institute, a non-profit organization, reckons that, if done correctly, [charter cities] could accelerate growth, encourage investment, create jobs and lift millions out of poverty."

The Economist

"[The Charter Cities Institute is] a great organization, they could be doing more work with more funding, and if you're at all interested in charter cities they're the people you want to be supporting."

SCOTT ALEXANDER
Astral Codex Ten

"I shared your invitation with the President of the Republic...He found the event [Africa's New Cities Summit] very interesting and he wanted me to be the representative of the DGPU."

OUSMANE DIAGNE
Partnerships and Promotion Manager, General Delegation for the Promotion of the Urban Poles of Diamniadio and Lac Rose (DGPU)

"If you haven't encountered the concept of Charter Cities yet, it may be worth delving into. There was a good article recently and the @CCIdotCity folks are great"

JOEL BURKE (@billyjoelburke)
Former AI policy in the Senate/House, @e_Residents of Estonia

"Very inspiring and a great memory. Thank you for a great arrangement."

INGRID WESTMAN
CEO Owner, Friendly Building AB

LETTER FROM JOE MILLIGAN / DIRECTOR OF DEVELOPMENT

Dear CCI Community,

The mission of lifting tens of millions of people out of poverty by empowering new cities with better governance is simultaneously an aspirational solution to one of the most pressing challenges of our time, and rapidly becoming an attainable goal. Since joining the CCI team in July 2023, it has been a profound honor to be part of this dynamic group of individuals dedicated to such a worthy purpose. In my experience, fundraising success follows great ideas and effective execution. I'm proud that our team excels in both of these aspects, enabling CCI to achieve significant growth and progress toward our mission.

Some fundraising highlights from 2023 include:

- Raised more than **\$2,231,976** to support the mission of CCI
- **20%** year-over-year revenue growth
- Grew the breadth of our funding base by **earning the support of high-minded new donors** keen on partnering in our mission
- **Built promising new relationships** among generous individuals and foundations capable of driving our growth to the next level

As we get underway in 2024, we do so with optimism and ambition to continue growing revenue at a rapid pace, along with the breadth of our donor base, to match the magnitude of the opportunities we face. From the growth of Fumba City and the African School of Economics, to the recent win for charter city policy in Malawi, the product of years of thoughtful work is coming to fruition and dirt is beginning to move on projects that were previously only lofty ideas.

If you're reading this letter, you likely already recognize the positive impact of CCI and have been a part of this fundraising success, and by extension, an invaluable partner in our work. We are all humbled by your generosity and thank you for your continued dedication in support of this cause. I look forward to keeping you informed of our progress throughout the year and to getting to know as many of you as possible.

Yours in a brighter future,
Joe Milligan, Director of Development

DEVELOPMENT / SUPPORT



\$2,231,976

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

We are grateful for the support of the following partners to Africa's New Cities Summit:



LETTER FROM JOHN HOYT / HEAD OF OPERATIONS

Dear CCI Community,

2023 was a year of continued achievements in the area of operations. We evaluated the organization and made improvements in several areas.

Some of the highlights include:

- **Received another **clean audit report****, confirming that strong financial processes and policies are in place at CCI.
- **Implemented an “Objectives and Key Results” framework** for setting organization-level and department-level goals. The OKR method helped us maintain focus and work together cohesively throughout the year.
- **Improved and streamlined the annual performance review process** and compensation review to continue improving alignment and employee morale and performance.
- **Assisted with the Africa’s New Cities Summit in Kigali, Rwanda** and developed learnings for future CCI staff retreats.
- **Integrated three cohorts of interns** (Spring, Summer and Fall) to assist with CCI initiatives and support the interns’ professional development.
- **Maintained expenses within or under budget** throughout the year.
- **Obtained another Guidestar Gold Transparency seal** which demonstrates our commitment to clear reporting for our donors and others interested in charter cities.
- **Improved All-Hands staff meetings** through various guest speakers and presentations by CCI staff.

In 2024, 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 2023. We count on your continued support in 2024 to see greater success for the charter cities movement.

Sincerely,

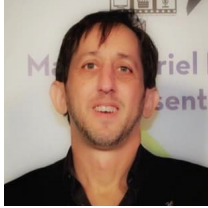
John Hoyt, Head of Operations

THE TEAM

INSTITUTE STAFF



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Executive Director



MICHAEL HOLSTEIN
Head of Communications & General Counsel



JOHN HOYT
Head of Operations



MWANDA PHIRI
Africa Lead & Acting Head of Partnerships



JEFFREY MASON
Head of Research



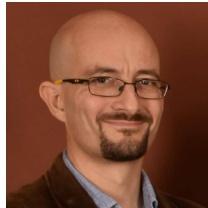
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Director of Development



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Senior Special Projects Manager



EMMANUEL OLAWOYE
Operations Manager



MATTHEW MCCARTNEY
Senior Researcher



HEBA ELHANAFY
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EVA KLAUS
Researcher



GEMMA ADELMAN
Digital Media Manager



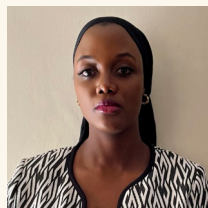
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Policy & Research Associate



OLIVER BAKER
Research Funding Officer



JIDY CHITTA
Special Projects Associate



HALIMA NAMULI
Partnerships Associate



JOHN MUTUTWA
Visiting Research Associate



MANDIPA NDLOVU
Strategic Advisor-Africa's NXT50 Cities Coalition

THE TEAM

THE BOARD



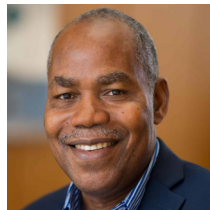
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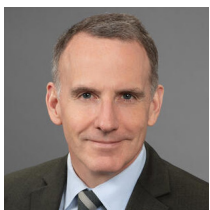


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Board Member

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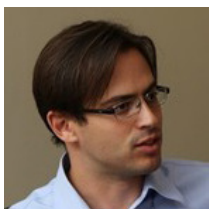
DARL UZU



MAGATTE WADE

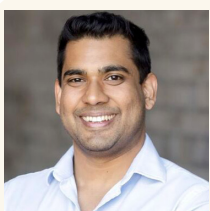


STEFAN DERCON



JONATHAN SAID

FELLOWS



MICHAEL MUTHUKRISHNA
Non-Resident Fellow



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