



**Proposal Strategic and  
Action Plan 2005-2008**

Revised Proposal, 18th April 2005

## **Introduction**

### **I. Vision, Mission and Objectives**

- Vision
- Mission
- Objectives

### **II. Services to Members**

- Action 1: Statutory Meetings 2006-2008
- Action 2: Standing Commissions
- Action 3: Training
- Action 4: Technical Assistance and Consultancy Work
- Action 5: Bank of Cities
- Action 6: Information and Knowledge Exchange

### **III. Advocacy Activities**

- Action 7: International Activities
- Action 8: Relations with International Organizations
- Action 9: Women's network
- Action 10: Activities with UCLG

### **IV. Corporate Activities**

- Action 11: Regional Secretariats
- Action 12: Marketing and Members Campaign
- Action 13: Communication

## Introduction

At the last Metropolis Board of Directors meeting, held in April 2004 in Ixtapan de la Sal (State of Mexico), the President proposed reviewing and assessing the Action Plan 2002-2005 and preparing and presenting the Action Plan 2005-2008 at the Berlin Congress.

Following similar experiences in drafting previous Action Plans, a Strategic Committee comprising representatives of member cities and collaborating institutions met in Barcelona on 13 and 14 September 2004.

On Day 1, the Secretary General and Regional Secretaries focused on two initial objectives:

- To evaluate Metropolis' mission, objectives and past activities
- To propose the priorities of the Action Plan 2005 - 2008

The Day 2 meeting was convened with 26 other members and external stakeholders to identify emerging issues, propose ideas for the 2005-2008 period and discuss the cities' needs and how Metropolis can meet them.

Based on the summaries of both meetings and additional information gathered from members and partners, the Secretariat General prepared a preliminary report entitled "*Strategic and Action Plan 2005-2008. Executive Summary*" in November 2004.

This document was sent to all members, along with a specific survey requesting their contributions to the Action Plan 2005-2008. Various contributions were received from members and stakeholders.

The preliminary proposal for the Strategic and Action Plan 2005-2008 was prepared in February 2005 and reviewed at the Secretaries Meeting held in Melbourne in March 2005.

The final proposal of the plan was sent to all members to keep them informed in April 2005.

The plan will be discussed by the Executive Committee and the Board of Directors and approved at the General Assembly in Berlin in May 2005.

Once approved, the Plan will be published and sent to the members and stakeholders following the General Assembly in Berlin.

## Vision, Mission and Objectives

### Vision

*Foster sustainable urban development of major cities and metropolitan areas to improve the quality of life of citizens, by leading the world network of metropolises*

### Mission

*To serve our members in*

- Transferring knowledge and expertise*
- Fostering cooperation and exchanges*
- Representing their interests in international forums*
- Anticipating and debating trends in the development of metropolises*

### Objectives

- 1. Increase the network of exchange and cooperation among members*
  - Coordinate the activities of the standing commissions, training and technical assistance*
  - Advise members*
- 2. Advocate the interests of major cities and metropolitan regions*
  - Participate in international forums*
  - Represent cities before international organizations*
  - Head the Metropolitan Section of UCLG*
- 3. Increase partnership with other institutions*
  - Facilitating projects between metropolises and other institutions*
  - Sharing information and knowledge*
- 4. Strengthen Metropolis regionalization*
  - Empowering regional secretaries*
  - Promoting a Marketing and Members Campaign*
  - Improving communication*

## II. Services to Members

*Action 1: Statutory Meetings 2006-2008*

*Action 2: Standing Commissions*

*Action 3: Training*

*Action 4: Technical Assistance and Consultancy Work*

*Action 5: Bank of Cities*

*Action 6: Information and Knowledge Exchange*

### Action 1: Statutory Meetings 2006-2008

Over the next period, Metropolis will organize the 2006, 2007 and 2008 Board of Directors meetings as well as the Congress and General Assembly of 2008. The cities to host the statutory meetings will be chosen at the Board of Directors meeting 2005 and General Assembly in Berlin in May 2005.

Organizing statutory meetings, seminars, workshops and Commission meetings provides added value to the times when members meet. The balance between the political statutory meetings and experts' meetings is considered key to the political/technical approach that Metropolis pursues in urban issues.

We therefore recommend that the organizing cities and Secretariat General ensure that, along with the statutory meetings, they also carry out Commission meetings or technical seminars of different types that complement the political/technical content of the meetings.

#### *Proposal for approval:*

*We propose organizing the following meetings in the following cities:*

- *2006 Board of Directors meeting in .... (Candidacy: Toronto)*
- *2007 Board of Directors meeting in ... (Candidacy: Antananarivo)*
- *2008 Board of Directors meeting, General Assembly and Congress in ....(Candidacy: Sydney)*

### Action 2: Standing Commissions

Metropolis is committed to maintaining the standing commissions and improving their management, seeking the commitment of participating cities and promoting collaboration with other organizations.

The Standing Commissions will continue to be a key part of our plan, and their activities and outcomes will be opened up to interested Metropolis and UCLG members that would like to participate, within the terms of reference of each Commission.

We recommend adopting the following criteria, as suggested by the participants in the strategic reflection:

- ❑ The cities that take responsibility for the Presidency and vice-presidency of each Commission should contribute human and financial resources to ensure correct functioning.
- ❑ The participating cities should actively commit to the Commissions and ensure the participation of politicians or experts from their city. The Commissions are aimed at promoting the active participation of cities from developing countries.
- ❑ The Presidents of the Commissions and the Secretariat General are authorized to prepare the terms of reference for the Commissions to improve the quality of outcomes, monitoring and communication to members.
- ❑ Collaboration with external organizations at the technical and financial level is to be promoted within the Commissions.
- ❑ The Commissions are authorized to work together to consider common issues in an across-the-board and innovative manner.
- ❑ We recommend developing activities aimed at disseminating expertise and cases studied within the Commissions (current and past) as much as possible, and using outcomes in training activities and technical assistance schemes for members.

The Metropolis Board of Directors should select the topics of the new Commissions and also consider continuing with the current ones.

***Proposal for approval:***

*Following consultations made during the strategic reflections, the proposals of member cities and contacts with other cities interested in leading a commission, we propose approving the following Commissions and Presidents:*

- ❑ *Commission 1: Ecological-Regions  
President: Ile de France; Vice-President:*
- ❑ *Commission 2: Financing Services and Urban Infrastructures  
President: Montreal; Vice-President:*
- ❑ *Commission 3: Social and Urban Revitalization of Neighborhoods  
President: Barcelona; Vice-President:*
- ❑ *Commission 4: Urban Mobility Management  
President: Berlin; Vice-President:*
- ❑ *Commission 5: Metropolitan Performance Indicators  
President: Melbourne; Vice-President:*

*(The proposals for each commission will be presented in Berlin)*

- ❑ *Taking into account the initiative of the creation of the International Network Women and Local Governance and following discussions at the Board of directors on this matter, we propose that all new commissions should involve more women to participate to their activities.*

### Action 3: Training

The Metropolis International Institute based in Montréal is responsible for proposing and coordinating training activities. The participants offered the following suggestions:

- ❑ Organizing courses in collaboration with other institutions
- ❑ Linking training to the technical assistance schemes and the work of the Commissions
- ❑ Focusing on particular urban issues
- ❑ Promoting distance expertise exchanges and training

In the last Action Plan, the Metropolis International Institute linked training seminars to issues managed by the Commissions and the technical assistance activities. This approach was positively evaluated by members and participants.

Specifically, some new possibilities for agreement were proposed:

- ❑ The World Bank has offered to UCLG and Metropolis to set up a virtual classroom on their premises in Barcelona.
- ❑ The Training Institute of the International Labor Organization has contacted Metropolis and is preparing a proposal for joint partnership on training and distance learning.
- ❑ The State of Mexico and Metropolis agreed on setting up the International Centre for Environmental Training and will develop capacity building courses on environmental issues.

A number of recommendations about the seminars were also made:

- ❑ To maintain the special seminars for cities in developing countries
- ❑ To maintain a regional balance in training activities
- ❑ To assign special resources for members in developing countries

#### ***Proposal for approval:***

*The proposed Action Plan is to carry out the following training activities:*

- ❑ *The Metropolis International Institute based in Montréal will develop a course on metropolitan governance as recommended by the 2002-2005 Metropolis Commission 1 on metropolitan governance.*
- ❑ *The Metropolis International Institute, the International Center for Environmental Training in the State of Mexico and the Area Metropolitana de Barcelona, will offer courses on environmental issues, based on the Training Manual prepared by the 2002-2005 Metropolis Commission 3 on Urban Waste Management.*
- ❑ *In the 2006-2008 period, two training seminars will be held within each Commission, preferably at the same time as the Commission meetings. In total, 10 training seminars relating to the Commissions are anticipated for the next three years.*

- ❑ *The Metropolis International Institute will submit to the Board Meeting each year the special seminars requested by member cities.*
- ❑ *The Metropolis International Institute will support the International Network Women and Local Governance by developing a course on gender issues.*
- ❑ *The Metropolis International Institute will develop and offer courses on line in order to reach a greater number of participants and better disseminate knowledge.*
- ❑ *The Metropolis International Institute will continue promoting collaboration with other organizations for the delivery of training courses and, in particular, is authorized to monitor the proposals of the World Bank and the ILO.*
- ❑ *We also recommend that the Institute promote joint collaboration and action with UCLG in on-site and distance training activities aimed at members and local governments in general.*

#### **Action 4: Technical Assistance and Consultancy Work**

The participants proposed continuing with the plan for technical assistance activities as created by Metropolis and which is based on technical assistance between cities: one city (or a group of cities) provides technical advice in response to a request from another city. The costs will be shared by Metropolis and the participating cities.

The participants established three main concerns:

- ❑ Finding funding sources to support cities in developing countries.
- ❑ Missions to monitor technical assistance work provided, to guarantee the target outcomes are met.
- ❑ Financing selected projects and collaboration with other organizations and institutions (World Bank, Cities Alliance, etc.)

Technical assistance activities need to have an initial budget from Metropolis to start the project and normally end up with a need for additional funding sources to execute the projects.

Participants stress the need of cities to have advise and support for the proposal of projects at international organizations. Specially, there is a need of advise in financing infrastructure projects in Africa.

Metropolis is advised to develop a data base or bank of projects to be used by members as information for similar projects in their own cities. This task should prioritize some issues such as: waste management, e-government, mobility and water.

#### ***Proposal for approval:***

*To shore up technical assistance and consultancy activities among cities, the Action Plan proposes:*

- ❑ *Open a new round of requests for technical assistance from member cities (see the request documentation).*



- ❑ *Facilitate consulting services to members to advise and support in the proposal of projects at international institutions and programs*
- ❑ *Consider the development of a data base on urban projects, open for consultation by member cities.*

*Continue the technical assistance on urban waste management and mobility management, continuing with the work carried out in the Commissions with respect to the previous period. The following projects that are already under way should particularly be continued: Quito, La Paz, Brazzaville and Abidjan.*

- ❑ *Promote partnership with the private sector, the universities and other technical organizations.*

### **Action 5: Bank of Cities**

Participants recommended strengthening the scheme by identifying external funding sources for local projects. Three ways were suggested from different participants:

- ❑ *Setting up a task force with the World Bank to consider new ways of directly funding local governments. Following meetings between the President of Metropolis and UCLG, the World Bank has opened the possibility of increasing funding for local projects and introducing new lines of funding, even outside the normal national government approval channels.*
- ❑ *Increasing partnerships with partners like Cities Alliance, regional banks, national cooperation programs, etc. Cities Alliance is asking our participation on a taskforce on financial issues that should be followed by Metropolis and UCLG.*
- ❑ *Reinforcing the link to consultancy firms that could advise local governments on setting financial schemes for local projects.*

#### ***Proposal for approval:***

- ❑ *Establishing a taskforce to create a World Bank of Cities. Ile de France will lead a taskforce with financial experts and experts from the cities to analyze the viability of establishing a bank for cities and the ways to fund projects for local governments. The taskforce will be established jointly with UCLG. (The work proposal prepared by Ile de France will be presented in Berlin).*
- ❑ *Participate actively in the Cities Alliance consultative group and its taskforce on municipal funding, in collaboration with UCLG.*

### **Action 6: Information and Knowledge Exchange**

The participants decisively supported working in a network and exchanging knowledge and information among members and stakeholders. The following criteria and activities were suggested:

- Sharing key points on technical and social aspects
- Promoting cultural exchanges
- Intensifying communication between members
- Exchanging case studies and experiences
- Promoting collaboration with public and private organizations
- Facilitating staff exchanges

The participants emphasized the need to publish reports, case studies and prospective papers on particular policies and future perspectives:

- Policy papers, i.e., documents of metropolitan policies on particular sectorial issues
- Regular report from Metropolis on the State of the Cities (complementing the UN-Habitat report on cities)
- A prospective workshop on the future of cities
- Prepare and publish case studies based on our activities (2005 Award, training, Commissions, technical assistance)

#### ***Proposal for approval:***

The following activities were proposed for the 2006-2008 period:

- *Policy Papers: We propose the first document be devoted to overall metropolitan policy and that subsequent documents take advantage of the work of the Commissions, the technical assistance schemes and training to focus on more specific matters.*
- *Prospective report on Metropolises: Metropolis will publish a report on metropolitan cities and regions in partnership with universities and research centers..*
- *Case Studies and Working Papers: Metropolis will publish issue-specific works based on the activities of the Commissions, the awards, training, technical assistance schemes, etc., as working documents, thus avoiding the three-year period between the traditional Congress reports and allowing for a more frequent communication campaign.*
- *The Website as a Knowledge Management Tool: Given that the website can be a tool for knowledge, Metropolis should redesign the Commissions' portals and continue to promote the use of the Internet as a tool for exchanging data and information.*

### **III. Advocacy Activities**

*Action 7: International Activities*

*Action 8: Relations with International Organizations*

*Action 9: Women's network*

*Action 10: Activities with UCLG*

Metropolis is the leading association of metropolitan governments and will continue to defend cities' interest before international organizations, participating in international forums and heading up the Metropolitan Section of UCLG.

The participants in the strategic reflection made the following recommendations:

- ❑ Metropolis should coordinate its international representation with UCLG and be represented at international meetings and activities of interest to cities.
- ❑ Metropolis should continue to actively shore up the effective weight of local and metropolitan governments at the international level and within the United Nations and its agencies, particularly UN-Habitat.
- ❑ Metropolis should work closely with UCLG, its Secretariat and Regional Sections on exchanging information among members and other activities of common interest.
- ❑ Promoting the Women's Network as a permanent Metropolis group
- ❑ Promoting a youth network as a permanent Metropolis group

### **Action 7: International Activities**

Metropolis will pursue its timetable of international activities and contacts in close collaboration with UCLG to prevent unnecessary repetitions and ensure local representation in a large number of international meetings.

#### ***Proposal for approval:***

During the 2005-2006 year, Metropolis will be represented, among other events, in:

- ❑ The Local Authorities session at the UN General Assembly's High Level Meetings on AIDS, New York, 2 June 2005 (pending confirmation)
- ❑ UITP 56<sup>th</sup> World Congress in Rome, 5-9 June
- ❑ US Conference of Mayors 73<sup>rd</sup> annual meeting, Chicago, 10-14 June
- ❑ Opening of the 60<sup>th</sup> Session of the UN General Assembly: Evaluation of the Millennium Development Goals, New York, September 2005
- ❑ World Summit on the Information Society, Tunisia, 16-18 November 2005
- ❑ 4<sup>th</sup> World Water Forum, Mexico, 16-22 March 2006
- ❑ World Urban Forum, Vancouver, 19-23 June 2006

Each year, the Metropolis Board of Directors will approve the list of main activities and in the periods between Board Meetings, the President of Metropolis will delegate representation among the members to ensure broad representation at international meetings.

### **Action 8: Relations with International Organizations**

Metropolis will pursue its contacts with international organizations in close collaboration with UCLG to increase the effectiveness of the weight of local and metropolitan governments in world governance.

#### ***Proposal for approval:***

Our priorities are to continue the participation and relations with the following organizations:

- ***UN-Habitat and UNACLA:*** Metropolis will continue to actively participate in the activities of UN-Habitat and particularly in the activities of UNACLA (United Nations Advisory Council for Local Authorities), currently led by Joan Clos, President of Metropolis. Following the changes made in its regulation and the agreements reached with UCLG, Metropolis is assured a seat on the Board and participation as an observer in the Secretariat General. Metropolis will support UN -Habitat with its agenda and, in particular, with the implementation of the Millennium Development Goals and the World Urban Forum, to be held in Vancouver in 2006.
- ***UN-ECOSOC:*** Metropolis is recognized by the UN as a special consultative group for the Economic and Social Council and each year proposes the appointment of its representatives at the different UN offices in New York, Paris and Vienna (see list of appointments).
- ***Other UN Agencies:*** Metropolis will continue to develop partnership agreements with UNESCO, UNEP, UNDP, DPKO and other UN agencies.
- ***Cities Alliance:*** Metropolis is represented on the Consultative Group and will also continue to take part in the Municipal Finance Task Force, which was recently created to identify and increase long-term flows of private capital for neighborhood improvement activities and city development strategies.
- ***World Bank and Regional Banks:*** Metropolis will continue to collaborate with the World Bank and will contact through regional secretariats the corresponding regional banks particularly on the project to develop a cities bank and the search for direct funding for city projects.
- ***Forum of Cultures:*** Metropolis will promote, together with UCLG, the continuity of the Forum of Cultures as a new world event for local authorities and support the creation of an International Foundation to ensure the continuity of the event beyond Barcelona 2004 and Monterrey 2006.
- ***US Conference of Mayors:*** Metropolis has proposed a collaboration agreement which will see the US Conference of Mayors become an associate member of Metropolis and the two associations propose cooperating and collaborating on activities relating to major cities.
- ***Other Institutions:*** Metropolis will continue with isolated collaborations with various institutions of interest to major metropolises, e.g., ICLEI, EMI, Mosaïcultures, IMPACTS, the Glocal Forum, UITP and other organizations of a regional nature.

## Action 9: Women's network

Under metropolitan advocacy activities, Metropolis gives support to a stronger participation of women on political and technical roles in local government. After the Youth Congress in Berlin, Metropolis will also consider the possibility of developing a youth network.

Considering that the Metropolis Board of directors at its meeting in Seoul (2002) had given its support to the creation of an International Network Women and Local Governance. Taking into account the progress that has been made by the Network, and considering that the Board of directors has acceded to the reports presented in Istanbul (2003) and in Ixtapan de la Sal (2004), Metropolis will reinforce the International Network Women and Local Governance.

***Proposal for approval:***

- *For the next three years (2005-2008), the International Network Women and Local Governance, has within Metropolis a status of a Commission.*
- *In parallel, that the Network will seek for funding to support its activities and its mission*
- *A similar network being organized by UCLG, Metropolis could consider a joint partnership with UCLG*

**Action 10: Activities with UCLG**

***Proposal for approval:***

Metropolis will participate in the political committees and sub-committees proposed by UCLG:

- Local Governments and the Global Development Agenda [sub-committees: Millennium Development Goals, Sustainable Development]
- Decentralization and Local Self-Government

Metropolis will take part in various taskforces and urban committees and networks proposed by UCLG.

Committees:

- Women's Committee – Equal Opportunities (continuation of the existing program)
- Committee for Social Inclusion (follow-up of the World Forum of Local Authorities for Social Inclusion)

Taskforces

- Taskforce on Local Finance (with the support of Cities Alliance)
- Taskforce on Local Agenda for Culture and for the International Foundation on the Forum of Cultures (with the support of the City of Barcelona)

#### **IV. Corporate Activities**

*Action 11: Regional Secretariats*

*Action 12: Marketing and Members Campaign*

*Action 13: Communication*

##### **Action 11: Regional Secretariats**

###### ***Proposal for approval:***

- Metropolis proposes maintaining the current regional structure based on five regional secretariats , although a future revision is not excluded if the increase in membership on a specific area so requires.

##### **Action 12: Marketing and Members Campaign**

The participants in the strategic reflection also offered ideas and proposals to improve marketing, promotional activities and to attract new members:

- Make better use of Metropolis' outputs (Commissions, training, technical assistance, etc.) in the campaigns to attract new members
- Create a set of marketing tools for use by the Secretariat General and the regional secretariats
- Promote Metropolis' presence in events of major importance
- Take into account Metropolis' new position with respect to UCLG
- Sponsor new members (to be sponsored by existing members)
- Promote an intercultural project of a metropolitan scope (the Alain Le Saux Gastronomic Project, with a book, Internet, TV, etc.)

###### ***Proposal for approval:***

- The campaign to attract new members will consider Metropolis' relation with UCLG and study a joint marketing plan for major metropolises.
- We should analyze the member and fees policies of the two organizations to bring them into line and make it viable for cities to participate in the regional and metropolitan sections of UCLG.
- We propose extending the concept of City Member from meaning a city with more than a million inhabitants or capital city to include metropolitan regions. This involves facilitating the incorporation of various levels of metropolitan governments (local, metropolitan or state wide) that represent more than 400 metropolitan regions across the world (of more than one million inhabitants) even though in some cases there is no central city, or even a local government, which exceeds the figure of one million inhabitants.

### **Action 13: Communication**

The Action Plan updates the current communication strategy, bearing in mind the different types of cities and people who receive information. Maintaining our member and stakeholder database is an essential task in ensuring that the communication strategy adopts a more personalized and member-oriented approach.

The participants underlined the need to improve the communication and activities networks:

- Formulating a new communication strategy
- Considering the languages to adopt
- Adapting communication to the different types of cities
- Reducing the amount of documents sent by post

#### ***Proposal for approval:***

The communication strategy proposes for the 2006-2008 period to improve internal and external communication at Metropolis and increase the public projection.

As tools, Metropolis will continue improving the website, will give priority to E-mail communication, publish newsletters and launch Information Campaigns Aimed at Institutions and Media as well as improving informative dossiers about Metropolis.