

# **metropolis** ●

World Association of the Major Metropolises

## **ACTION PLAN 2015-2017**

**METROPOLIS: 30 years on and 30 years ahead**

# **TABLE OF CONTENTS**

## **INTRODUCTION**

- A changing world
- From the founding members' vision to tomorrow's challenges
- Action Plan 2015-2017: Supporting change and the association's development

## **I. ADDRESS THE CHALLENGES OF METROPOLITAN DEVELOPMENT BY REAFFIRMING THE POLITICAL PRIORITIES THAT GUIDE THE ASSOCIATION**

- A. Improving urban governance
- B. Fostering social inclusion and access to basic services
- C. Fostering all aspects of innovation (urban, social, societal, etc.)
- D. Placing urban development at the service of economic development and employment
- E. Making the gender issue an integral part of every METROPOLIS policy priority

## **II. POSITION METROPOLIS AS THE REFERENCE NETWORK ON METROPOLITAN ISSUES**

- A. Strengthened political governance and the mobilisation of metropolitan elected officials
- B. A greater and more active presence in international forums
- C. A consolidated partnership with world networks of territorial authorities and public and private development stakeholders

## **III. AN ASSOCIATION AT THE SERVICE OF ITS MEMBERS FOR SUSTAINABLE METROPOLITAN GROWTH**

- A. METROPOLIS Initiatives: collaborative projects
- B. Exchanges & sharing within thematic networks (Youth & Women)
- C. Training (MITI) and knowledge exchange to facilitate city-to-city learning
- D. Visible, effective and optimised communication

**IV. IMPROVE AND CLARIFY THE ORGANISATION, MOBILISE RESOURCES AND STRENGTHEN COMMUNICATION**

- A. Streamlined administrative governance
- B. Resource optimisation

## **A CHANGING WORLD**

The 30<sup>th</sup> anniversary of METROPOLIS marks the opportune time to give renewed impetus to the association, taking into consideration its history and its accomplishments, the changes that have come to pass in recent years in every realm of urban development, as well as the global outlook, particularly with regard to demography and the climate.

Currently, the world has changed tremendously in 30 years. Huge progress has been achieved in many countries to combat poverty, to provide access to health and education for all, to grant access to decent housing, to facilitate mobility for all to gain access to employment and to social, cultural and sporting activities. Much has been done to reduce inequalities of all kinds. All this progress is more tangible and measurable in the major metropolises than anywhere else in the world.

Major metropolises have become the driving forces behind the global economy, hubs of innovation and creativity, and sites of production of a new urban citizenship.

At global level there is still much to be done to meet citizens' aspirations for a better life. Cruelty and intolerance continue to be palpable. The world's wealth has grown at the expense of the vast majority. Economic and social crises come about without states providing satisfactory responses. Cities, and first and foremost major metropolises, must mitigate many deficiencies and withstand a great deal of the issues raised.

Among the most significant developments in the last 30 years, noteworthy is the implementation of decentralisation as a predominant means of governance worldwide. This form of governance has afforded new prominence to local, metropolitan and regional authorities by granting them wider powers as regards local development, the delivery of basic services, the local economy, mobility, etc. Nevertheless, it should be noted that the transfer of powers from the central to the local level is not always coupled with the corresponding human and financial resources. Certain countries, owing to or under the pretext of the economic and financial crisis, have experienced setbacks in recent years with certain powers having been reconcentrated.

If decentralisation is to make further progress in many countries, it is the reference point today. It grants local authorities major responsibilities with a considerable difference between federal countries, in which regional authorities and some major cities have legislative power, and unitary countries where the latter continues to be a power under the remit of the central state. In many countries, the notions of metropolis and its associated governance remain unclear and call for clarification.

Another difference lies in the ability of local and regional authorities to decide on their tax policy and to collect the corresponding taxes. In terms of finance, many local and regional authorities are still highly dependent on States' financial transfers. The inability of some regional and local authorities to raise loans on financial markets continues to be a stumbling block to local investment. The financial autonomy of local and regional authorities is yet to be accomplished.

Among the changes in society over the last 30 years, mention must be made of the development of participatory democracy and practices such as participatory budgeting. Much progress has been achieved in the sphere of more active democracy. However, there are still many corruption issues and infringements of democracy, as well as instances of city inhabitants who are not all considered to be citizens, particularly migrants. Access to justice for the poorest and access to services for people with functional diversity are just some of the issues that are yet to be addressed in order to make inclusive cities a reality across the entire world.

Regarding gender equality, metropolises have driven major social changes in recent decades; however, women are still in a situation of economic, political and social inequality in all societies across the globe. Today, there are still many barriers to achieving effective, full and real equality between women and men, of particular note among which are: the pay gap, gender-based violence, women's insecurity in the urban space, the lack of female participation in politics, sexual exploitation and the lack of shared responsibility with the consequent greater work/life balance difficulties that women face. Although the major metropolises may have been pioneering in terms of addressing all of these issues, there is still a long way to go.

Moreover, communication tools and the creation of social networks radically alter the relationship between inhabitants and local officials and step up the level of demand and transparency towards said citizens.

These past 30 years have been marked by huge technological leaps that have profoundly changed the relationship with work, making the tertiary and service sector a key factor in the creation of employment in a great many cities. Developments in mobility, particularly air transport, have transformed tourism, which has become a challenge for development in many cities. In developing cities, the informal sector heavily contributes towards local economic development.

Environmental concerns have become increasingly important over the last 30 years and have led to positive developments in various urban development policies, helping to enhance inhabitants' living conditions. Today, the issue of climate change challenges local officials just as much as the international community.

Furthermore, urban growth has accelerated exponentially over the past decades and this trend looks set to continue. By 2030, the number of urban inhabitants is expected to rise to 5 billion, with a majority of young people under the age of 30, resulting in an increase in the phenomenon already known as the "urbanisation of poverty". Against this backdrop, cities, especially large cities, major metropolises, which have become

the most dynamic laboratories of innovation as regards public policy, must put forward solutions.

It must be noted, however, that decentralisation and growing urbanisation have not gone hand in hand with more political recognition for local and regional authorities from the international community than there was 30 years ago. Local authorities and local elected representatives still do not hold a status vis-à-vis the UN, unlike parliaments, civil society organisations or the private sector. Their networks and national, regional or international organisations, such as Metropolis or UCLG, are still considered to be NGOs. At the same time, the mayors of major metropolises and presidents of metropolitan regions are strongly encouraged by the UN and the World Bank to take part in major international conferences.

## **FROM THE FOUNDING MEMBERS' VISION TO TOMORROW'S CHALLENGES**

As the leading association that gathers cities and metropolitan regions with more than one million inhabitants, as well as national capital cities around the world, METROPOLIS represents the local administrations of more than 130 major metropolises, connecting them globally for effective cooperation and knowledge transfer, as well as fostering partnerships with the civil society, academia and private sector.

From 14 founding members in 1985 to 90 in 2005, METROPOLIS will have at least 150 members in 2015. It is the largest world organisation of major metropolises, 30% of which the association represents today and which holds significant potential for growth. Mainly comprised of European and North American cities in its infancy, METROPOLIS now boasts a well-established network in Africa, Latin America and Asia. Currently, the cities in these three continents account for 80% of METROPOLIS members.

METROPOLIS also greatly contributed to the establishment of UCLG in 2004, so that local authorities have a common voice vis-à-vis the international community. The active presence of METROPOLIS members within UCLG must be upheld so that other interests do not eclipse the concerns of major metropolises.

Over the past 30 years, METROPOLIS has fulfilled the expectations of its members in accordance with Article 2 of its statutes:

- **To be the voice of the metropolises internationally related to urban development.**
- **To facilitate the sharing of knowledge and practices among the major cities of the world.**
- **To reinforce their global leadership**

The organisation's founders had clearly set forth action plans based on the exchange of information and practices conducive to the governance of their metropolises. Today's members face the same challenges in a global context that has changed dramatically and METROPOLIS is working more closely to the issues that affect the life of people in the major cities of the world, with its political role reinforced and a positive impact on urban development.

If METROPOLIS is the only world organisation of a general nature, other bodies have been created to tackle specific themes, such as the C40 network, which addresses the issue of climate change. Large foundations have also placed themselves on the urban development "market" recently. The Rockefeller, Ford, Gates and Bloomberg foundations each organise their field of activity with substantial financial resources, incommensurate with those of METROPOLIS. Therefore, **METROPOLIS faces an abundance of challenges.**

Furthermore, the forthcoming years will be crucial for the global urban community to reach consensus **on the post-2015 development agenda**. One of the critical steps in this process is **the Third United Nations Conference on Housing and Sustainable Urban Development, Habitat III, in 2016**. During this period, METROPOLIS must also assert its leadership at the international level, increase its visibility and voice in world dialogues as well as the active participation of its member cities.

**METROPOLIS must be pro-active, vocal and visible in the next three years. It must adapt its goals, its organization and its communication and managing tools to these new challenges.**

## **ACTION PLAN 2015-2017: SUPPORTING CHANGE AND THE ASSOCIATION'S DEVELOPMENT**

The Action Plan 2015-2017 seeks to draw up a course of actions for an effective and common future at the service of all its members, upholding the organisation's democratic traditions. METROPOLIS wants to operate at political level through the implementation of a new form of governance, proposing the appointment of different co-presidents and vice-presidents committed to representing METROPOLIS at international level, with major institutional and financial partners such as the United Nations, the World Bank and private, academic and civil society organisations.

The period covered by this plan of actions includes the Habitat III conference, which should be the opportunity for a fully-fledged debate on global urban development, at the centre of which major metropolises have a major role to play. It is therefore essential that METROPOLIS is able to convey the political message of its members on this occasion.

The METROPOLIS Annual Meeting to be held in Buenos Aires in 2015 will mark the opportunity for METROPOLIS to better adapt its organisation, tools and member services to provide an enhanced response to the political objectives set at the 2014 World Congress. It will also be the opportunity to adopt a political declaration vis-à-vis the international community with a view to Habitat III. It should be noted that Berlin will represent METROPOLIS within the framework of work undertaken by the Global Taskforce of Local and Regional Governments set up at the initiative of UCLG, and will play the role of political coordinator in order to prepare the participation of METROPOLIS representatives at the conference Habitat III.

The items contained in this document are the outcome of joint reflection by the METROPOLIS Secretariat General, Regional Secretariats and active members, as well as some of the association's partners that met in Barcelona in February 2014.

## **I. ADDRESS THE CHALLENGES OF METROPOLITAN DEVELOPMENT BY REAFFIRMING THE POLITICAL PRIORITIES THAT GUIDE THE ASSOCIATION**

At a meeting with Jean-Paul Huchon and Xavier Trias during the 11th World Congress in Hyderabad, the METROPOLIS leaders restated their wish for engagement by the network founded on clear political priorities based in turn on collaboration and sharing, equity and human rights, decentralisation and subsidiarity, openness to civil society and dialogue with other tiers of government. In this spirit, the following areas will serve as the central themes of the array of METROPOLIS' actions and activities during the implementation of this action plan.

### **A. IMPROVING URBAN GOVERNANCE**

*Examples of topics to be addressed:* budget management & taxation; accountability; government systems; political representation; citizen participation in urban planning; public-private partnerships; the rise of metropolitan areas; land use, planning regulation & management; regional planning & cooperation etc.

Taking into account the principle of gender mainstreaming, special emphasis will be placed on: budgetary management from a gender perspective, analysis of the impact of taxation for women; citizen participation in urban planning from a gender perspective; the empowerment of women in the political and associative sphere.

### **B. FOSTERING SOCIAL INCLUSION AND ACCESS TO BASIC SERVICES**

*Examples of topics to be addressed:* urban equity, ageing populations, children and young people, civic engagement & participation, public health, safety, education & culture, migration, accessibility & mobility, violence & crime prevention, social housing & informal settlements, employment, economic development etc.

Applying the principle of gender mainstreaming, the following issues will be analysed: gender equality in urban planning; the ageing of women and their specific needs; children and young people from a gender perspective; women and health; intersectionality, the prevention of male violence against women; equal opportunities between men and women in employment, the economy,

education and culture; access to housing for women at risk of or in a situation of poverty; safety, accessibility and mobility from a gender perspective.

### **C. FOSTERING ALL ASPECTS OF INNOVATION (URBAN, SOCIAL, SOCIETAL, ETC.)**

*Examples of topics to be addressed:* information technology for urban management, open data, smart cities, vanguard of architecture & urban design, etc.

Taking into account the principle of gender mainstreaming, special emphasis will be placed on: women's access to new technologies; urban and architectural design from a gender perspective.

### **D. PLACING URBAN DEVELOPMENT AT THE SERVICE OF ECONOMIC DEVELOPMENT AND EMPLOYMENT**

*Examples of topics to be addressed:* urban resilience; climate protection/adaptation; urban infrastructures; environmental services & protection; sanitation & waste management; risk management; mobility & transport; revitalization of neighborhoods & districts; energy supply, distribution & consumption, etc.

Applying the principle of gender mainstreaming, the following issues will be analysed: sustainability from a gender perspective, uses of time, mobility and transport based on women's needs; regeneration of neighbourhoods and districts from a gender perspective.

### **E. MAKING THE GENDER ISSUE AN INTEGRAL PART OF EVERY METROPOLIS POLICY PRIORITY**

With the ultimate goal of promoting equality and non-discrimination of women, the METROPOLIS "Action Plan 2015-2017" applies the principle of gender mainstreaming. In other words, it assesses the implications for men and women of all the priorities, actions and policies planned at all levels and spheres of work within the association.

Thus, the four areas explained earlier (A. Governance, B. Social Inclusion, C. Innovation and D. Economic Development and Employment) are subject to the application of the principle of gender mainstreaming. This principle is also taken into account in all the sections explained in this plan.

*Examples of topics to be addressed:* Governance, political representation, participation in METROPOLIS political instances, economic empowerment of women, social empowerment, pay gap, gender-based violence, sexual exploitation, education, health, sexual and reproductive health etc.

At a specific level, as already mentioned, the four thematic areas will address the following topics in particular:

- A. IMPROVING URBAN GOVERNANCE: budgetary management from a gender perspective, analysis of the impact of taxation for women; citizen participation in urban planning from a gender perspective; the empowerment of women in the political and associative sphere.
- B. FOSTERING SOCIAL INCLUSION AND ACCESS TO BASIC SERVICES: gender equality in urban planning; the ageing of women and their specific needs; children and young people from a gender perspective; women and health; intersectionality, the prevention of male violence against women; equal opportunities between men and women in employment, the economy, education and culture; access to housing for women at risk of or in a situation of poverty; safety, accessibility and mobility from a gender perspective.
- C. FOSTERING ALL ASPECTS OF INNOVATION: women's access to new technologies; urban and architectural design from a gender perspective.
- D. PLACING URBAN DEVELOPMENT AT THE SERVICE OF ECONOMIC DEVELOPMENT AND EMPLOYMENT: sustainability from a gender perspective, uses of time, mobility and transport based on women's needs; regeneration of neighbourhoods and districts from a gender perspective.

Moreover, the need for METROPOLIS to have its own political agenda was reiterated, as it will encourage new members to join and will raise the network's visibility at an international level. In keeping with this, METROPOLIS' contribution to the Habitat III Conference is a political act strongly supported by network members.

## **II. POSITION METROPOLIS AS THE REFERENCE NETWORK ON METROPOLITAN ISSUES**

### **A. STRENGTHENED POLITICAL GOVERNANCE AND THE MOBILISATION OF METROPOLITAN ELECTED OFFICIALS**

- **A collegiate Presidency** resulting from the evolution of the statutes (ensuring that such Presidency has a balanced presence of men and women whenever possible).
- **Sectoral** competencies of members of the Board of Directors (World Bank, United Nations, international issues of major concern, etc.).
- **Organisation** and promotion of political debate within Metropolis (Mayors' Forum, facilitating city/city cooperation).
- **Rewarding** political innovations and best practices (Voice of the Mayors, Guangzhou Award and Metropolis Awards). It should be taken into account that these rewards are always made according to granting criteria based on the gender perspective.

### **B. A GREATER AND MORE ACTIVE PRESENCE IN INTERNATIONAL FORUMS**

METROPOLIS recognizes the key role of local political leaders of the major cities (mayors, governors, commissioners, etc.) and offers them exclusive opportunities to be heard and seen worldwide thru:

- **International** representation of Metropolis by elected officials in their regions.
- **Ensuring** that the voice of Metropolis is heard on international issues of major concern (Habitat III, climate change, MDGs, gender equality within the objectives of the United Nations, etc.).

### **C. A CONSOLIDATED PARTNERSHIP WITH WORLD NETWORKS OF TERRITORIAL AUTHORITIES AND PUBLIC AND PRIVATE DEVELOPMENT STAKEHOLDERS**

1. **Reinforcing** the presence of METROPOLIS within UCLG
2. **Seeking** international partnerships and alliances
  - Identify who they are and to which sector(s) they belong (e.g. civil society,

- academia, private sector)
- Identify their priorities and the matters of concerns to their agendas (among which is the content to be developed on matters of gender equality).
  - Identify available resources, assets and skills they could offer to METROPOLIS
  - Identify the benefits they could get from METROPOLIS

**3. Fostering** interaction and exchanges among members and partners.

METROPOLIS will focus on developing clearer approaches for the establishment of exchange and partnerships. This strategy is based on the principle that one of the greatest assets of METROPOLIS is to connect different stakeholders through their synergies.

**4. Reaffirming** the generalist organisation status of METROPOLIS in order to clarify the position of METROPOLIS vis-à-vis other international networks and to define its own added value.

### **III. AN ASSOCIATION AT THE SERVICE OF ITS MEMBERS FOR SUSTAINABLE METROPOLITAN GROWTH**

#### **A. METROPOLIS INITIATIVES: COLLABORATIVE PROJECTS**

METROPOLIS Initiatives are projects and services carried out by and for cities in conjunction with different stakeholders (such as private companies, civil society organizations and academic institutions), which have the potential to be replicated to other cities in the world. Initially launched in 2012, the METROPOLIS Initiatives enter a new cycle in 2015.

Fostering the direct cooperation between the technical staff of the major metropolises and other stakeholders, METROPOLIS Initiatives represent the opportunity to create practical curricula in training and peer-to-peer exchange between different cities of the world, about issues that fit into the METROPOLIS agenda themes – **Governance, Socioeconomic inclusion, Innovation, Sustainability and Gender mainstreaming.**

Cities which lead or join a METROPOLIS Initiative boost their exchange of knowledge and international visibility, through the opportunities of:

- Working closely with different cities and partner organizations
- Exchanging information, know-how and good practices on specific themes of interest
- Learn from other cities that want to implement or which are already running a similar project or service
- Transforming their own practices and fostering an institutional culture of change and improvement

Between 2015 and 2017, the METROPOLIS Initiatives will have their visibility, dissemination and impact increased, through stronger synergies with other METROPOLIS spheres of action and communication channels.

#### **B. EXCHANGES AND SHARING WITHIN THEMATIC NETWORKS**

##### **1. Youth: Empowering young citizens in building tomorrow's cities**

METROPOLIS Youth brings together young people who are making a difference in the major cities of the world and advances youth participation in urban management. Officially launched with the leadership of Mashhad, METROPOLIS Youth will activate youth participation in the METROPOLIS member cities, for the promotion of mutual and intergenerational learning and the improvement of urban well-being in the future.

## Principles

- As the world population rapidly increases and becomes more urbanized, youth participation is core to develop the metropolitan future;
- Youth participation in urban issues needs to be fostered among the major cities of the world;
- Urban managers should trust in youth and young citizens should be prepared to become cities future leaders.

## Objectives of METROPOLIS Youth and respective actions

- a) Identify and study the different models of youth participation developed by the METROPOLIS members
- b) Address youth participation in cities, taking into account the gender perspective. In other words, dealing with the specific needs of and barriers to female participation starting from the basis that a discriminatory context exists for young women in the public sphere.
- c) Give visibility of good practices of youth participation among METROPOLIS member cities
- d) Contribute to the global debate on youth participation in urban issues
- e) Empower youth from a gender perspective, to become future urban leaders of metropolises with an international outlook
- f) Ensure that METROPOLIS Youth is represented in all METROPOLIS activities and promote intergenerational learning

## 2. Women: Promoting gender equality in urban management

The METROPOLIS Women International Network is an international exchange and cooperation space for women who hold political positions in METROPOLIS member cities, as well as for other female leaders operating in the local and metropolitan environment.

## Objectives and respective actions

- a) *Consolidate, strengthen and expand the network*
  - Enlarge Structure the network into different world regions. One vice-presidency per region whose role, among others, is to attract new antennae
  - Create working committees focused on concrete areas about gender issues and women rights
- b) *Exchange experience and projects about gender mainstreaming*
  - Promote continuity of the organization of “Dynamic Cities Need Women” Forums
  - Collaborate more closely with METROPOLIS International Training Institute (MITI). Request MITI to include at least a training course about gender equity and gender mainstreaming in its current program

- c) *Strengthen a fluid internal communication*
  - Compile and disseminate the activities of the network and the ones carried out by the antennae
  - Create a Women Network newsletter with interesting information for the antennae (UN Women Events, international studies about gender mainstreaming, etc.)
- d) *Strengthen external communication* to create awareness about the network and its activities
  - Integrate the gender dimension into the debates and activities led by METROPOLIS
  - Share common concerns and defend the interests of METROPOLIS Women in international discussions related to Sustainable Development Goals (SDGs), Habitat III and other relevant forums organized by METROPOLIS partners and other organizations
  - Use the network as a vehicle to attract new members to METROPOLIS
- e) *Reinforce and consolidate presence* and collaboration with the main international organizations dealing with gender equity
  - Sign and/or keep cooperation agreements with international bodies and programs related to gender issues. Generate synergies and monitor the effective collaboration

### **C. TRAINING (MITI) AND KNOWLEDGE EXCHANGE TO FACILITATE CITY-TO-CITY LEARNING**

The METROPOLIS International Training Institute (MITI) is the learning network of METROPOLIS with the aim to strengthen the institutional and professional capacities of local and metropolitan authorities and their leaders.

Currently counting on regional centers hosted by Cairo (Africa), Mashhad (Middle East), Mexico City (Americas), Paris Île-de-France (Europe and the Mediterranean) and Seoul (Asia), MITI wants to expand its activities and improve transferability, engaging more METROPOLIS member cities, experts and academic institutions, not only through on-site, but also through web-based activities.

#### **Actions:**

- 1. METROPOLIS Training programs** will combine topics and target audiences in accordance with the METROPOLIS agenda themes (**Governance, Socioeconomic inclusion, Innovation, Sustainability and Gender mainstreaming**) and the other METROPOLIS spheres of action (Initiatives, Women and Youth), therefore multiplying the possibilities of collaboration and exchanges between METROPOLIS members.
- 2. The MITI will continue its growth by opening new centres, notably in India**

**and China, and will foster partnerships** with universities, think tanks, research institutes and development agencies to provide knowledge coming not only from the cities' administrations, but also connecting them to other stakeholders with high level of expertise in metropolitan management and urban development.

**3. Beyond classical lectures**, MITI will offer diverse and experimental training methodologies, such as:

- peer-review process workshops,
- mentoring,
- technical and hands-on field visits
- exchange programs for officials between different cities' administrations
- web based activities

#### **D. VISIBLE, EFFECTIVE AND OPTIMIZED COMMUNICATION**

As the manager of METROPOLIS official communication channels, the METROPOLIS Secretariat General works on their continuous improvement, as effective communications are core to provide better services to the METROPOLIS members and partners. This work includes, in the three official languages of the association (English, Spanish and French), the production of institutional communication products (such as leaflets, brochures, publications, presentations, videos) and the maintenance of the METROPOLIS official online media channels (web portal and social networks), as well as the promotion of METROPOLIS on mass media channels and specialized vehicles.

METROPOLIS guarantees inclusive communication. In other words, it uses non-sexist (gender-neutral) forms in all languages; non-discriminatory and non-stereotyped images; and inclusive content.

#### **Main objective for 2015-2017**

Improve internal and external communication of METROPOLIS as well as its core spheres of action – Initiatives, Training, Women and Youth – among its members, partners and broader interested audiences. In addition, establish and achieve a successful and powerful brand in terms of worldwide positioning and visibility.

#### **Strategies**

##### **1. METROPOLIS positioning & branding**

Promote the METROPOLIS branding and its image, on the one hand, as an international network of major cities and like-minded organizations and, on the other hand, as an international reference hub about metropolitan matters.

- **Differentiation from other networks by emphasising its dimension as a generalist network and by strengthening its co-operation with them**
- **Branding based on clear and direct messages to promote a shared**

## identity

### 2. Promotion of the METROPOLIS Agenda

Prioritize the METROPOLIS agenda themes – **Governance, Socioeconomic inclusion, Innovation, Sustainability and Gender mainstreaming** - in communications as a strategy to show more clearly how METROPOLIS works within the international urban community.

### 3. Customized messages to promote the METROPOLIS public image worldwide

Along with the mapping of members and partners, the new CRM (Customer Relationship Management) system will allow METROPOLIS to develop customized communication approaches, such as newsletters and promotion kits, in accordance to the interests of different stakeholders.

### 4. METROPOLIS presence in the world wide web

#### a) *METROPOLIS web portal*: more attractive and clearer

From early 2015, the address [www.metropolis.org](http://www.metropolis.org) will become a place for the virtual encounter of all METROPOLIS members and stakeholders. The new METROPOLIS website, to be fully developed along the period of this Action Plan, will be a portal with all the information related to METROPOLIS, its members and partners.

The METROPOLIS **web portal will be the main space to involve all members** and encourage interaction among them and between the activities they promote, improving not only the internal communication of the association, but also the worldwide projection of METROPOLIS members and partners – which are considered the main source of news and relevant information for the METROPOLIS community.

The new METROPOLIS portal will ensure accessibility from different browsers and computers located in different parts of the world, as well as from different devices (computers, smartphones, and tablets).

#### b) *METROPOLIS policy transfer database*

A result of the first cycle of one of the METROPOLIS Initiatives (“Integrated Urban Governance - Successful policy transfer”, led by Berlin), the METROPOLIS policy transfer database is a website that gathers resources for experts and anyone who wants to learn more about integrated urban governance. It showcases projects from Metropolis member cities and others, strengthening the position of **METROPOLIS as a hub for expertise on urban issues**, convening experts, projects and practices.

Between 2015 and 2017, the policy transfer database shall be fully integrated to the METROPOLIS web portal, showcasing all the METROPOLIS Initiatives findings and adding strong values to the members of METROPOLIS.

### *c) METROPOLIS social media channels*

METROPOLIS is already present on [Twitter](#), [Facebook](#), [Flickr](#), [YouTube](#) and [LinkedIn](#), and has been steadily increased the rate of its followers. Between 2015 and 2017, METROPOLIS will target focused influent profiles to have more dissemination and boost the visibility and credibility of its messages.

## **5. METROPOLIS campaigns**

To take advantage of the potential of different platforms to approach to METROPOLIS target audiences, Metropolis will focus on promoting some key messages through specific campaigns. For the period of 2015-2017, the following campaigns are foreseen:

- a) METROPOLIS 30 years:* celebration of the association's anniversary conveying its accumulated experience and visions for the future. Officially launched in the 11th METROPOLIS World Congress in Hyderabad (2014) and closed in the 2015 METROPOLIS Annual Meeting in Buenos Aires.
- b) Voice of the Mayors:* the collection of publications will be promoted on different METROPOLIS communication channels, inviting more and more mayors to take part in the project.
- c) METROPOLIS to you:* from a series of videos filmed after the 2014 Strategic Meeting, METROPOLIS will invite all its member and partners to share their thoughts on what METROPOLIS means to them.

All METROPOLIS campaigns will be undertaken from the gender perspective. In other words, ensuring:

- Equal participation of men and women at meetings.
- The integration of the gender issue in all debates and publications.

## **6. Boosting current partnerships & proposing new models of cross-sector cooperation and exchange**

In accordance with METROPOLIS communication strategies, METROPOLIS will create promotion kits for different sectors, highlighting the benefits offered by partnerships with METROPOLIS and promoting the association's action spheres – Initiatives, Training, Women and Youth

- Strategic partnerships
- Training partnerships
- Event partnerships
- Business partnerships
- Crowdfunding partnership

## **IV. IMPROVE AND CLARIFY THE ORGANISATION, MOBILISE RESOURCES AND STRENGTHEN COMMUNICATION**

### **A. STREAMLINED ADMINISTRATIVE GOVERNANCE**

#### **1. Extension and redefinition** of the role of Regional Secretariats

In order to take into account the membership's evolution and to strengthen the image and presence of METROPOLIS across all continents, the Board of Directors should propose the launch of a call for applications to set up new regional offices. The applicable specifications and operating terms and conditions of such offices will be set out in the call.

#### **2. Definition of the role** and principles of coordination among the various decentralized bodies of METROPOLIS and its members activities

There seems to be a need to better coordinate METROPOLIS activities and to facilitate the fluidity of exchanges between members holding certain responsibilities and the rest of the network. A leader must therefore be identified to address this need.

#### **3. Implementation** of activity evaluation and indicators

The evaluation of METROPOLIS activities must be imposed as standard working practice. In order to meet that objective, on a general level, realistic indicators should be defined to enable the association's performance to be measured. In addition, on a specific level, indicators will be incorporated containing data segregated by gender in order to assess the gender impact of its actions.

To that end, the Secretariat General and the Regional Secretariats shall submit a proposed list of indicators to the next Board of Directors meeting in Buenos Aires.

### **B. RESOURCE OPTIMISATION**

#### **1. Rationalisation** of procedures and meetings

It is important to ensure the organisation's overall economy and to optimise available human and financial resources as much as possible. Likewise, elected representatives should be encouraged to participate in METROPOLIS activities while acknowledging that the time they have to do is very limited. An effort must be made to communicate an international calendar that also includes events organised by members.

2. **Seeking new members** and encouraging current members to get more involved in the association.

Between 2015 and 2017, METROPOLIS not only will increase the number of member cities and metropolitan regions, but also will enhance their engagement, through managing the participation, responsibilities and benefits to the members.

**Actions:**

*a) Mapping cities and metropolitan regions*

- Identify active and non-active METROPOLIS members – in terms of participation and membership fee payment
- Identify former members and potential new members
- Map regional and national income distribution of members
- Identify needs and perceived expectations from the major metropolises about the association
- Identify available resources, knowledge and skills that the major metropolises could offer to the association
- Identify priorities and matters of concerns to the major metropolises agendas

*b) Stimulating more engagement from current members*

METROPOLIS will reinforce the sense of belonging among its members, promoting its uniqueness as an association that involves major metropolises with over one million inhabitants:

- Clearly publicizing the benefits offered to METROPOLIS members, such as:
  - Unique opportunities to cooperate in worldwide cross-cities and cross-sector projects (METROPOLIS Initiatives)
  - Prioritized registration in the programs of the METROPOLIS International Training Institute
  - Participation in the most pressing debates about gender mainstreaming and youth empowerment in the urban scenario, through the METROPOLIS Women and Youth networks
  - Promotion of cities' good practices and successful projects through the official METROPOLIS communication channels and online platforms, reaching the audience of more than 130 cities and metropolitan regions all over the world, as well as United Nations agencies, civil society organizations, foundations and private companies.

- Right to use the METROPOLIS logo in the city's international events and publications
- Exemption from registration fees at METROPOLIS Annual Meetings and World Congresses, and accommodation covered for the heads of delegation from cities that take leadership roles in the association's statutory bodies and main activities.
- Eligibility to win the METROPOLIS Awards

→ Clearly setting up METROPOLIS members expected responsibilities:

- Payment of the annual membership fee
- Engagement through participation: attendance to METROPOLIS web-based and on-site activities, information and content sharing for official METROPOLIS communication channels and social networks.
- Engagement through leadership: taking statutory roles in the Board of Directors, Executive Committee and Regional Secretariats, coordinating METROPOLIS Initiatives, leadership roles within METROPOLIS Women and METROPOLIS Youth, organizing METROPOLIS Training sessions and programs, hosting and sponsoring METROPOLIS major events.

→ Establishing more credible criteria of membership fee categories:

- Review and discuss with UCLG the categories of membership fees, based on national income levels published by the World Bank
- Allow alternative in kind contributions – to be analyzed case by case

### **3. Developing strategies to attract new members**

→ Create a METROPOLIS promotion kit (institutional presentation, printed materials and online media) highlighting the exclusive benefits for members mentioned above, to be used in international events and road shows

→ Develop a customized approach to attract new members in some specific regions

- In Asia, seize the engagement of members in China and India to recruit their peers; also, seize the partnership with UCLG-ASPAC to increase the number of joint memberships
- In North America and Europe, seize the engagement of current members to recruit their peers

#### **4. Fundraising**

The METROPOLIS budget currently has two strands: membership fees and grants to run the global operations of the Secretariat General, and contributions by members to fund activities.

The Treasurer shall submit recommendations for improving METROPOLIS' financial capacity to the Board of Directors. To that effect, a Finance Committee shall be formed.

The Secretariat General already has a fundraising proposal that will be submitted to the Finance Committee for consideration.

In view of increased financial capacity, it will be very important to consider strengthening the Secretariat General in order to pursue the organisation's development, particularly with regard to expanding the range of activities, strengthening METROPOLIS' content contributions to issues of major international concern, and raising METROPOLIS' visibility (website, public relations, database, etc.).

The METROPOLIS budget is subject to gender mainstreaming. In other words, it must ensure that actions and initiatives have the same scope and impact for men and women alike.