



PRESENTATION OF THE
ACTION PLAN 2012-2014

Board of Directors of Metropolis
26 November 2011

- Proposal
- Dossier Initiatives 2011

2012-2014 ACTION PLAN

PROPOSAL

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Note to members: Faced with many comments and misunderstandings concerning the proposed establishment of a network of "global office" the action plan document has been simplified to allow easier reading and facilitate discussions. This wording does not affect the initial proposals that are brought to the reflection of all the members of Metropolis during the year 2012. It is proposed that during the General Assembly a mandate be given to the President of Metropolis so that it ensures the establishment of a general reflection that should inform all the members on changes to be implemented in the organization of Metropolis to enable it to achieve its objectives in future years. This reflection should give a precise definition of 'global offices' roles and their capabilities, as well as their position in the organization of Metropolis

I. INTRODUCTION AND BACKGROUND

Metropolis celebrates its 25th anniversary this year – a symbolic milestone for reconsidering our Association with the view to reinvent it.

Its survival to date clearly demonstrates the value of the Association to its members, but this does not ensure its future.

The message we received is: Metropolis must renew itself, and its organization and activities need to become more efficient in order to respond to members' needs, without losing our identity.

Following the strategic deliberations in Barcelona, in October 2010, President Huchon called for Metropolis to:

“Define a strategic plan that broadens its best performing and most efficient spheres of activity whilst developing innovative and useful services... Metropolis should articulate new and better work practices for the coming years... establishing a better organization, founded on the cities’ ability to cooperate with each other, clarifying relationships with partners (to what end and within what financial rules?)... without losing our character”

Our identity is clear: Metropolis is the world association of local and regional governments of large cities and metropolitan regions that promotes urban sustainability.

It is defined by three fundamental characteristics:

- It is global
- Its active members are local and regional governments of cities and metropolitan regions
- It takes a cross-cutting approach to issues that impact urban sustainability

The Association’s mission and vision as articulated in the previous strategic plan is not under doubt, even though two new fundamental ideas for the 2012-2014 Action Plan have emerged from the last strategic deliberations:

- Open the association to innovative and operational partnerships: Metropolis and its members, (i.e. local, metropolitan or regional governments) should research and encourage entering into properly defined partnerships in developing its activities. Partnerships should be forged between members and external institutions and companies.
- Adapting the organization of Metropolis with the view to promote the image of Metropolis as an international network of global hubs

Background

The 5th Strategic Meeting of Metropolis was held on October 5th 2010, in Barcelona, in conjunction with the meetings of the Board of Directors and the Commissions. The meeting's goal was to develop proposals for the 2012-2014 Metropolis Action Plan, and to facilitate the exchange of ideas among participants. Approximately 40 people (senior and junior representatives, managers and partners from different continents) participated in the meeting.

The outcomes of the metropolis strategic meeting, the summary of the interviews, the governance model and the communication plan were used as background documents in developing this draft plan. An internal document entitled "action plan working paper" contains various elements that were used in developing the plan.

The President's response to the meeting outlined the road ahead for Metropolis.

An initial plan proposal was presented and discussed in Paris in January 2011 with the Regional Secretaries.

Contributions from members and participants have been posted on [a special website for the strategic plan](#), where all key documents are available for consultation.

II. STRATEGIC PLAN 2012-2014

The Metropolis strategic plan which was approved at the Sydney 2008 Congress is still valid in many aspects and will be adapted for the next three years to include the two new driving ideas: Global Offices and fostering partnerships.

a. Metropolis Mission and Objectives

The definitions of Mission and Vision are adapted to the new ideas of Global offices and Metropolis Initiatives and encouraging partnership.

Mission

To assist metropolises in mutual learning, innovation, governance, financial and technical assistance, international representation and encouraging debate

Vision

Establish a network of Global Hubs to lead Metropolis Initiatives with dynamic metropolises and their partners, in order to develop and undertake projects that foster urban sustainability, understood simultaneously to mean environmental, economic, social and cultural aspects.

Metropolis Objectives: The Metropolis strategic plan objectives do not change:

1. Enhancing mutual learning, training and capacity building
2. Accelerating innovative practices to find solutions to metropolitan problems
3. Fostering metropolitan governance to reduce metropolitan gaps
4. Fostering financial and technical assistance to metropolitan areas of developing countries
5. Representing and giving political visibility to metropolitan interests before national and international institutions at national and international level
6. Encouraging debate on the evolution and trends in metropolises and metropolitan policies

b. Review Metropolis operations

i. Promotion of global hubs and creation of Metropolis Initiatives Network

Metropolis is structured into five Regional Secretariats (Africa, Asia-Pacific, Europe, Latin America and the Caribbean, and North America) whose mission is to promote and develop the Association's activities within their geographic zone of influence.

This geographic structure is no longer relevant to Metropolis, and the Association needs to focus on developing a network (replacing the structure) in order to become a more flexible and dynamic organisation that provides value-added services to its

members. To better respond to future global challenges, the organisation must move forward and evolve.

The global hubs will continue to concentrate their efforts on growing and developing the Association within their area of influence, Regional secretariats will keep their roles in the governing bodies of Metropolis representing the diversity of the metropolises in the different regions of the world.

Metropolis Initiatives as Metropolis network nodes

Leaders of Metropolis Initiatives would take responsibility to lead one interesting project, issue or a service for metropolises with similar concerns and features (as a node of the network), keeping in sight the global perspective of Metropolis and supporting the following activities:

1. Knowledge exchange: lead a working group or a project on a cross-cutting issue, promoting face-to-face and on-line activities.
2. Mutual learning: share training and capacity building between metropolises and partners
3. Lobbying and international relations, encouraging partnerships (that secure minimum funding), and enhance networking with local networks, as well as institutional and local urban bodies.
4. Technical and financial assistance: mustering members and partners contributions for FMDV projects
5. Innovation: fostering the introduction and diffusion of innovative local services within a framework for urban innovation
6. Hearings and consultations: finding out what are the needs and the issues that are of concern to metropolises, stimulating consultation and research.

ii. Proposals and establishment Metropolis Initiatives for the period 2012-2014

Metropolis needs to determine the Metropolis Initiatives to be implemented over the next three years. These Metropolis Initiatives may be proposed by Metropolis, its members or partners.

Metropolis needs to commence the phase for definition and submission of first Metropolis Initiatives to be approved by the Board of Directors to be held in Porto Alegre, 26 November 2011.

Metropolis Initiatives likely to be implemented for the 2012-2014 period

- Member's Initiatives
- Theme-based Metropolis Initiatives
- Partners' Initiatives
- Metropolis Training Initiatives
- Metropolis Initiatives for countries or regions of particular interest

Members' Initiatives

Members may propose diverse initiatives to Metropolis, including proposal for new thematic technical commissions. These proposals should be submitted for Metropolis accreditation within the framework of the Metropolis Initiatives, in accordance with the Initiative Project Form.

Theme-based Metropolis Initiatives

Project management requires a clear framework. Metropolis may manage specific Metropolis projects or activities.

Partners' initiatives

Several Metropolis Partners have expressed interest in signing cooperation agreements and undertaking joint activities.

Metropolis needs to define possible activities with the following Partners:

- The Climate Group: Smart solutions for smart cities Value case project
- CISCO: Barcelona Innovation Centre
- INTA: (International Urban Development Association) prospective thinking about the future of urban agglomerations

Other partners to be considered:

- NIUA (National Institute for Urban Affairs – India)
- IBM: Smart Cities project
- FAO (Food and Agriculture Organization of the United Nations) *Food for Cities* Programme - on Food Security
- WHO (World Health Organization): on Urban Health

Metropolis Training Initiatives

It is intended to proceed with the evaluation of the training proposals according to the Initiatives submitted each year.

Metropolis Initiatives for countries or regions of particular interest

Having analysed countries and regions where the Association could be established strategically, Metropolis proposes to select three members who will be asked to present activity projects for the following Initiatives:

- Metropolis Initiative for India
- Metropolis Initiative for Brazil
- Metropolis Initiative for China

The FMDV, a service tool for metropolises

Metropolis views the Global Fund for Cities' Development (FMDV) as a new operational mechanism for technical and financial assistance for Metropolis and other cities. The presidency of the FMDV is headed by the Île-de-France region, and the treasury by Porto Alegre. The city as the Fund's headquarters will be decided in Porto Alegre. Metropolis will continue to lend their support to this project which has been set up legally as an financially independent entity.

c. Openness to Innovative and operational partnerships

Objective: encourage the development of partnerships between members and potential partners (NGOs, international organisations, city associations and the private sector).

Metropolis recognises the important role partners can play in developing new and innovative projects in cities. The cities see these partnerships as an opportunity allowing them to attain several goals, starting with the ability to translate knowledge into specific projects. At one level, cities benefit from the partners' expertise, technology and know-how in a specific field, whilst at the same time these partnerships could be a good means of funding new projects. There are many potential partners. It is thus essential to select a partner that best responds to the needs identified in a specific area.

Metropolis intends to assist its members in setting up and managing partnerships for Metropolis Initiative through several actions:

- Development of a brief guide for managing partnership projects
- Active promotion of projects implemented within partnerships
- Active search for potential partners
- Promoting Metropolis as a Partnership Knowledge Hub
- Increased communication of best partnerships experiences

d. Redefine Relations with UCLG and International Representation

Redefine relations with UCLG

Six years after the creation of UCLG, Metropolis believes there is a need to redefine relations with UCLG. Metropolis should sign as soon as possible an agreement with UCLG addressing the following points:

1. Greater coordination between strategic plans and action plans of both organizations to prevent duplications and benefit from joining forces.
2. To better define division of responsibilities, particularly regarding relations with international organizations.
3. To coordinate the activities of the Women's Network and, where possible, the activities of the Technical Commissions and Metropolis Initiatives
4. To coordinate administrative activities between the secretariat general of Metropolis and UCLG, including the UCLG regional secretariats.
5. To enter into written agreements with UCLG (and its regional offices) regarding joint membership fees, with the view to prevent confusion between Metropolis and UCLG.

Metropolis representation at international institutions

Metropolis should take up again lobbying of international institutions. Following the creation of the UCLG in 2004, Metropolis relinquished its leadership in international relations to the UCLG in the hope that it would represent local government jointly.

The recent UCLG elections which have resulted in a number of Metropolis members assuming key leadership positions, enables reassessing the Association's approach to international representation.

Moreover, Metropolis needs to focus on a smaller number of institutions, primarily those whose interests are closely allied with the Metropolis agenda.

In the interim, Metropolis proposes to focus its efforts on the following international organisations:

UN-Habitat: This United Nations agency has the closest links with local and metropolitan governments. The recent appointment of Joan Clos, former Metropolis President, as Executive Director of UN-Habitat presents a great opportunity to promote a new program of links and activities with UN-Habitat. The presidents of Metropolis and UCLG should jointly establish a relationship with UN-Habitat's new Executive Director. Metropolis should assist in restructuring UNACLA (United Nations Advisory Council for Local Authorities).

World Bank: Whilst relations with the World Bank have remained constant at a technical level, no high level discourse has taken place since 2000. The creation of the FMDV (Global Fund for Cities Development) offers the chance to restore these relations with a project of particular importance for Metropolis. As the first members of the FMDV, Metropolis and UCLG should seek a meeting with the President of the World Bank to brief him about the project and request the bank's cooperation. Metropolis must also continue to collaborate with Cities Alliance and identify means for working with the FMDV.

Metropolis and UCLG should also coordinate their participation and discourse with other international organisations. A lack of resources prevents establishing relations with all the organisations that are vitally interested in cities. We propose to coordinate these activities with UCLG, ensuring that we participate in the activities that are of greatest interest to Metropolis.

Metropolis will assist Global Offices and leaders of Metropolis Initiatives to contact regional or theme-based organisations that may be interested in participating in the activities listed in the Action Plan.

e. Governance and Funding

Political Structure

The General Assembly, the Board of Directors and the Executive Committee are the Association's governance bodies. The General Assembly elects the President and the members of the Board of Directors. The Board of Directors consists of a maximum of 22 members; it elects an Executive Vice-President, a minimum of five Vice-Presidents to represent the five continental regions, the Treasurer and the Secretary General.

The President, the Executive Vice-President and the Vice-Presidents make up the Executive Committee which the Secretary General and the Regional Secretaries also attend.

The proposal for setting up a global offices network should be discussed thoroughly by the members given the impact it can have on the organization of the association, particularly in statutory changes it could prompt.

It is proposed that the General Assembly gives the President of Metropolis mandate to organize and conduct this reflection and present the results at the Board of Directors in 2012.

Administrative Structure

The future administrative structure will comprise of the Secretariat General and the Regional Secretariats and Metropolis Offices.

The permanent Secretariat General is based in Barcelona. Each of the five regional secretariats should be headed by a Regional Secretary and equipped with the resources necessary for the conduct of their administrative and technical tasks.

The Secretary General and the Regional Secretaries constitute the Secretaries' Committee, are responsible for running the operations of Metropolis including statutory meetings and for promoting and developing Metropolis activities.

Organisation by project: Metropolis Initiatives

The "Metropolis Initiatives" is a new concept which enables the taking of responsibility (by a member or partner) for undertaking specific approved projects listed in the Action Plan.

The Metropolis Initiatives are limited in duration and must be completed within a triennial cycle. Leaders of Metropolis Initiatives must follow the approval, management and monitoring procedures as specified in the Action Plan.

Using this means, Metropolis intends to establish a network of activities centred on projects that are result-oriented and more open to partnerships and external funding, enabling new members to become actively involved in the activities of the Association.

Metropolis functions and processes

The role of the Secretariat General

The Secretariat General is responsible for the coordination and administration of major tasks: administrative support, events management and resources management (human, financial, material and technological).

The Secretariat general is the executive responsible of the association. Its primarily responsible for the strategic activities: monitoring of the strategic plan, relations with members, communication, marketing and partnerships, with assistance from the Regional Secretariats.

Lastly, with the cooperation of the regional secretariats, it leads a number of key activities aimed at providing direct service that adds value to Metropolis members and partners: coordination and follow-up on Metropolis Initiatives, international activities, statutory activities, discussion and deliberations.

The role of the Regional Secretariats

The Regional Secretaries are the responsible for Regional Secretariats. They assist the Regional Executive Vice-Presidents and work as a team with the Secretariat General in implementing key Metropolis activities.

They are an integral part of the Metropolis Secretaries Committee and attend the statutory meetings of the Executive Committee, Board of Directors and the General Assembly.

They are involved in all the strategic processes and attend meetings of the Strategic Committee, as well as being involved in the key preparation processes for the statutory activities, international relations activities, and other discourse.

The role of the Metropolis Initiatives leaders

The leaders of Metropolis Initiatives lead and manage a Metropolis project, theme or activity. Leaders of Metropolis Initiatives, as proposed by Metropolis members and partners and included in the Action Plan, undertake to prepare and present a project and contributing or obtaining the necessary resources for their implementation. Proposals for Metropolis Initiatives are submitted for the assessment and approval of Metropolis, which will follow up and monitor their activities.

Metropolis financial structure

Metropolis has a sound financial structure, supported by two pillars:

1. Contributions from the most active members

Since its creation in 1985 the Metropolis financial model relied on a group of members that assumed responsibilities for a significant part of the Association's costs. The cities that assume the Presidency, Secretariat General, Regional Secretariats, Training Institute, Chairs and Vice-Chairs of Commissions, meet the costs of human and financial resources for the annual activities of Metropolis. Cities and Partners wishing lead a Metropolis Initiatives will need to be prepared to meet such costs.

Similarly, cities that host congresses, Board of Directors and commission meetings, assume the largest financial burden of organising these events.

2. Members' fees

For many years members' fees were systematically assigned to fund key activities (commissions –from now on Metropolis Initiatives-, training, knowledge exchange, etc.), as well as the corporate activities (statutory meetings, international representation, marketing and communication, financial audit).

A significant amount of the Metropolis-UCLG joint fees are channelled to UCLG and its regional sections, ASPAC and FLACMA.

The association has been prudently managed, normally producing small surpluses, allowing Metropolis to hold sufficient funds to readily manage its annual financial commitments.

Metropolis activities rely entirely on its members' desire and decision to fund specific activities.

With few exceptions, Metropolis did not seek nor obtain external funding generated from its activities or direct subsidies from other institutions.

Consequently, this model limits Metropolis' ability to expand its activities. The Board has requested that the funding model be reassessed in order to seek new sources of funding for the Association.

The proposal to resort to project management through the Metropolis Initiatives also addresses the need to identify new funding sources. The network arrangement of independently managed projects may help to involve and increase the visibility of new

active cities and also assist the search for funding and new partners for specific projects.

Metropolis should rethink its funding methods, envisage new financial foundations and restructure its budget according to this new organisation. According to the Metropolis Initiative proposals that will be presented, the financial allocation will be approved during the congress in Porto Alegre.

f. Communication Strategy

Communication plan objective

To update the communication networking model by increasing the value-add of available products, thereby better positioning the Association against potential competitors.

Strategies

- **Positioning:** To promote the Metropolis branding and its image as an international network of cities and likeminded organisations and as an international reference hub on urban and metropolitan matters.
- **Network 2.0:** To shore up the virtual network to complement the onsite activities offered by Metropolis. To make the most of online tools to ensure more continuous monitoring and hence increase the efficacy of participation.
- **Priority public targets:** To stimulate the flow of communication between the Priority public targets (Secretariat General, member cities, Presidency, regional secretariats and private business).
- **Metropolis Initiatives launch campaign:** to attract dynamic metropolitan governments and their partners in building a network of Metropolis Initiatives.

Actions

Action	Strategy	Priority	Objective
1. Launching of Metropolis Initiatives	Campaign	1	Attract members and partners and proposals of initiatives with specific projects
2. Improve media relations	Positioning	1	In terms of the media, to establish the organization as a reference point in urban matters
3. Corporate Identity manual	Positioning and Priority public targets	1	Develop a single Metropolis image which is always the same
4. Website redesign (extranet + intranet)	2.0 Network	1	Improve the current website both technically and in terms of graphics, making it more attractive and interactive

5. Position the Metropolis brand in the virtual environment	2.0 Network and Positioning	1	Increase visibility, generate traffic and consolidate Metropolis online
6. Celebration of 25th anniversary	Priority public targets	1	Convey experience and tradition; increase the sense of belonging and promote the Association in the media
7. "Metropolis in My Language"	2.0 Network and Priority public targets	1	Reach a bigger target audience by making the website more easily understood
8. Creation of a new Award category : the "Metropolis Awards 400+" category	Positioning, Priority public targets	2	Promote the Association, attract new members and make the most of submitted projects to create a good practices database
9. Physical and online publication of the Awards	Positioning	2	Publicize the Awards and increase value-added to the member cities who take part in them
10. Networking systems	Priority public targets	2	Facilitate relations between members and experts interested in similar themes
11. Creation of new online communication channels	2.0 Network and Positioning	2	Stimulate online interaction between members and collaborators
12. Guide to the standardization of messages and protocols	Priority public targets, 2.0 Network	2	Standardize Metropolis's communication in terms of media, messages, and channels to use
13. Regional eNewsletter	Priority public targets and 2.0 Network	2	Boost the Global Offices (formerly Regional Secretariats) and give more prominence to member cities
14. Opinion leaders' campaign	Positioning	3	Create a network of opinion leaders to promote Metropolis
15. Monitoring meetings with potential cities	Priority public targets	3	Attract new members
16. Agenda for meetings between the President and authorities at events	Priority public targets	3	Promote the system of leadership through a greater presence and a more grassroots approach from the President
17. System of team exchanges for public employees	Priority public targets	3	Integrate the exchange program for public employees between city members

ANNEX: GUIDE OF METROPOLIS INITIATIVES

This guide to *Metropolis Initiatives* aims to help Metropolis member cities and partners submit a *Metropolis Initiative*. It attempts to answer the sorts of basic questions that a Metropolis city or partner may have about submitting an *Initiative*: What is an *Initiative*? Who can submit it? How, when and where do I submit it? What is the related approval procedure?

1. CONTEXT

The new Action Plan features two basic ideas to promote during the 2012-2014 period:

- **Create Metropolis Initiatives** the purpose of which is to promote projects or activities that benefit the Association's members.

Through the *Metropolis Initiatives*, Metropolis seeks to consolidate a more network-based way of managing its activities, more targeted at projects and outcomes, more open to partnerships and external funding, and with greater possibilities of incorporating new active members into Metropolis tasks that involve responsibility.

- **Develop Partnerships** among Metropolis members and with external institutions and businesses. Metropolis and its members, local, metropolitan or regional governments, should foster the search for well-defined partnerships to develop activities.

2. WHAT ARE METROPOLIS INITIATIVES ?

Metropolis Initiatives are a figure Metropolis has created to contribute to the execution of the Action Plan 2012-2014. They are temporary management structures with a duration in line with the project carried out, which may be anywhere from 1 to 3 years. New initiatives can be submitted every year.

People responsible for the execution of a project should follow the procedure for its approval, management, and monitoring.

3. WHAT BENEFITS CAN I GET FROM RUNNING A METROPOLIS INITIATIVE ?

There are many benefits for a city or partner that decides to run a *Metropolis Initiative*:

- Opportunity to exchange information, know-how and good practices on a project or theme of interest
- Learn from other cities that want to implement or which are already running a similar project
- Attain higher international visibility
- Develop international cooperation

Taking part in a *Metropolis Initiative* represents a mutual benefit of learning, exchange, and international visibility for cities and partners.

4. WHAT ACTIVITIES CAN BE DEVELOPED AS PART OF METROPOLIS INITIATIVE?

Metropolis Initiatives can be led by a city (whether or not a Metropolis member) or partner (public or private organizations, universities, research centers, etc.) to develop a project or service of interest to cities, through one or several of the following activities:

- **Knowledge exchanges:** *the Initiative leader shall chair a taskforce or project on a particular topic (urban growth, climate change, urban innovation, etc.) and promote face-to-face and online activities (this activity is the equivalent of the knowledge exchanges performed by the previous Metropolis Standing Commissions)*
- **Mutual learning support:** *the Initiative leader may carry out training activities and promote capacity-building among administrative personnel from different cities and with the support of external partners (virtual training, renowned experts in a particular area, universities and training institutions, etc.).*
- **Boost relations with local and regional organizations and international institutions:** *the Initiative leader can promote partnerships (to help provide a minimum amount of funding and technical collaboration) with local bodies, regional networks, and international organizations (in areas of particular interest prioritized in the 2012-2014 Action Plan, such as cities in India, Brazil, China, etc.).*
- **Promotion of technical and financial assistance:** *the Initiative leader can bring together the contributions of various cities and partners for financial and technical assistance projects.*
- **Promote innovation:** *the Initiative leader can promote the creation and dissemination of innovative local services in the framework of a partnership with public and/or private organizations and businesses for urban innovation.*
- **Promote discussions and reflections:** *the Initiative leader will establish discussion and reflection instruments on matters of interest (such as urban growth, sustainable development and climate change, mobility, socioeconomic sustainability, etc.) and stimulate discussions and research into urban policies.*

5. WHO CAN SUBMIT A METROPOLIS INITIATIVE ?

Metropolis member cities, partners (public or private organizations or businesses, universities, research centers, etc.) that collaborate in projects with member cities, and non-member cities can all submit a *Metropolis Initiative*.

To do so, candidates should:

- Follow the required procedure: submit the Metropolis Initiative form and summary file with the Metropolis General Secretariat before 30 June 2011. The form and summary file should be sent by email, posted on the Metropolis website, or sent by mail or fax. Accompanying documents considered appropriate should also be included.

Contact:

Metropolis General Secretariat

c/ Avinyó 15, 3^o 08002 – Barcelona

Tel. (+34) 93 342.94.60 / Fax. (+34) 93 342.94.66

metropolis@metropolis.org / www.metropolis.org

→ Be interested in the project and able to carry it out. The technical and financial capacity of each candidate shall be assessed.

It is expected that each *Metropolis Initiative* will have logistical support from the General Secretariat and a financial contribution from the participants (cities and partners).

Metropolis will contribute around €200,000 per year to distribute among all the approved *Initiatives*; it is estimated that Metropolis's annual contribution will range between €7,500 and €15,000 per year (average contribution for each *Initiative*) for a total of around twenty *Initiatives*. For their part, cities and partners that submit an *Initiative* should contribute an equivalent amount to that of Metropolis.

Each *Metropolis Initiative* shall adapt its organization to its requirements.

6. HOW DO I MAKE MY PROJECT A METROPOLIS INITIATIVE?

Metropolis Initiatives will be approved by the Board of Directors at its meeting in Porto Alegre on 25 November 2011. The Secretaries' Committee will meet beforehand to examine and perform a preliminary assessment of the *Initiatives* and present its recommendations to the Board of Directors. The General Secretariat will monitor and assess the *Metropolis Initiatives* each year.

a. Procedure to make a project a *Metropolis Initiative*:

1. The Board of Directors will approve the *Metropolis Initiatives* at Porto Alegre and the General Secretariat will sign partnership agreements with the leader cities of each *Initiative* for the 2012-2014 period. These agreements will allow the cities to use the "Metropolis" brand, its know-how, and its tools in mutual benefit.
2. *The General Secretariat will monitor the activities and outcomes of the Metropolis Initiatives using performance and quality indicators.*
3. *The General Secretariat will keep in contact with the administrative personnel of the cities awarded Metropolis Initiatives in order to guarantee continuity and execution.*
4. *The Board of Directors, at the recommendation of the General Secretariat, will decide on the continuity of the Metropolis Initiatives at the end of the agreement period.*

b. Selection criteria

For the assessment and subsequent approval of *Metropolis Initiatives*, the Secretaries' Committee and the Board of Directors will consider the following criteria, among others:

- That the *Initiative* involves trying to solve real problems related to urban living and management by running specific actions.
- That the members of the Initiative show they work together and in a continuous fashion.
- That cities and partners provide innovative and imaginative ideas.
- That the *Initiative* brings new values to tackle sustainability in all its aspects.
- That the members of the *Initiative* contribute human resources, expertise and financial resources.
- That the leaders of the *Initiative* work in their cities or businesses in the areas of action proposed as an *Initiative* (i.e., that they have experience in these areas).

- That there is a willingness to share ideas and good practices.
- That a manager or person responsible for the *Initiative* is appointed.
- That the *Initiative* has a limited time duration (between 1 and 3 years)
- That the *Initiative* is promoted online through activities.
- That ongoing assessment can be done.
- That the *Initiative* presented joins the Millennium Goals.

7. WHEN TO SUBMIT A METROPOLIS INITIATIVE

Below please find the submission, assessment, and approval timetable for *Metropolis Initiatives*.

Date	Action
16 May 2011	• Beginning of the period to submit <i>Metropolis Initiatives</i> projects
30 June 2011	Last day to receive <i>Metropolis Initiatives</i> forms and summary files.
September 2011	Selection and preliminary assessment of submitted projects, performed by the Metropolis Secretaries' Committee
25 November 2011	Approval of <i>Initiatives</i> , performed by the Metropolis Board of Directors at Porto Alegre

8. ATTACHED DOCUMENTS

- *Metropolis Initiative Project Form*
- *Metropolis Initiative Project Summary File*

9. IF YOU HAVE ANY QUESTIONS AND INFORMATION ON SENDING YOUR INITIATIVE

If you have any questions or require more information, please see the Metropolis website: www.metropolis.org (section on Metropolis Initiatives) or contact the General Secretariat: metropolis@metropolis.org