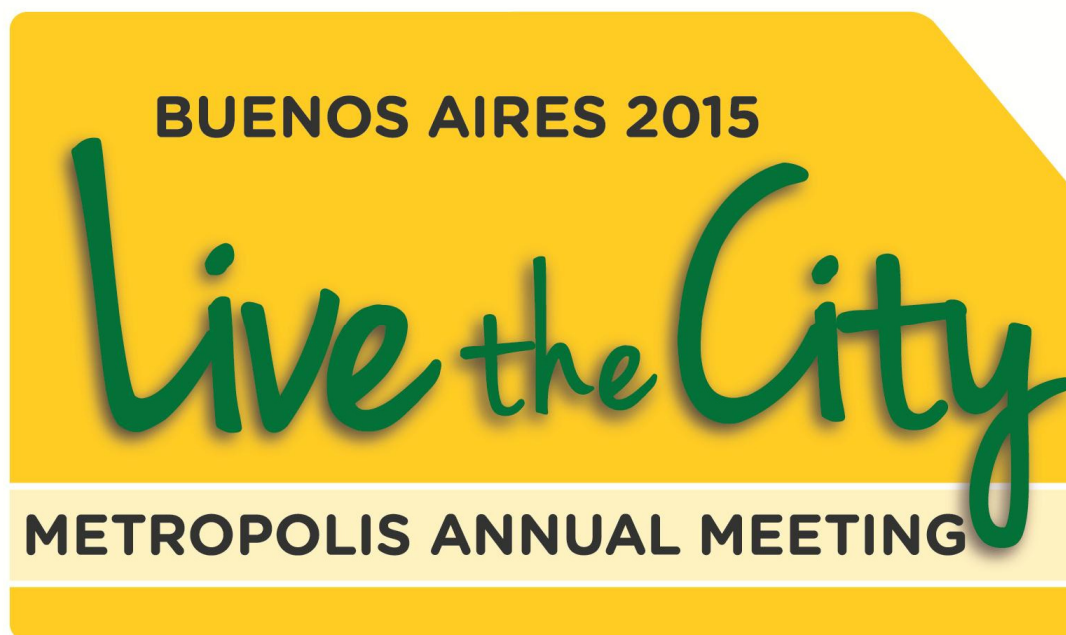


**Minutes of the Board of Directors
meeting, 20 May, Buenos Aires**



**METROPOLIS Secretariat General
July 2015**

MINUTES OF THE BOARD OF DIRECTORS MEETING

Wednesday, 20 May 2015
2.00 pm – 3.45 pm

Usina del Arte, Buenos Aires

Opening of the Board of Directors meeting

Association President and Chair of the Board of Directors Jean-Paul Huchon welcomes all the attendees at the meeting and thanks Marina Klemensiewicz, Secretary for Habitat and Inclusion at Buenos Aires City Government. He asks her to pass on a message of thanks to Mr. Mauricio Macri, Head of Government, Buenos Aires, for his kind hospitality and for having organized the METROPOLIS Annual Meeting. He also thanks all of the teams that worked on the Annual Meeting, both the team at Buenos Aires City and the METROPOLIS Secretariat-General team.

Marina Klemensiewicz takes the floor and together with Tomás Kroyer, Director of International Relations and Cooperation at Buenos Aires City Government, thanks the Board members who met in Johannesburg in 2013 for choosing Buenos Aires as the host city of the METROPOLIS 2015 Annual Meeting.

She also thanks the Board for having delivered on the initiative proposed at the time to base the Annual Meeting around the issue of *Live the City*.

Ms Klemensiewicz speaks of her hopes that this on-the-ground experience may inspire future METROPOLIS Meetings and the exchange of the necessary knowledge that the METROPOLIS Network offers and which we will be able to study in more depth over the next year, thanks to the platform.

Finally, on behalf of Mayor Macri and his Head of Cabinet and candidate to the position of Mayor of Buenos Aires City, Horacio Larreta, she thanks the attendees and delegates for their presence at the meeting.

The Chair acknowledges the members of the Board of Directors for their commitment to the organization and says he is pleased to open the first meeting of his mandate. He makes a special point of thanking all of the mayors and politicians who made the long trip to be at the meeting, along with METROPOLIS Co-Presidents Mpho Parks Tau, Michael Müller, Edson Aparecido, and José Fortunati and Jean Luc Vanraes for prioritizing the annual meeting in their busy political diaries.

Agenda

1. Reading and approval of the Agenda
2. Approval of the Minutes of the 2014 Board of Directors Meeting (Hyderabad)

3. ACTIVITIES

- 3.1 Activities Report (August 2014 - March 2015) by way of a reminder
- 3.2 Gender Mainstreaming in the 2015-2017 Action Plan
- 3.3 METROPOLIS International Training Institute Assessment
- 3.4 Guangzhou Award field studies | Urban Innovation Community

4. FINANCES

- 4.1. Finance Committee
 - 4.1.1 Establishment – Work Areas – Modification of the Rules of Procedure
 - 4.1.2 Membership Fees | Admission and Suspension of Members
 - 4.1.3 Charter of Ethics and Fundraising
- 4.2. 2014 External Audit Report
- 4.3 2015 Modified Budget Execution to 31 March 31 and Projection to 31 December 2015 and 2016 Draft Budget
- 4.4 Information on the UCLG/ European Commission Agreement

5. GLOBAL URBAN AGENDA

- 5.1 The Global Task Force and Millennium Development Goals (MDG) and Post-2015 Development Agenda
- 5.2. Climate Change

- 5.2.1 Proposal to Appoint the Mayor of Montreal, Mr. Denis Coderre, to Follow the Theme of Climate Change and COP 21
- 5.2.2 Report on the ICLEI World Congress, Seoul 8-12 April 2015
- 5.2.3 METROPOLIS COP21 Draft Declaration
- 5.2.4 METROPOLIS Support for the Study *Financing for the Green Fund* for the Cities, Metropolises and Regions for which the Global Forum for Cities Development (FMDV in French) is Responsible.
- 5.2.5 Information Regarding the UCLG Risk Management Taskforce
- 5.3 Habitat III
 - 5.3.1 PrepCom2 report in Nairobi
 - 5.3.2 Situation of the METROPOLIS Contributions Project
 - 5.3.3 2nd World Assembly of Local and Regional Governments
- 5.4 Basic Services and Social Inclusion

Draft mandate for Mpho Parks Tau, Mayor of Johannesburg, to align reflections on basic services and social inclusion within METROPOLIS. Similarly, he would represent the Association at meetings and international forums dealing with these issues.
- 5.5. Africities Meeting

6. METROPOLIS AGENDA

- 6.1 Upcoming METROPOLIS Meetings (2016 Annual Meeting and 2017 World Congress)
- 6.2 Introduction of the New Secretary-General.

7. Other items

Board Decision:

- ☐ Approval of the agenda

After approving the agenda, the Chair moves directly onto point 6.2 of the agenda

6.2 Presentation of the new Secretary-General

The Chair reminds the attendees that a new Secretary-General has been appointed due to the retirement of present Secretary-General, Alain Le Saux. To that end, a process of recruitment began among our members with the aid of a panel of jurors comprising people with in-depth knowledge of METROPOLIS. These people were Anne Claes, Josep Roig, and Alfons Stinus. After examining the resumes of four pre-selected candidates, the panel considered that for his extensive international career, ability to speak the three official METROPOLIS languages and negotiation skills, Felip Roca of Barcelona warranted the position of METROPOLIS Secretary-General.

The Chair asks Felip Roca to address the meeting.

Mr. Roca thanks the METROPOLIS President, Secretary-General and Co-Presidents, the Treasurer and the other members of the Board of Directors for the trust placed in him. He explains that he will not take possession of the position of Secretary-General until the end of September and that between June and September he will work alongside current Secretary-General Alain le Saux to make the transition.

He also says he has seen there are a number of challenges facing the Association and thanks all the attendees at the Buenos Aires City Government for the warm welcome he has received over the past few days. He says that together we can take up the challenge of a new period for METROPOLIS and look at ways to reinforce the role of metropolitan areas, regions, and cities to make them more sustainable, inclusive, and prosperous.

Finally, he expresses his desire to be able to depend on the Board members during this time which he says will not be easy but is bound to be very interesting.

Mpho Parks Tau, Mayor of Johannesburg, asks to take the floor.

Mr. Parks Tau says it would be a good idea to refine the recruitment, appointment, and ratification process of the Association's new Secretary-General. He believes a careful process is important for the good operation of the organization and to conserve the integrity of the process in order to be able to explain and understand the final decision taken. He says that all of this must also be stipulated in the Association's Rules of Procedure.

The Chair replies, explaining that Alain Le Saux's resignation was announced with enough time to be able to choose between the President unilaterally appointing a new Secretary-General (as has been done to date) or, as the Board of Directors agreed to do, recruit someone for the position using the criterion of people in whom we have placed our trust (Anne Claes and Josep Roig, who have exhaustive knowledge about the Association).

French and, where applicable, other supplementary languages. It was a lengthy process and Felip Roca was found to meet the criteria to take over the position.

Mr. Parks Tau thanks the Chair for his explanation and suggests that for future recruitment drives the Executive Council could be involved to ensure that the process is as open and transparent as possible. Mr. Parks Tau ends his speech by congratulating the new Secretary-General.

Board Decision:

- The Board of Directors approves the nomination of Felip Roca as the new METROPOLIS Secretary-General. At the same time, the Board of Directors sets that for future executive recruitment drives the Executive Committee must be involved to ensure that the process is open and transparent

The Chair addresses a few words regarding Alain Le Saux, who at the time replaced Jose Roig in his duties. Mr. Le Saux has been with the Association from the start and helped see it develop through to a high level of maturity. He has also collaborated in the Association's growth together with the collaboration established with our colleagues from UCLG (United Cities Local Governments).

He has helped the Association continue to prosper in particular themes through dialogues he has held with major international organizations such as the World Bank, the IMF, and European institutions.

The Chair says that Mr. Le Saux has always sought a growth of Association members that corresponds to today's world. This contrasts with the early days of the Association when it comprised 14 cities from the West and Africa, before Asia and Latin America were added.

The Chair thanks the outgoing Secretary-General for his positive approach to problem-solving and for making METROPOLIS an institution which is not only objective, technical, and administrative but also a group of people who collaborate among each other. He says that this has been one of his principal qualities.

Secretary-General Alain Le Saux takes the floor to address the meeting.

He thanks everybody present and the people unable to attend. He particularly thanks the Chair for the trust placed in him since 1998, along with President Topbas of the UCLG with whom he says it has been a pleasure to work.

Mr. Le Saux expresses his fondness for all of his colleagues and he thanks the team at the Secretariat-General with whom he has worked in harmony, Jean-François Habeau and the whole of the team at FMDV with whom he also had the pleasure of working. He mentions and thanks Mr. Josep Roig, UCLG Secretary-General, for his collaboration and with whom he has worked closely on a daily basis.

Finally he wishes all the best to Felip Roca, who will work beside him through to the month of September 2015.

2. Approval of the Minutes of the 2014 Board of Directors Meeting (Hyderabad)

The Chair refers the Board members to the minutes of the Hyderabad Board of Directors meeting, of which they already have knowledge.

He asks for any comments or proposals for changes and seeks the Board's approval.

Board Decision:

- ☐ Approval of the minutes of the 2014 Board of Directors meeting (Hyderabad)

3. ACTIVITIES

3.1 Activities Report (August 2014 - March 2015) by Way of a Reminder

The chair indicates that the Activities Report for August 2014 through March 2015, drafted by the METROPOLIS Secretariat-General, is sent to Board members and the Association every quarter.

He asks for any comments or proposals for changes and seeks the Board's approval.

Board Decision:

- ☐ Approval of the Activities Report for August 2014 through March 2015

3.2 Gender Mainstreaming in the 2015-2017 Action Plan

The Chair gives the floor to Marina Klemensiewicz, Secretary for Habitat and Inclusion, to comment on the changes suggested in the document to include gender matters in METROPOLIS activities as a whole.

Ms. Klemensiewicz thanks the Secretary-General and the Office of the President for having given the METROPOLIS Women International Network the opportunity to participate for the first time in the present Board of Directors meeting. This is a very important achievement for the Network, she says.

The Network's intention is to influence the METROPOLIS Agenda and it has worked toward this via actions and proposals already included in the 2015-2017 Action Plan. The challenge now is how to include the gender question in Habitat III as part of the METROPOLIS proposal.

On behalf of Network president Francina Vila, and as a representative of the Buenos Aires Antenna, she asks, along the same lines as the comments made by the Mayor of Johannesburg, about the election process for the new Secretary-General and whether any woman had stood for the position. This is important as the Association is committed to women holding positions which have an impact on public policies and where METROPOLIS can be an example

Board Decision:

- Approval for the inclusion of the elements presented by the METROPOLIS Women International Network in the 2015-17 Action Plan

3.3 METROPOLIS International Training Institute Assessment

The Chair gives the floor to Ahn Ho Soon, President of the Seoul Center for Human Resource Development, to offer the meeting a summary of the activities of the METROPOLIS International Training Institute, based out of Seoul.

Ahn Ho Soon says that since the MITI officially opened last year, major efforts have been made to coordinate with the four regional centers in Mexico City,

Cairo, Paris- Ile-de-France, and Mashhad to improve training courses for Association members.

The MITI successfully concluded 13 courses in 2014, five of them held at the headquarters in Seoul and the other eight in the Regional Centers.

The leaflet on the courses which was handed out at this meeting contains information on upcoming courses: 12 programs which will include discussions on climate change, women, and youth, all organized by Seoul and Mashhad.

Next year the MITI plans to shore up cooperation with other Association members to disseminate its knowledge and experiences with the world.

The Chair thanks Ahn Ho Soon and says that METROPOLIS offers programs and activities to its members free of charge and without any reduction in the quality of its offering. This is worth mentioning, he says, and justifies the financial efforts made by the members directly involved with the activities.

Board Decision:

- ☐ Approval of the MITI assessment

3.4 Guangzhou Award Field Studies | Urban Innovation Community

Zhou Jian takes the floor and assesses the activities related to the 2nd Guangzhou Award.

As the representative of the Office of the Co-President and Regional Secretariat for the Asia-Pacific Region, he thanks the President and particularly Alain Le Saux, who aided in the creation of the Guangzhou Award for Urban Innovation, for the trust shown in him over the past few years.

The 2nd Guangzhou International Award for Urban Innovation was held in late November 2014 and drew over 600 mayors, urban planning professionals, and international organizations to the city.

259 initiatives were submitted from 177 cities. The final winners were: Antioquia (Colombia), Bristol (United Kingdom), Christchurch (New Zealand), Hangzhou (China), and Dakar (Senegal).

Altogether in the first two years of the Award, a total of 500 urban initiatives have been submitted from around the world. Guangzhou believes that this accumulated knowledge is of great value for other cities in letting them know what is happening in different cities around the world and what is new in them in order to aid mutual learning. This is the reason why METROPOLIS, with the aid of UCLG, created the Urban Innovation Community, which aims to provide peer learning and the dissemination of all of these initiatives.

For 2015, Guangzhou is organizing study trips to cities selected by a panel of jurors. The first workshop was held in Rio de Janeiro on 18 May and addressed the Center of Operations, while the second will be held in Buenos Aires following the closing ceremony of the METROPOLIS Annual Meeting. This will be a collaborative round table addressing Innovation and Creativity. It will no doubt be of interest to Association members, academics, and urban planners for finding out what stage Buenos Aires is at with regards innovation and creativity.

In addition, with the collaboration of MITI and UCLG, Guangzhou is preparing a high-level workshop in the city entitled “High Level Learning in Urban Innovation Leadership”, which is expected to draw mayors and other high-level representatives of member cities to exchange their experiences in the field of urban innovation.

The meeting attendees are invited to consult the documentation sent to them which includes the agenda of the scheduled study trips.

Finally, he says, the candidatures for the 3rd Guangzhou Award for Urban Innovation will open in the second half of the current year.

The Chair thanks Zhou Jian and congratulates the city of Guangzhou on the success of the Award and the goals it has achieved.

Board Decision:

- Approval of the city of Guangzhou’s balance of activity in its work to promote and assess urban innovation

4. FINANCES

4.1. Finance Committee

The Chair reminds the meeting that following the mandate given to the Treasurer, Jean-Luc Vanraes, to establish a Finance Committee and reflect on ways to improve the Association's finance policy, the Treasury has worked closely with some of this meeting's attendees, the Secretariat-General teams and the attendees of the meeting held yesterday with the Executive Committee.

The Treasurer takes the floor and thanks Alain Le Saux and the Secretariat-General team for aiding him in the work of reflecting on the finance policy.

Mr. Vanraes says that the financial situation is not great and that finances are the principal driving force of our activities. An example of this is the Quarterly Activities Reports which demonstrate the magnitude and importance of the Association. He says it is for this reason that activities are not possible without clear and transparent finances.

He says there was a long discussion at the Executive/Finance Committee meeting which he will not go into in detail but from which emerged the idea of mapping members to know not only those who are paying or not but also the reason why they may not be paying and the situation in this regard.

He reminds the attendees that the Secretariat-General has called on members to pay their fees before the month of June. Some members, for internal procedural reasons, cannot meet this deadline.

On the other hand, there are cities which have not paid their dues in some time. He says that this time around the Committee was not shown a specific list of these members but that it will work on a detailed and complete report regarding the situation to be discussed at this Board meeting.

He says that sometimes cities may be going through a situation of severe crisis which makes it impossible for them to pay. He asks that in this situation cities should at least be actively involved with the organization.

With the aid of an external expert, the Committee has tried to find particular sponsors through a number of contacts in different organizations.

This search is linked to a Charter of Ethics which will be presented today for approval by the meeting. The purpose is for all activities and funding searches to be tied to a number of principles to guarantee the Association's integrity.

4.1.1 Establishment – Work Areas – Modification of the Rules of Procedure

The Treasurer takes the floor again to propose that the composition of the Finance Committee be: the President and Co-Presidents, Regional Secretaries, the Treasurer and the Assistant Treasurer.

Mr. Vanraes proposes mapping members, as mentioned in previous reflections, and says this should be performed exhaustively by the Regional Secretaries, who play a leading role in this matter and are the people who have first-hand information on their regions available to them.

In order to ensure transparency in the accounts, Mr. Vanraes proposes various options to improve budgetary procedures, the first being the drafting of the Charter of Ethics presented here.

His second proposal is to change the budget twice a year. He says that obviously there are changes to make to any budget and that these could be reflected and submitted to members to make their contributions and finally be approved by the Board of Directors.

As a result of the above, and by way of his third proposal, he says the Rules of Procedure should be changed and, in documentation already sent out, has proposed certain propositions that provide for greater versatility in financial management and which vouchsafe extra rigor (e.g., he suggests adding a quarterly finance report to Art. 12), along with the President and Treasurer's daily management and right to sign the Association's bank accounts, and an analysis and evaluation of the work performed by the current Secretariat-General personnel.

Finally, he says a change has been made to the execution of the executive budget under way, as well the request to pay membership fees and a modification to the role of the Regional Secretaries.

The Chair thanks Mr. Vanraes for his speech and the presentation of his proposed measures and calls for comments from the attendees.

One of the representatives from Istanbul intervenes to request printed financial documentation to facilitate his understanding of it. Mr. Vanraes replies by saying that the documentation was sent to all Board members prior to this meeting, but offers a summary of the matters he has spoken of.

The Chair once again asks members to approve the three measures proposed by the Treasurer.

Board Decision:

- ❑ Adoption of the establishment and composition of the Finance Committee within the Executive Committee
- ❑ Mandate for the Treasurer to improve budgetary and accounting processes
- ❑ Adoption of the modifications suggested in the Rules of Procedure¹ approved in Hyderabad on 8 October 2014

4.1.2 Membership Fees | Admission and Suspension of Members

Jean-Paul Huchon again gives the floor to Jean-Luc Vanraes to explain the current situation.

Mr. Vanraes explains that the current budget is based on collecting 65% of membership fees, knowing that some cities pay with more delay than others. It is a budget which is therefore conservative considering the present situation.

He says that this time he will not propose any member leave. With regards new members, we have received applications from two cities: San Salvador and Ramallah.

¹ Annex 1: Modifications in METROPOLIS Rules of Procedure

The Chair thanks the Barcelona Metropolitan Area for having proposed San Salvador's candidacy and the city of Johannesburg for having brought Ramallah's candidacy to the Association. He says the Association now has 141 members.

The Chair reminds the meeting that the Association started out with 14 members and that its membership has grown by ten times in the past 30 years.

Board Decision:

- Approval of the inclusion as Association members of the cities of San Salvador and Ramallah

4.1.3 Charter of Ethics and Fundraising

The Chair again gives the floor to Jean-Luc Vanraes to explain to the meeting the developments regarding fundraising which were approved at Hyderabad.

The Treasurer explains that in Hyderabad it was decided to initiate a plan to seek new funds for the Association, and with this aim hereby presents a Charter of Ethics² which will allow us to be independent and to establish parameters with the institutions and businesses that we decide to work with.

Benchmarking was carried out to make sure that all of this is included and that there are no cracks which could threaten relations between METROPOLIS and any of its possible stakeholders.

The Secretariat-General has drafted a model to present the Association with the aid of Pedro Ralda (a METROPOLIS collaborator on fundraising matters) as part of a model dossier on sponsorship. The idea is for Pedro Ralda not only to start this work but at the same time for it to be taken up by all the members present at this meeting.

Board Decision:

- Approval of the charter of ethics and fundraising dossier.

² Annex 2: Charter of Ethics and fundraising dossier

Mr. Huchon once again gives the floor to Mr. Vanraes to explain to the meeting the execution of the 2014 budget through 31 December.

The Treasurer says that the 2014 accounts were not very good, posting a deficit of €117,969, due mainly to two items:

1. Underestimating the costs of the Hyderabad World Congress
2. Marketing, which ended up costing considerably more than expected

He says that this shows we must draft more realistic budgets, and that this has been done for 2015.

Mr. Vanraes reminds the meeting that the deficit will be financed through charges to the METROPOLIS reserves but that this cannot be done every year. He says he fears that if this continues we may run out of reserve funds in two-and-a-half years from now and that measures to be taken to ensure this situation does not happen again.

Board Decision:

- Approval of the report on the execution of the 2014 budget through 31 December

2014 BUDGET en EUROS - Exécution du budget au 31 Décembre 2014							
EXPENSES/ DÉPENSES/ GASTOS				INCOME/RECETTES / INGRESOS			
	2014	Exécution 31-12-14	%		2014	31-12-14	%
				A. Fees			
				.Cotisations	580.000	581.528	100%
				.Cuotas			
				B.Surplus Application .Excédent disponible	50.000		
				.Aplicación Excedente			
A.Services/Servicios	345.000	322.604	94%				
Initiatives	130.000	113.888	88%	C. Partenariats	75.000	87.000	116%
Transition Réseau des femmes	30.000	17.195	57%		20.000		
Valorisation Prix Metropolis	30.000	36.666	122%	Guangzhou Foreign Affairs Office	10.000	50.000	
Formation	90.000	89.595	100%		30.000		
Knowledge Exchange					15.000		
Exchange connaissances	65.000	65.261	100%				
Intercambio conocimientos							
B. Statutory Meetings	30.000	113.940	380%				
Réunions Statutaires							
Reuniones Estatutarias							
CA Buenos Aires 2015		7.862		Sponsorship Congrès		37.000	
Congress/congrès/Congreso	30.000	106.078					
C.Transfer UCLG							
Transfer CGLU	220.000	233.407	106%				
Transferencia CGLU							
D. Corporate Activities	90.000	112.868	125%				
Activités Corporatives							
Actividades Corporativas							
International Representation							
Représentation Internationale	25.000	20.314	81%				
Representación Internacional							
Marketing & Communication							
Marketing et communication	50.000	90.951	182%				
Marketing y comunicación							
Plan d'action/Action Plan/Plan de acción	15.000	1.602	11%				
Sub-total A-B-C-D	685.000	782.819	114%	Sub-total A-B-C	705.000	668.528	95%
E. administration	420.000	398.349	95%	D. administration	400.000	387.879	97%
General Secretariat Expenses				General Secretariat			
Dépenses Secrétariat Général	400.000	361.452	90%	.Grant / Subvention / Subvención	400.000	387.879	97%
Gastos Secretaría General							
Financial & Audit							
Audit & Finances	20.000	36.898	184%				
Auditoria & finanzas							
				Financial Income/ Produits financiers		6.793	
TOTAL A-B-C-D-E	1.105.000	1.181.169	107%	TOTAL A-B-C-D	1.105.000	1.063.200	96%
				Résultat		-117.969	

4.2. 2014 External Audit Report

The Chair invites Michel Philippe from the Deloitte consulting firm to explain the results of the audit performed in 2014.

The Report³, which was sent to the Board members, is a draft dated 28 April 2015, Mr. Philippe says. He explains that this was done because the accounts were not closed at the end of April and the decision on whether to close them will be taken at this Board meeting following the auditor's speech.

Mr. Philippe says that with regards the income statement, the year's deficit was, as Mr. Vanraes, said, significant, coming in at €132, 000.

Following an exhaustive explanation of the audit report performed by Deloitte, Mr. Philippe certifies that, with respect to French accounting regulations and principles, the annual accounts are accurate and reliable and give a true and fair view of the result of the operations of the year concerned, and of the Association's financial and asset situation at year-end.

The auditor addresses the Board members to seek the closure of the accounts if they agree with all of the above and warns that the date of this meeting (20 May) as the date when the accounts were closed will be added to the definitive report¹.

The Chair seeks the approval of the members meeting here to approve the closure of the accounts.

Board Decision:

- ☐ Approval to close the financial year accounts on the execution of the 2014 budget

³ Annex 3: External Audit Report by Deloitte

4.3 2015 Modified Budget Execution to 31 March 31 and Projection to 31 December 2015 and 2016 Draft Budget

The Chair gives the floor to Treasurer Jean-Luc Vanraes again.

With regard to 2015, and as stated concerning the fact that Board members would be kept informed as budget information becomes available, there was a slight change in relation to the forecasts made in Hyderabad which responded to a provisional situation with a slight deficit of €39,000.

Of note is the fact we are waiting to receive revenue due shortly: a number of fees still to be paid in May, plus a subsidy from Barcelona which will arrive soon. There is also a subsidy from the European Union which should arrive from UCLG and other revenues that may be arriving along the year 2016.

In short, we can say that we are expecting a balanced budget for next year and, as can be seen in the report, this is an unusual and provisional situation because the accounts were closed on 31 March.

EXPENSES/ DÉPENSES/ GASTOS					INCOME/RECETTES / INGRESOS				
	Budget 2015 adopté à Hyderabad	Réalisation 31/03/2015	%	Budget 2015 révisé		Budget 2015 adopté à Hyderabad	Réalisation 31/03/2015	%	Budget 2015 révisé
					A. Fees				
					.Cotisations	615.000	107.011	17%	590.000
					.Cuotas				
					B.Surplus Application				
					.Excédent disponible				
					.Aplicación Excedente				
A.Services	383.000	66.298	17%	400.000	C. Partenariats	185.000	15.000	8%	225.000
Initiatives	143.000	27.403	19%	161.500		60.000	15.000		15.000
Transition Réseau des femmes	40.000	9.245	23%	40.000		20.000			
Valorisation Prix Metropolis	0	0		0					
Réseau Jeunes	20.000	1.765	9%	30.000		10.000			
Formation	115.000	9.137	8%	103.500		40.000			
Echange connaissances	65.000	18.748	29%	65.000		20.000			80.000
B. Réunions Statutaires	30.000	21.146	70%	75.000					
Conseil d'administration	30.000	16.460	55%	50.000					
Secretary Regional Meeting Barcelona		4.686		5.000		15.000			80.000
Congrès		0		20.000					
C. Transferts UCLG	232.000	36.003	16%	232.000					
D. Activités Corporatives	70.000	14.835	21%	90.000					
Représentation Internationale	20.000	2.692	13%	40.000		5.000			
Marketing et communication	50.000	12.143	24%	50.000		15.000			50.000
Plan d'action	0	0		0					
Sub-total A-B-C-D	715.000	138.282	19%	797.000	Sub-total A-B-C	800.000	122.011		815.000
E. administration	475.000	103.996	22%	415.000	D. administration	390.000	55.165	14%	388.000
Dépenses Secrétariat Général	450.000	100.593	22%	390.000	.Grant / Subvention / Subvención	390.000	55.165		388.000
Audit & Finances	25.000	3.403	14%	25.000					
					Financial Income/ Produits financiers		8.880		9.000
TOTAL A-B-C-D-E	1.190.000	242.278	20%	1.212.000	TOTAL A-B-C-D	1.190.000	186.056	16%	1.212.000
					Résultat	0	-39.548		0

For 2016, we anticipate a positive result thanks to exceptional revenue from organizing the World Congress and the contribution of the European Union subsidy via UCLG. The forecast positive balance is for €223,000.

Presupuesto 2016 / Budget 2016

EXPENSES/ DÉPENSES/ GASTOS				INCOME/RECETTES / INGRESOS		
	2.016	Imputation salaires	Budget 2016		2.016	Projection 31/12/2016
				A. Fees		
				.Cotisations	590.000	
				.Cuotas		590.000
				B.Surplus Application		
				.Excédent disponible		
				.Aplicación Excedente		
A.Services	395.000	50.000	445.000	C. Partenariats	300.000	300.000
Initiatives	145.000	15.000	160.000	Amputats Sant Jordi		
Transition Réseau des femmes	40.000	15.000	55.000			
Valorisation Prix Metropolis	0					
Réseau Jeunes	30.000	5.000	35.000			
Formation	115.000	15.000	130.000			
Echange connaissances	65.000		65.000	CGLU	80.000	80.000
B. Réunions Statutaires	70.000	20.000	90.000			
Conseil d'administration	30.000	10.000	40.000	Congrès		
Secretary Regional Meeting					220.000	220.000
Barcelona						
Congrès	40.000	10.000	50.000			
C.Transferts UCLG	232.000		232.000			
D. Activités Corporatives	90.000	20.000	110.000			
Représentation Internationale	40.000	10.000	50.000			
Marketing et communication	50.000	10.000	60.000			
Plan d'action	0					
Sub-total A-B-C-D	787.000	90.000	877.000	Sub-total A-B-C	890.000	890.000
E. administration	180.000	145.000	325.000	D. administration	300.000	300.000
Dépenses Secrétariat General	155.000	145.000	300.000	Grant / Subvention / Subvención	300.000	
Audit Financier	25.000		25.000			300.000
				Financial Income/ Produits financiers		12.000
TOTAL A-B-C-D-E	967.000	235.000	1.202.000	TOTAL A-B-C-D	1.190.000	1.202.000
				Résultat	223.000	0

The Chair thanks Mr. Vanraes for his speech and confirms the improvement in the situation between 2015 and 2016.

Board Decision:

- Approval of the execution of the modified 2015 budget to 31 March and projection to 31 December 2015 and the draft 2016 budget

4.4 Information on the UCLG/ European Commission Agreement

Mr. Huchon gives the floor to UCLG Secretary-General, Mr. Josep Roig.

Mr. Roig takes the floor and explains that for now he is fairly cautious regarding the agreement between the European Community and UCLG as nothing has been signed to date. However, there is a draft agreement with the European Union. That is why, he says, there can be no additional agreements until this one has been signed.

He goes on to mention the difficulties these agreements involve within the European Union and says it is currently in a discussion phase.

However, it is a very important project for city association networks. There is an agreement which concerns not just UCLG and UCLG Africa but also the AIMF (International Association of Francophone Mayors) and the CLGF (Commonwealth Local Government Forum).

Within the UCLG framework, the subsidy is of an operative nature, i.e., it is reinforcement for the activities being carried out. On the one hand, for UCLG, the reinforcement of advocacy activities has been submitted concerning smart activities. Similarly, there has been a move to shore up the UCLG networks, i.e., not just the regional sections but also those sections concerning MEWA (the UCLG Middle East and West Asia Section), ASPAC (its Asia-Pacific section) and others. And finally, there is a fourth reinforcement area involving cooperation and training.

Under these four work areas, it could be possible to shore up network activities and certainly with METROPOLIS, with which it is working jointly on many of these activities (those concerning advocacy, smart measures, etc.). One good example is the joint meeting held with peripheral cities to determine the agenda for Habitat III.

Once the agreement has been signed, a meeting with METROPOLIS will have to be held to determine which activities may or may not be included and accepted by the European Union.

The Chair calls on Mr. Roig to specify a timeline to better know the figures, information which the Treasurer may be interested in having as soon as possible.

Mr. Roig says that if all goes well, UCLG will meet in Brussels on 4 July and after that it will see whether it is able to sign or not. The UCLG Secretary-General emphasizes that the program began on 1 January 2015 and to date is still in a discussion phase. This means it will be impossible to know what the execution of the subsidy could correspond to if it starts in the middle of the year.

That is why he says it is hard to give an exact figure for the activities.

The Treasurer intervenes to clarify that if it is not possible to make forecasts for 2015, the budget will be modified and they will wait to learn the outcome of the discussions.

The Chair asks Mr. Roig whether the subsidy will refer to activities executed this year or those scheduled for next year.

Mr. Roig says that, in principle, execution should be for this year. He also feels that there is still time, provided everything goes well. He says there are still points pending clarification such as whether or not transfers can be made to the sections. This is, of course, a key point for UCLG.

He says there are conversations for and against this, which is why this point is crucial.

The Chair thanks Mr. Roig and says the Board members will be duly informed as soon as there is an answer.

5. GLOBAL URBAN AGENDA

5.1 The Global Task Force and Post-2015 Millennium Development Goals

(MDGs)

NO SPEECH

5.2. Climate Change

5.2.1 Proposal to Appoint the Mayor of Montreal, Mr. Denis Coderre, to Follow the Theme of Climate Change and COP 21

The Chair explains that the Mayor of Montreal, Mr. Denis Coderre, expressed his desire to take up the mandate to represent METROPOLIS on matters relating to climate change, particularly at the COP21 meeting and the preparatory meeting to take place in Lyon in July.

Mr. Huchon reminds the meeting that a similar mandate was awarded in Hyderabad to Michael Müller regarding Habitat III. These mandates are related to the Co-Presidents' missions to represent us before international institutions.

Denis Coderre has a motivated team that is strongly committed to climate change matters at his disposal.

Board Decision:

- Approval of the mandate of the mayor of Montreal, Denis Coderre, as the METROPOLIS representative for Climate Change and COP21

5.2.2 Report on the ICLEI World Congress, Seoul 8-12 April 2015.

5.2.3 METROPOLIS COP21 Draft Declaration

Mr. Huchon explains that COP 21 is the commitment to limiting the rise in global average temperature to less than two degrees centigrade by 2050.

This is of great importance for humanity, future generations, drought risks and many other adverse effects, and cities play a very important role in these questions.

That is why we want to strengthen the voice of cities via a declaration that the Mayor of Montreal, Denis Coderre, can submit.

The Chair reads the draft statement and seeks approval from the Board.

Board Decision:

- ❑ Approval of the METROPOLIS declaration for the COP21⁴ preparatory meeting which will take place in Lyon on 1 and 2 July 2015

5.2.4 METROPOLIS support for the study *Financing for the Green Fund* for the cities, metropolises and regions for which the Global Forum for Cities Development (FMDV in French) is responsible.

Mr. Huchon proposes the Board lend political support to the study on Financing the Climate proposed by the Ile-de-France Region and for which the FMDV is responsible.

The study consists of the Association, at the proposal of the Ile-de-France Region, running a review for local groups to access funding to make progress in climate management; in particular, to be able to dialogue with international institutions and especially the UN's Green Climate Fund. The study will take the form of political support and possibly also through the FMDV.

The Chair asks the Board members for their approval.

Board Decision:

- ❑ Provide the political support needed to the Ile-de-France Region in order to draft a study on the access and funding conditions of local and regional groups for which the FMDV is responsible.

5.2.5 Information Regarding the UCLG Risk Management Taskforce

The Chair gives the floor to Alain Le Saux to explain the updated information on the taskforce the UCLG is spearheading in risk management matters.

Within the framework of climate change, and linked to environmental catastrophes, UCLG, encouraged by the initiative by the Canadian Federation of

⁴ Annex 4: METROPOLIS declaration for the COP 21 preparatory meeting in Lyon

Municipalities and the Netherlands Association of Municipalities, together with Cités Unies France (CUF), has decided to establish a taskforce to help local groups that are the victims of catastrophes and give them the capacity to rebuild.

Mr. Le Saux adds, by way of conclusion, that METROPOLIS would like to join the initiative.

Board Decision:

- Approval of METROPOLIS joining the UCLG taskforce on risk management led by Cités Unies France (CUF)

5.3 Habitat III

5.3.1 PrepCom2 report in Nairobi

5.3.2 Situation of the METROPOLIS Contributions Project

Jean-Paul Huchon comments that the second preparatory meeting (PrepCom II) was held in April and attended by the Mayor of Berlin, Michael Müller, representing the Association and as the METROPOLIS Co-President responsible for questions relating to Habitat III.

The Chair gives the floor to Michael Müller to explain the outcomes of the meeting and report on the latest information on the process being carried out.

Mr. Müller takes the floor to address the meeting and says that the mandate to represent METROPOLIS in all matters concerning Habitat III was a complex task from the start. On the one hand, the UN members know that 50% of the global population lives in cities and that the majority of the Millennium Development Goals are only attainable through collaboration with local groups. On the other hand, under the UN's internal codes cities only have a role of observers. Indeed, Mayors are described as representatives of NGOs. However, it is obvious that we can't talk about the future of cities without dialoging with their representatives or making use of their experience.

The Mayor of Berlin goes on to explain his representation at two meetings in preparation for Habitat III: the first in New York in September 2014 and the second in Nairobi in April 2015.

In New York, he was able to represent the Association before the representatives of the NGOs but at Nairobi he was able to represent us before the General Assembly as the only non-state member and at the end of the event met with UN Habitat Executive Director Joan Clos.

As a result of this, he was able to defend the Association's position and demands within the Habitat III decision-making process. However, there is still a long way to go. One example was the inability to agree on the regulations which should govern the accreditation of potential partners.

For that reason the second meeting did not go as well as hoped and an extraordinary preparatory meeting has been announced in New York for September.

In the case that member states are not inclined to accept local groups engaging in the process, we have to make two things clear: if we were not relevant we could have been ignored, and secondly, we must focus on a clearer strategy for the future.

Mr. Müller therefore proposes agreeing on the next steps to take in order to develop the Habitat III process:

We need to join forces and draw on the experiences and knowledge of all city representatives. Mr. Müller invites the attendees to participate in the PrepCity meeting which will take place following this meeting.

At PrepCity they will begin to mobilize the experience and creativity of all METROPOLIS members for the Habitat III projects. The more cities that attend the meeting, the better able we will be to formulate the next steps to take in the future.

Secondly, the Habitat III document has been worked on since February 2015 by a taskforce led by the city of Berlin. This role was adopted at the Regional Secretaries' meeting and should be an official document of the METROPOLIS network⁵.

⁵ Annex 5:Draft of METROPOLIS Position Paper towards Habitat III

Finally, Mr. Müller considers it essential to have a common focus agreed on with UCLG regarding the global taskforce. METROPOLIS and UCLG must establish a joint declaration which will help us have a greater impact on deciding on the design of the new global urban agenda.

The Mayor of Berlin finishes his report by thanking the Chair and the other Board members for the trust placed in him as the Association's spokesperson in matters concerning Habitat III.

The Chair thanks Michael Müller for the work he has done and the dynamic that has been achieved, as well as his commitment to the Habitat III stakeholders to ensure that METROPOLIS is well represented. This work must be carried out as an outcome of the final draft which will be presented at the Habitat III Conference in Quito in October 2016 together with UCLG.

Board Decision:

- Approval of the process led by the Co-presidency of Berlin, under Michael Müller and the proposed work dynamic

5.3.3 II 2nd World Assembly of Local and Regional Governments

The Chair explains the background to the 2nd World Assembly of Local and Regional Governments. The idea for the Assembly began in Istanbul in 1996 as part of the Habitat II Conference, when the world city organizations IULA, METROPOLIS and the World Federation of United Cities organized the 1st World Assembly of Local and Regional Governments.

In 2016, and within the framework of Habitat III, UCLG will be responsible for organizing the 2nd World Assembly with the support of the maximum number of world organizations of cities and local authorities.

The Chair proposes that UCLG take the initiative of organizing the 2nd Assembly with the maximum possible support of other city and local government networks.

Similarly, he proposes the approval of a joint declaration proposed here and which focuses on the need to jointly take major decisions on environmental, social, and economic-development matters, among others, and that they are always approved by a majority of local authorities.

Board Decision:

- METROPOLIS supports the organization of the 2nd World Assembly of Local and Regional Authorities and approved the proposed METROPOLIS declaration⁶ read by the Chair at the meeting

Eduardo Bilsky from UCLG takes the floor to add supplementary information regarding the organization of the 2nd Assembly.

The idea in 2016 is for local governments to be recognized within the United Nations as a key part of the construction of the new urban agenda.

This General Assembly that will be organized by the actors who sign up to the project will be prepared in stages. Obviously the highpoint will be in Quito in October 2016, but we have to make use of the occasion of the third preparatory meeting for Habitat III to be held in Indonesia in June 2016. In October next year, the UCLG World Congress will be used as preparation for the General Assembly meeting. The idea is to arrive with clear, concise, and coordinated proposals to defend before the international community. Mr. Bilsky thanks the Chair for allowing him to present the agenda to the Board members.

5.4 Basic Services and Social Inclusion

The Chair explains that there is a proposal to give Mpho Parks Tau, Mayor of Johannesburg, a mandate to reflect on basic services and social inclusion in METROPOLIS. He would also represent the Association in the international meetings and forums that deal with these matters.

The Chair explains that, as was done with Mr. Müller and more recently with Mr. Coderre, the idea is to authorize Johannesburg Mayor Mpho Parks Tau to represent METROPOLIS on matters relating to basic services and social inclusion.

⁶ Annex 6: METROPOLIS declaration supporting the organization of the 2nd World Assembly of Local and Regional Authorities

The Chair gives the floor to the Mayor of Johannesburg.

Mr. Parks Tau says he will be brief, as he has to join the discussions at the PrepCity session, at which he is a speaker.

He reminds the meeting that he was chosen to be a Co-President at Hyderabad and assigned the mandate for basic services and social inclusion. A working document has been made to spell out the meaning and content of this mandate and which will serve as an action framework.

Mr. Parks Tau starts his reflection with a framework reference to the definition which Art. 84 of the Habitat Agenda | Objectives and Principles, Commitments and the Global Action Plan makes regarding what we refer to when speaking about basic services (drinking water, health, waste management, social welfare, transport and access to communications, energy, health, and emergency services, schools, public safety, and the management of open spaces).

This work translates into three basic areas that cover these services: basic service infrastructure, social services, and quality of life services.

Starting from this basis, work has been done to define the vision of the Office of the Co-President and its obligations as such.

In reference to its vision, the Office of the Co-President recognizes the effects of the composition of different forms of exclusion and the aspects of mutual facilitation of forms of inclusion and is committed to approaching each of them in the same measure, both through practice, research, and direct promotion. The Co-President will adopt a comprehensive approach toward management and deliver a rapprochement regarding basic services and inclusion.

Mr. Parks Tau adds that the responsibilities which should ideally be awarded to the Office of Co-President have also been defined. They include, for example, the description of an agenda which the Office would take on to impact the international agenda on issues regarding basic services and social inclusion. This would ensure that METROPOLIS's profile is worked on and enhanced not only

within international platforms but also with African and South African multilateral institutions and therefore gain more renown in the areas where it operates.

It will be necessary to develop key political positions through research and development, in addition to reviewing international study cases that may be relevant for the Office of Co-President.

Mr. Parks Tau also adds a point that does not appear on the distributed document. This involves the need to coordinate with inter-related initiatives pertaining to the other Offices of Co-President. Similarly, it is necessary to actively engage in the political management process within METROPOLIS in coordination with the other Co-Presidents and the Secretariat-General.

The third page of the document shows the works to be done immediately in this mandate; this includes the construction of a political leadership capable of bringing together the coalitions and networks of local interests that cooperate to make a shared vision, the commitment to work in genuine partnerships with companies, unions, and grassroots community organizations, etc.

He says the list goes on but that he would like to end by emphasizing the last point he considers important: to work closely with the Secretary-General and the Secretariat in Barcelona to integrate the work of the Office of the Co-President within the METROPOLIS general program.

Mr. Parks Tau concludes by thanking the meeting.

Board Decision:

- Approval of the mandate of the mayor of Johannesburg⁷, Mpho Parks Tau, as METROPOLIS representative for Basic Services and Social Inclusion

⁷ Annex 7: Description of the Mayor of Johannesburg's mandate

5.5 *Africities* Meeting

The Chair gives the floor to Mr. Parks Tau again to explain the progress in preparing for the *Africities* meeting.

The Mayor of Johannesburg says that his city and the South African Local Government Association will host the *Africities* meeting from 29 November to 1 December 2015.

This is a very important meeting which comes at a critical time when international discussions are stressing the urban future of our cities that are battling high levels of urbanization, urban poverty, and migration with a direct impact on our municipalities.

Mr. Parks Tau says that *Africities* will award a greater voice to African local governments to assume their responsibilities to establish the interests not just of local governments in Africa but also those of the “Global South” in international platforms that are starting to sign up to discussions about the future of cities.

The meeting will take place when the Millennium Development Goals are made public and in the run-up to the COP21 meeting and nine months before the Habitat III meeting in Quito. This makes it a good platform from where we can represent the voices of African local governments. Finally, Mr. Parks Tau extends an invitation to the attendees and our stakeholders to engage in these discussions.

More information about the meeting and the registration form are available at the website: <http://www.africities2015.org/>.

The Chair thanks the Mayor of Johannesburg for his speech.

6. METROPOLIS AGENDA

6.1 Upcoming METROPOLIS Meetings (2016 Annual Meeting and 2017 World Congress)

The Chair explains that at the last meeting of the Board of Directors, the city of Dakar was ratified as the host city of the METROPOLIS Annual Meeting in 2016.

Mr. Huchon continues by saying that force majeure reasons mean that Dakar is not currently in a position to hold the next meeting. The cancelation, he says, is due to a number of decisions taken in the country which appear to run counter to decentralization.

These decisions mean that Dakar will not have the budget it was counting on to organize the meeting. This is not, he says, an isolated case. He explains that the Mayor of the City of Buenos Aires, Mauricio Macri, had said that he too was experiencing difficulties, as is Paris-Ile-de-France. The dichotomy between decentralization and centralization is a constant battle.

Mr. Huchon gives the floor to Rahmatouca Sow Dieye from the city of Dakar.

Ms. Sow Dieye says she will not mention the reasons why Dakar has been forced to withdraw again, and passes on the regret of the Mayor of Dakar for being unable to host the next METROPOLIS meeting.

She says the Mayor will not be put off, however, and has offered to organize a METROPOLIS activity in 2016 when the situation is under better control, possibly some activity relating to women and young people – but definitely one with the METROPOLIS seal.

She also says that given this new situation we must again look for candidate cities to hold the 2016 Annual Meeting. The Chair asks whether any city is willing to stand.

None of the attendees responds to the call.

Board Decision:

- ❑ Mandate for the Secretary-General to find the host city for the 2016 METROPOLIS Annual Meeting

The Chair continues with the METROPOLIS agenda and comments that the situation for candidates to host the METROPOLIS World Congress in 2017 was quite a lot simpler because only two member cities submitted candidacies: Chengdu and Montreal.

Chengdu then very kindly declined to stand and awarded Montreal the sole position. Montreal was a founding member of METROPOLIS.

The Chair thanks Chengdu for its candidacy and fair play.

Jean-Paul Huchon gives the floor to Pierre Desrochers on behalf of the Mayor of Montreal, Denis Coderre, to present the city's proposal.

Mr. Desrochers thanks the Chair and takes the floor.

Montreal's bid to host the 2017 METROPOLIS World Congress is influenced by the fact that it was one of the Association's founding cities. Plus, Mr. Desrochers says, 2017 will be the 375th anniversary of the founding of the city.

Montreal is known as one of the best cities in North America to host congresses and is happy to showcase everything it has to the participants.

Mr. Desrochers apologizes for Mayor Coderre's absence and asks to screen a video with a message from him to the members of the Board.

"Dear Friends. I am Denis Coderre, Mayor of Montreal. Some of you saw me yesterday. Unfortunately I was not able to attend this meeting and I apologize for that.

However, the magic of video will allow me to share a few words with you.

As you know, Montreal wants to host the next METROPOLIS World Congress in two years' time. The year 2017 will be a crucial year for our city as we will celebrate the 375th anniversary of its founding, the 50th anniversary of the holding of the 1967 Expo and the 150th anniversary of the Canadian Confederation. This makes Montreal the ideal city meeting point to hold the most important events in our history.

You will be able to see everything our city has to offer visitors and above all the way its heart beats to the rhythm of cultural diversity.

I hope to be able to welcome you to Montreal in 2017 for the METROPOLIS World Congress under the slogan "Global, Plural, and Inclusive Cities".

I'll leave you with some images of Montreal so you can see what awaits you."

The video ends and Mr. Desrochers thanks the meeting and says it will be a pleasure to welcome the METROPOLIS delegates in Montreal. The dates have still to be locked in with the Secretariat-General, but it will most likely be held in May 2017.

Finally, he invites the attendees to take part in a thematic meeting which will be held in Montreal as part of Habitat III on 6 and 7 October. There will be delegates from the different continents and the program anticipates sessions including representatives from the different UN member nations, local governments, and civil society.

The conference will address metropolitan policies and cooperation mechanisms regarding sustainable development. The goal will be to adopt a final declaration on the importance of planning and coordinating management and development in the metropolitan arena.

The Chair thanks Mr. Desrochers for his speech.

Board Decision:

- Approval to organize the METROPOLIS World Congress in the city of Montreal in 2017

7. Other items

The Chair gives the floor to Mr. Felipe Jesús Gutiérrez, Secretary for Urban Development and Housing at Mexico City Government.

Mr. Gutiérrez informs the Board members of information which Mr. Miguel Ángel Mancera, Head of the Mexico City Government and METROPOLIS Regional Vice-President, is keen to pass on regarding the UN's selection of the Mexico City Government to lead one of the global Thematic Conferences within the official preparatory process for the Habitat III summit which will take place in Quito in October 2016.

With the support of FMDV, the Mexico City Government will, through the Secretariat for Urban Development and Housing, very likely organize the meeting dedicated to the topic "Financing Instruments for Urban Development" for the second week of March 2016. There can be no question that funding urban development, urban financing processes, and the growing demand for public services are some of the major challenges shared by local authorities from right around the world, regardless of their size or location.

As part of the activities that Mexico City performs with METROPOLIS, particularly through the North America Regional Training Center, which operates out of the Federal District's School of Public Administration, an international seminar will also be organized in November 2015 on urban redevelopment in cities, with the objective of encouraging participating cities to present specific urban interventions to rehabilitate, renew, regenerate, and/or change the density levels of their cities.

Mr. Gutiérrez proposes to the Board that METROPOLIS accept its formal participation as a co-organizing partner of the thematic conference toward Habitat III to be held in Mexico City in March 2016.

Board Decision:

- ❑ METROPOLIS will formally participate in the thematic conference toward Habitat III to be held in Mexico City in March 2016 as a co-organizing partner
- ❑ Take advantage of the thematic conference to hold a meeting of Regional Secretaries in Mexico City
- ❑ Hold the 2nd PrepCity meeting in Mexico City

The Chair gives the floor to Mr. Hossein Kashiri who wishes to present a brief report on METROPOLIS Youth, the Association's section led by the City of Mashhad.

Mr. Kashiri thanks the meeting for the opportunity to present a brief report on the activities of METROPOLIS Youth.

He addresses the Board members and city managers and asks them to leave a space for the presence of young people on issues concerning urban management. City managers should leave a structure in a systematic fashion where the young people in METROPOLIS can have room.

The METROPOLIS Youth group was established following the Board of Director's approval in Johannesburg in 2013 and the headquarters were established in Mashhad.

In 2014, after the strategic meeting held in Barcelona that year, relations with the METROPOLIS Secretariat-General formally began.

Representatives from Mashhad, Barcelona, São Paulo, and Berlin attended a strategic meeting in Mashhad to discuss the next areas of action as well as the vision, mission, and objectives of METROPOLIS Youth. The outcome was the origami and leaflet that have been sent to each Board member.

In 2014, as part of the METROPOLIS World Congress, the launch of METROPOLIS Youth was celebrated at the General Assembly meeting of Association members and a workshop entitled "Why Should Young People Participate?" was also held.

Similarly, online communications were activated via LinkedIn, and the Global Ideal City, the latter hosted by the City of Mashhad.

Now, in Buenos Aires, METROPOLIS Youth has returned stronger than ever and with a new workshop.

Mr. Kashiri continues, addressing the Chair and Board members to explain that the greatest concern among young people today, in addition to vital concerns, is that they like to be seen, heard, trusted, and given the right to participate in

different activities. METROPOLIS Youth now represents these voices of young urban-planning managers and the voice of all youths.

Part of the motivation, creativity, energy, and dynamism of METROPOLIS Youth is in the hands of the city representatives of the METROPOLIS network.

METROPOLIS Youth has already started to connect the dots, given that last April a number of workshops were held in Mashhad carried out with the MITI under the slogan of “Youth’s Role in Urban Management”, the reports of which will be sent to the METROPOLIS Secretariat-General.

What is required now is the active participation of all of the Association’s cities to boost these first steps.

To end, Mr. Kashiri thanks the METROPOLIS President, the Mayor of Mashhad, Mr. Mortazavi, and METROPOLIS Secretary-General Alain Le Saux, and welcomes the incoming Secretary-General, Felip Roca. He finally emphasizes that youth empowerment is a matter that must not be forgotten.

Board Decision:

- ❑ To include ways to foster the participation of METROPOLIS Youth in the Association’s activities in member-city urban management

The Chair gives the floor to Abidjan representative Ms. Cathérine ZouZoua, who has asked to speak.

Ms. ZouZoua apologizes on behalf of the Governor of Abidjan, Robert Beugré Mambé, who is unable to attend. Vice-Governor Mr. N’Cho was due to attend the meeting but had problems getting a visa.

She furthermore presents the 3rd Women’s Forum which was held in Abidjan in 2013. The meeting drew some 3,000 women from around the world. The country’s associations, the ministry, and the UN and its women’s division, as well as UNESCO, were present.

Over the four days of the Forum, many declarations were made and read in the presence of the Ivory Coast's Prime Minister. This shows the importance afforded METROPOLIS and the repercussion that the Forum had across the country.

The METROPOLIS Women's Network and the city of Abidjan signed an agreement at the forum entitled *Sant Jordi Amputees* to establish a joint project.

Ms. ZouZoua says Abidjan is always available and appreciative of belonging to this Board of Directors.

The Chair gives the floor to Vahid Jalili, the Deputy Mayor of Mashhad on Social and Cultural Affairs.

"What is METROPOLIS?" he asks. "Is it a new European political organization for a new colonialism?"

He says that arguments in defense of Western values were heard throughout the morning and asks whether the meetings defend homosexuality.

The representative from Mashhad believes there should be meetings to discuss more important matters. He believes that a change of paradigm is needed.

METROPOLIS has stuck to the technical levels of the discussions. However, the challenges in our cities are not found at that level but rather at a more paradigmatic one.

The communist paradigm has failed in the same way that capitalism has.

As a major frame of a global society, METROPOLIS must seek a new special view. Mashhad's proposal is that, when there is an opportunity, we should invite social philosophers to engage in an in-depth discussion about our challenges and have a theoretical journal as a support for the profound study of these challenges.

He says we could hold a meeting with social philosophers from around the world each year. The city of Mashhad volunteers to hold the first meeting of global social philosophers which, he says, could be used to take a deeper look at the problems facing cities.

The Chair thanks him for his speech but says he believes him to be mistaken in his view of METROPOLIS and his belief that METROPOLIS actions are not strategic. Questions such as fighting climate change, city management (80% of the population lives in cities), accommodation management, social issues, and the other major themes which the Association works on could not be more strategic, he says. Mr. Huchon adds that administrative and financial issues should obviously be present in the Association but that they are not the framework themes.

The Chair points to the morning's discussions in which mayors from around the world contributed pioneering ideas regarding life in a community and matters of social innovation.

With regard to political opinions on questions that affect the whole of the world, there are very diverse opinions. Fortunately freedom of different ideas and political opinions is alive and well in METROPOLIS, he says.

As Chair, he explains, he must be present to shore up METROPOLIS's shared values.

The Deputy Mayor says that he was referring to a philosophical and social discussion, not a political one. He repeats his belief that the technical level strikes him as not very useful when cities face their challenges.

The Chair disagrees and argues in favor of the need for a technical and financial level. He says the discussion is now closed and gives the floor to the representative from Istanbul.

The representative from Istanbul, Mr. Özdemirliçin, Head of Delegation, Member of the IMM Assembly (AK Party), wishes Alain Le Saux success in his new venture. He also congratulates Mr. Felip Roca for his recent appointment as Secretary-General and says he hopes his time in the position is as fruitful as Alain Le Saux's was.

He also takes the opportunity to mention that the audio system was not working properly at the start of the meeting, which is why he requested a printed copy of the agenda and other documents. He therefore proposes that access to printed documentation be available at future meetings. He thanks the Board for organizing the meeting.

The Chair thanks him for his speech and says that he will consider the request for future occasions, after first speaking with the Secretariat-General.

Mr. Huchon lists the cities present at the meeting: Buenos Aires, São Paulo, Guangzhou, Brussels, Berlin, Johannesburg, Barcelona, Mexico City, Istanbul, Montreal, Mashhad, Paris - Ile-de-France, and other attendees, including the Mayoress of Caracas, Santiago de Chile, Dakar, Abidjan, Seoul, Chengdu, the METROPOLIS Women International Network, and UCLG, FMDV and Deloitte as observers.

He thanks the attendees for taking the time to be present and for dedicating time to the Association. He says the Association can grow even more so long as it is very strict regarding members' fees and expenses. He says he will continue to strive to make the Association even more of a heavyweight in international debates, institutions, and governments and to make it a source of development for local groups.

Mr. Huchon once again thanks the attendees for their time and brings the 2015 Board of Directors meeting to a close.

These are the principal agreements taken at the METROPOLIS Board of Directors meeting held in the city of Buenos Aires on 20 May 2015. The minutes must be approved at the next Board meeting, which will take place in 2016.

Signed,

A handwritten signature in blue ink, consisting of a stylized 'A' followed by a long, sweeping horizontal stroke that curves upwards at the end.

ALAIN LE SAUX

METROPOLIS SECRETARY-GENERAL

Annex 1: Modifications in METROPOLIS Rules of Procedure

The changes applied are underlined in the document

METROPOLIS Association

French Association, Law of 1901

RULES OF PROCEDURE

These Rules of Procedure add to and clarify certain articles contained in the association's amended Statutes approved on 8 October 2014.

Article 4. Members

Capital cities and urban areas with a population of at least 1 million inhabitants may become active members. The Board of Directors may exercise discretion. Urban areas that do not meet these criteria may become associate members.

Active members are represented in the association's decision-making bodies by their leaders in office. When their duties cease, they are automatically replaced by their successors. This provision is likewise applicable to associate members that are legal persons.

Cities and metropolises wishing to become active or associate members of Metropolis must submit a membership application to the association's President, attaching an extract of their assembly's decision. For cities that do not have an assembly, a favourable decision by their supervisory authority must be attached to the application. Every membership application is considered by the Executive Committee and submitted to the Board of Directors for a decision. Between one Board of Directors meeting and the next, the Secretariat General is authorised to take membership applications meeting the criteria defined by the Board of Directors and collect the corresponding membership dues. If a membership application is not ratified by the Board of Directors, the association will reimburse any sums collected.

International personalities that have provided or are able to provide the association with particular support may be appointed as honorary members. They are selected by the Board of Directors.

Metropolis is an organisation that collaborates with numerous public and private sector partners: international bodies, agencies, universities and enterprises, as well as non-governmental organisations. The association may therefore formalise memoranda of understanding with these partners, specifying the nature of their collaboration and the terms and conditions applicable to it.

Members involved in the association's activities and/or hosting a Regional Office undertake to assume the related costs (staff, financial, logistics, etc.).

Article 7. Membership Dues

Membership dues are charged annually. The variable annual contribution is calculated on the basis of the Gross National Product (GNP) of the countries where the active and associate member metropolises are located. Three GNP categories, associated with a reference contribution, have been defined: the percentage of this reference contribution effectively demanded from each member is 100% for active members, 20% for associate members that are legal persons and 3% for associate members that are natural persons.

Notice of membership dues is issued in February each year, and they must be paid by June of the year in which the notice is issued. **When meetings of the Board of Directors and/or Assembly are held during the first six months of the year, notice is issued in early January to bring payments forward.** Membership dues must be paid into the bank account shown on the annual payment request form, the sole holder of which is the World Association of the Major Metropolises – Metropolis. A probationary period of two years is granted in order to enable new members to effect payment of membership dues or old members to resume payment thereof. After that period, the Board of Directors will make a decision on the matter. Honorary members are exempt from membership dues.

Article 8.1. General Assembly

In accordance with Article 8.1 of the Statutes, only active members have voting rights at the General Assembly. They must be up to date in their membership dues for the previous year to take part in a vote. A maximum probationary period of two years is established in order to enable a new member to effect payment of membership dues or an old member to resume payment thereof. The member may take part in the association's work during that period and benefit from voting rights as soon as it has rectified its financial situation.

If mayors, presidents, governors or officials of metropolises cannot attend the General Assembly in person, they may be represented by a duly authorised person belonging to the same active member institution.

The Assembly is convened by the President at least 15 days before the date it is due to be held, and the invitation to attend will include the agenda. If the Assembly is convened in an extraordinary session, he/she must mention the initiative giving rise to the request and, where applicable, the number of active members (at least half plus one) that has requested that it be convened.

City or metropolis officials not belonging to the association may attend statutory meetings as observers after they have been approved by the Executive Committee. The same applies to personalities appointed by public or private international associations or organisations to represent them at these meetings. These observers may, if authorised to do so by the President, deliver presentations on subjects connected with the reason for their attendance.

The General Assembly has powers to:

- elect a new Board of Directors;
- approve and ratify the strategic guidelines and the Action Plan governing Metropolis's activities;
- approve the activity and financial report and the accounts of the financial years ended since the last General Assembly;
- deliberate on issues on the agenda.

General Assembly and Board of Directors meetings take place at least once every three years at the "Metropolis Congress". This Congress is the opportunity for Metropolis to organise, in the member metropolis hosting the event, a series of conferences, seminars and workshops on topics proposed by the Board of Directors and compliant with the wishes voiced by the General Assembly.

The choice of host metropolis is decided by the Board of Directors. Within the context of preparing for the Congress, the representative of the host metropolis may be invited to take part in Executive Committee meetings.

Article 8.3. Board of Directors

Members of the Board of Directors are elected by the General Assembly by simple majority. To become a member of the Board of Directors, the metropolis must:

- a) be up to date in membership dues;
- b) be represented by the leader in office of its executive body or by its formally authorised representative.

Members of the Board of Directors appoint the President, Co-Presidents, Regional Vice Presidents, Treasurer and Deputy Treasurer.

The annual Board of Directors meeting is held in the host metropolis. The host metropolis will have made a proposal to host it at the preceding Board of Directors meeting.

The Board of Directors has powers to:

- recommend strategic guidelines (Action Plan) to the General Assembly;
- approve budgets;
- approve the year-end accounts and the previous year's activity and financial report;
- approve the set of minutes of statutory meetings;
- set the amount of membership dues;
- accept new members and, where applicable, proceed to remove certain members;
- approve bids made by cities to host the organisation of Board of Directors meetings;
- set the agenda for the General Assembly;
- approve a list of Metropolis representatives as candidates to the Executive Bureau and World Council of United Cities and Local Governments (UCLG).

The Board of Directors is accountable for its actions to the General Assembly.

Article 8.4. Executive Committee

An Executive Committee is established within the Board of Directors, formed by the President and Co-Presidents, the Treasurer and his/her Deputy.

The first part of the Executive Committee meeting is given over to the Finance Committee chaired by the Treasurer or his/her Deputy, and in which the Regional Secretaries take part.

The Secretary General takes part in Executive Committee work and is responsible for preparing its agenda. Furthermore, he/she is responsible for ensuring that Executive Committee decisions are executed.

The Executive Committee meets at least once a year before the Board of Directors meeting, as convened by the President.

Article 9. President of the Board of Directors

The President is the association's highest official. He/She is responsible for:

- setting the agenda for the Board of Directors;
- chairing all statutory meetings (General Assembly, Executive Committee, Board of Directors);
- ensuring the association's political representation in international forums and in the various activities of the association;
- ensuring the implementation of the strategic guidelines decided by the General Assembly and the Board of Directors;
- appointing the association's Secretary General after consultation with the Board of Directors.

The President is accountable for his/her actions to the Board of Directors and to the General Assembly.

Article 10. Co-Presidents and Vice Presidents

The Board of Directors appoints:

- Co-Presidents responsible for supervising the association's strategic activities. By delegation of the President, they assure the association's representation at important events and international conferences;
- Regional Vice Presidents, each representing one of the association's regional subdivisions. These Vice Presidents ensure the supervision of the Regional Office or Offices located in the region in question.

Co-Presidents assist the President in his/her tasks. They are members of the Executive Committee.

Co-Presidents and Regional Vice Presidents are accountable for their actions to the President and to the Board of Directors.

Article 11. Treasurer

The Treasurer is responsible for supervising the financial strategy, the accounting/bookkeeping and the financial management of Metropolis.

He/She presents the following to the Board of Directors:

- the year-end financial report, **including budgetary changes made during the financial year;**
- the execution of the current financial year's budget;
- the draft of the next financial year's budget;
- **any changes to the budgetary rules and procedures.**

At each General Assembly, the Treasurer presents:

- the association's financial position;
- the accounts of the financial years ended since the last General Assembly;
- the financial report of the financial years ended since the last General Assembly;
- the draft of the following financial years' budgets up to the next General Assembly meeting.

In the event of a vacancy of the office, the Deputy Treasurer serves as Acting Treasurer until a new Treasurer can be appointed by the Board of Directors at its next meeting.

The Treasurer is accountable for his/her actions to the Board of Directors and to the General Assembly.

Article 12. Secretary General and Secretariat General

The Secretariat General is the association's permanent administration. It is headed by the Secretary General. The Secretary General, with support from his/her administration, is mainly responsible for:

- representing the association in all the activities for which he/she has powers delegated by the President;
- communicating regularly with the President, Board of Directors, Executive Committee and Regional Offices;
- engaging in various strategic and financial reflections in consultation with the different Committees, ad-hoc working groups and members of Metropolis, and to produce the Action Plan emerging from these consultations;
- **coordinating Metropolis's positions on major current issues of interest to the association;**
- ensuring the implementation of the statutory bodies' guidelines and decisions;
- implementing the procedures to ensure proper accounting/bookkeeping in conjunction with the Treasurer;
- producing **quarterly** activity reports and **half-yearly financial reports;**
- organising and coordinating all of the association's activities, statutory meetings, workshops, seminars, etc., as well as ensuring that relationships with members are maintained.

Based on a Financial and Action Plan submitted in advance to the President and the Treasurer, Secretary General recruits competent staff for the Secretariat General. He/She is empowered to open and operate a current bank account in the association's name by means determined in agreement with the President and the Treasurer. If necessary, and for the Secretariat General's proper operation, he/she may partially or wholly delegate his/her powers related to this matter, with the President's and the Treasurer's written agreement.

To assist the Secretary General in tasks of strategic and financial reflection and in the piloting of activities, strategic, financial or evaluation committees (or working groups) may be set up. The meetings of these committees (or working groups) are convened by the Secretary General, who sets their agendas.

Representatives of the President, of the Co-Presidents and of the Treasurer, and Regional Secretaries may take part in these meetings, as may anyone invited to do so on account of the quality of their expertise.

The Secretary General is accountable for his/her actions to the President and to the Board of Directors.

Article 13. Regional Secretaries and Regional Offices

Regional Offices are headed by Regional Secretaries, whose tasks are of a technical and administrative nature.

Regional Secretaries are mainly responsible for:

- ensuring the promotion of Metropolis among institutional partners and raising awareness of Metropolis in the regions, and representing the interests of member cities belonging to the region in question;
- ensuring regular communication with the association's Regional Vice President and member cities of the region in question, as well as with the Secretary General;
- submitting periodical status reports to the Secretary General and, in particular, highlighting any institutional and political changes of the members;
- ensuring the recruitment of new members of Metropolis in the region in question;
- monitoring the collection of membership dues within their regions and, where applicable, bringing any payment problems to the attention of the Secretary General;
- taking part in all strategic reflections concerning the life of the association, as well as in preparatory activities for statutory meetings.

Regional Offices are taken care of by the metropolises hosting them.

Regional Secretaries regularly report to the Secretary General.

Article 14. Rules of Procedure

These Rules of Procedure come into effect upon their adoption by the Board of Directors. They add to and, where applicable, clarify certain provisions contained in the amended Statutes adopted by the Extraordinary General Assembly held on 8 October 2014 in Hyderabad, India.

Annex 2: Charter of Ethics and fundraising dossier

THE METROPOLIS DRAFT CHARTER OF ETHICS

Objectives of the Charter

METROPOLIS, world association of the major metropolises, comprising 140 member cities and capital regions with more than one million inhabitants, is an open and dynamic association, which fosters sustainable urban development. The major demographic, economic, social and environmental challenges that lie ahead in the coming years has led to the association's constant pursuit of new relations and partnerships to further its expertise and enhance its own activities with its members and any stakeholders with an interest in urban development.

International partnerships, whether with private companies, government agencies, NGOs or associations, prove valuable to METROPOLIS, as they can provide information on a series of issues related to organising the urban space, improving the environment and the living conditions of the inhabitants of major metropolises, particularly on the available technologies for the effective delivery of certain services (e-health, renewable energy, etc.). In turn, METROPOLIS can afford the strength and diversity of its network thanks to the exchange platform that constitutes the association.

This Charter has therefore been developed to establish a transparent process and to enforce the public accountability of METROPOLIS. It provides a framework of reference for METROPOLIS members as well as useful information for potential sponsors as regards METROPOLIS' partnership principles.

The METROPOLIS Finance Committee will ensure all METROPOLIS' partnerships with sponsors comply with the guiding principles and guidelines outlined herein.

Guiding principles

Every sponsorship relationship will be based on five key principles:

- **Independence**

The political independence of METROPOLIS must not be undermined by agreements with third parties, and therefore:

- METROPOLIS will not enter into any sponsorship agreement that would associate it with any political or religious organisation or party;
- METROPOLIS' campaigns and political work will be exclusively financed by the Secretariat General's own resources;

- The sponsors will bear no influence on METROPOLIS' work and statutory events and the association will retain ownership and control of all events, projects, services and awards;
- Acceptance of sponsorship will not imply METROPOLIS' endorsement of the sponsor company, its products or services.
- **Respect for METROPOLIS' values**

The approval of a partnership is subject to the partner's respect for METROPOLIS' mission and core values:

- The criteria to be taken into consideration in the search for suitable partners, above all, cover social and employment practices, environmental standards and financial management practices;
- METROPOLIS will decide which events, projects and services a sponsor will be associated with and will retain control of the content of such events.
- **Transparency**

Partnership agreements are entered into in accordance with METROPOLIS' statutes:

- Relations of some importance and established in the long or medium term will be the subject of a memorandum of understanding submitted to the Finance Committee for approval;
- Relations of a more modest and sporadic nature will be subject to a report submitted to the Finance Committee;
- All sponsorships will be entered into by signing a legal agreement that will outline all the terms of the partnership and the counterparts attendant thereto;
- The budget report submitted to the METROPOLIS Board of Directors and General Assembly will include a special section on private funds received, indicating their sum and the purpose for which they were used (activity monitoring);
- This METROPOLIS Charter will be adjoined to the agreement signed with the sponsor.
- **Confidentiality**

The METROPOLIS database and personal contacts will not be disclosed to any partner whatsoever. Contacts may however be established between members of METROPOLIS and sponsors at the request or via the authorisation of members.

- **Mutual benefits and added value**

Sponsorship, by definition, must yield clear benefits for both the sponsor and METROPOLIS:

- METROPOLIS will benefit from the relationship and from the access to the partner's knowledge and technical expertise and/or from additional resources;
- The sponsorship must contribute to the effective implementation of METROPOLIS' strategy and its priorities;
- A note containing the sum that METROPOLIS wishes to raise, and the purposes for which it is intended, will be drawn up for each sponsorship application before contacting any sponsor;
- The funds raised thanks to sponsorship must serve the interests of our members and bring them clear added value;
- The partner will benefit from counterparts that will be clearly delineated in the partnership agreement attached to the Charter.

Guidelines for the partnership

- Use of the METROPOLIS logo

The METROPOLIS logo may only be used by the sponsor following receipt of express written authorisation and instructions for use of the logo.

- Use of the METROPOLIS name

METROPOLIS must be consulted each time its name is to be employed. Every document that refers to a joint project or initiative must be approved by METROPOLIS before being used.

- Written documents

METROPOLIS reserves the right to veto any documentation produced in the framework of a joint activity or initiative.

- Access to METROPOLIS' mailing list

Sponsors will not be authorised to have direct access to METROPOLIS' database. However, the sponsorship agreement may include a clause whereby METROPOLIS will be able to pass documents and other information on to the members concerned.

- Press relations

Sponsors cannot issue press releases regarding the joint activity or initiative without prior consent from METROPOLIS.

- Non-exclusive partnership

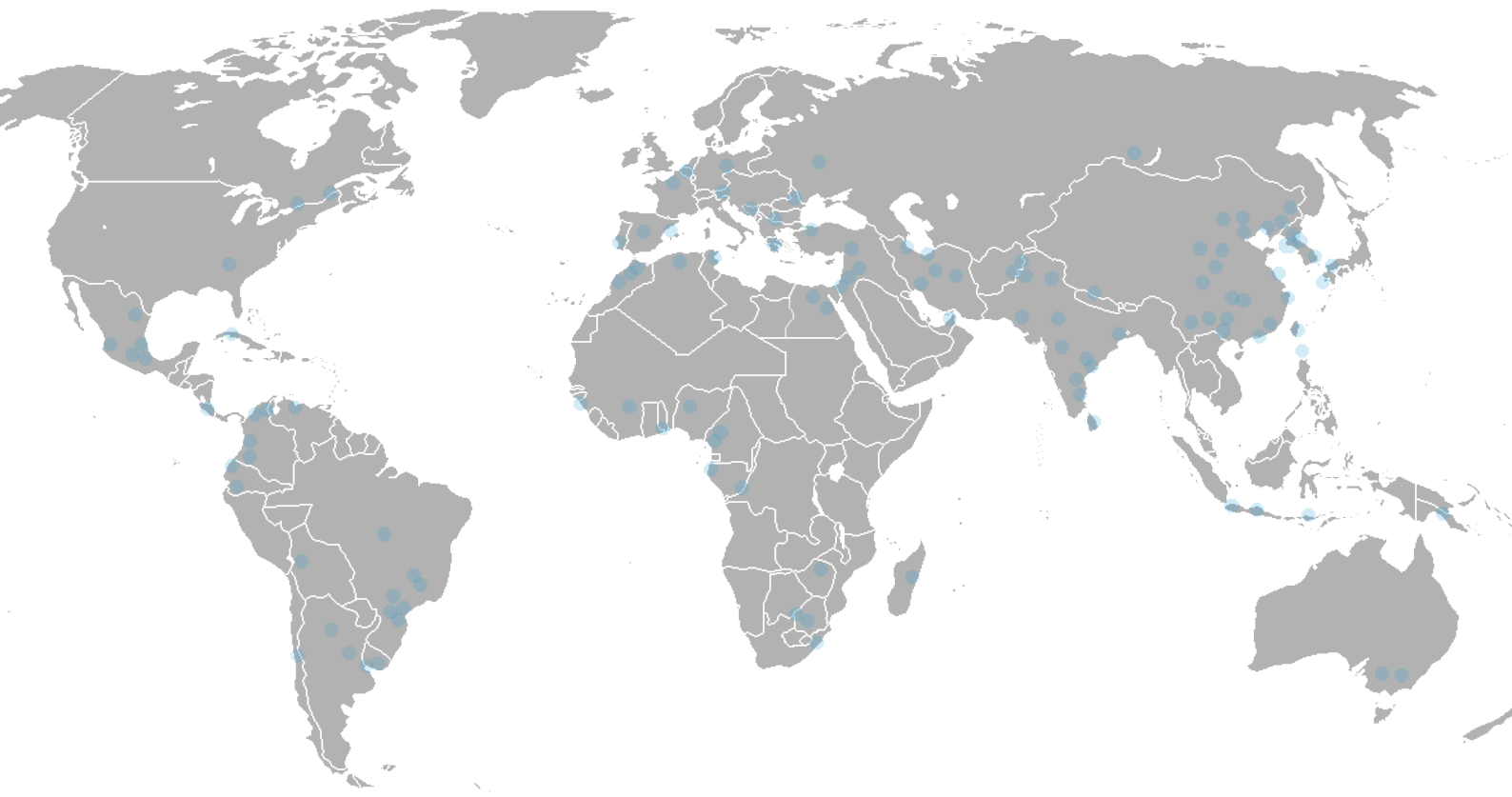
Generally speaking, sponsors' support of METROPOLIS does not have an exclusive nature and METROPOLIS is free to seek support from other partners. In the event of multiple sponsors, METROPOLIS will inform possible sponsors of all partners that are already part of the sponsorship. METROPOLIS will not accept a new sponsor without ensuring that it

does not conflict with the rights of sponsors that are already under contract and, where appropriate, without informing the existing partners. In exceptional circumstances METROPOLIS may, if it deems appropriate, grant exclusivity to a sponsor for a specific area of activity or a project and for a clearly defined and limited period of time.

- **Termination by mutual agreement**

Failure to comply with the Charter's clauses, in full or in part, by METROPOLIS and/or the partner may or will result in the termination of the partnership agreement.

World Association of the Major Metropolises



About us

Our members represent 30% of the largest cities in the world

Our membership | With **141 members in every continent of the world**, METROPOLIS is the leading global association that gathers cities and metropolitan regions with more than one million inhabitants, and also national capitals. METROPOLIS facilitates cooperation and exchange of information and knowledge between its members, as well as between them and other stakeholders worldwide - civil society organizations, academic institutions and private enterprises.

Our mission | To assist metropolises in mutual learning, innovation, governance, financial and technical support, international representation and encouraging debate for better solutions in all fields of sustainable urban development, adaptation and resilience of cities members.

How do we accomplish our mission?

Initiatives | Since 2012, METROPOLIS members have been leading 13 different initiatives, which are urban projects and services developed in the fields of governance, social inclusion, innovation and sustainability - all with the potential to be replicated to our entire network.

Training | METROPOLIS builds on the expertise and capacity of training centers located in member cities to constitute MITI, the METROPOLIS International Training Institute. With headquarters in Seoul, MITI also counts on regional centers in Cairo, Mashhad, Mexico City and Paris. New affiliated centers will be open in New-Delhi, Teheran and Guangzhou.

Strategic networks | To speak directly with relevant audiences present in member cities, METROPOLIS establishes networks to facilitate the cooperation of social groups who share similar challenges in urban areas worldwide. The experience of the **METROPOLIS International Women Network**, founded in 2005 especially for women who hold political positions in member cities, as well as for other female leaders operating in the local and metropolitan environment, paved the way for the introduction of the **METROPOLIS Youth**, which was officially launched at the 11th METROPOLIS World Congress in Hyderabad in 2014.

Institutional support



METROPOLIS Initiatives

The **METROPOLIS Initiatives** are projects and services carried out by and for cities, together with different interest groups (private businesses, civil society organizations and academic bodies) which have the potential to be replicated in other cities around the world. Presented for the first time in 2012, the METROPOLIS Initiatives will enter a new round in 2015.

By fostering direct cooperation between the technical personnel of major cities and other interest groups, the METROPOLIS Initiatives are an opportunity to create hands-on training and exchange study plans between counterparts in different cities in the world in relation to questions that cover the themes of the METROPOLIS agenda—Governance, Socioeconomic Inclusion, Innovation and Sustainability.

The cities that lead or join a METROPOLIS Initiative boost their knowledge exchange and their international profile, thanks to the opportunities provided with regard to:

- Collaborating closely with diverse cities and associated organizations
- Exchange information, know-how and good practices on specific topics of interest
- Learn from other cities that wish to implement or which are already organizing a similar project or service
- Transform their own practices and foster an institutional culture of exchange and improvement

Between 2015 and 2017, the profile, publicity and impact of the METROPOLIS Initiatives will have been boosted through stronger synergies with other METROPOLIS spheres of action and communication channels.



METROPOLIS International Training Institute

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 combine topics and target audiences in accordance with the METROPOLIS agenda themes (Governance, Socioeconomic inclusion, Innovation and Sustainability) and the other METROPOLIS spheres of action (Initiatives, Women and Youth), therefore multiplying the possibilities of collaboration and exchanges between METROPOLIS members.
2. MITI fosters 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 offers 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



Strategic Networks :

METROPOLIS Youth

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 activates 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 of METROPOLIS Youth

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 and respective actions

- Identify and study the different models of youth participation developed by the METROPOLIS members;
- Give visibility of good practices of youth participation among METROPOLIS member;
- Contribute to the global debate on youth participation in urban issues;
- Empower youth as future urban leaders of metropolises with an international outlook;
- Ensure that METROPOLIS Youth is represented in all METROPOLIS activities and promote intergenerational learning.



METROPOLIS Women International Network

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 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



Global Visibility

Voice of the Mayors

Local leaders are asked to explain the nuts and bolts of actions that they themselves have implemented throughout their term(s) of office, which have been held up as examples of successful governance in different fields of the urban life.



These testimonials, written in the first person by mayors and their counterparts, will be part of a landmark collection of publications, to be disseminated through METROPOLIS' official electronic media channels, and printed in accordance with the agenda of the major events for METROPOLIS between 2014 and 2017.

The subject of the contributions shall be related to at least one of the METROPOLIS agenda themes between 2015 and 2017 - Governance, Socioeconomic inclusion, Innovation and Sustainability.

Furthermore, in accordance with the current METROPOLIS' policy priority to integrate the gender dimension into all its activities, the participation of female political representatives is strongly encouraged in Voice of the Mayors.



METROPOLIS Awards

The METROPOLIS Award is bestowed in recognition of projects or experiences related to improving citizens' quality of life, preferably in the areas of urban development, the environment, housing, public transport, safety and economic, social and cultural development.

Special consideration are given to the project's impact on women, young people and people with some form of disability.



Who can apply?

Any member city of METROPOLIS responsible for undertaking an event, project or experience worthy of international recognition for its contribution to improving the quality of life of its citizens.

The award ceremony takes place at the gala dinner hosted by the President of METROPOLIS within the framework of our triennial World Congresses.

The projects are published on our website including a full description of the winning projects and a summary of the other projects.



International Events

METROPOLIS Annual Meetings and **triennial World Congresses** are the main opportunities to promote the major cities of the world. Hosted by a different METROPOLIS member city every year, these events assure the presence of the largest cities' key decision makers and are a relevant stage to:

- Promote key political messages and declarations from the community of mayors worldwide
- Showcase the diverse good practices coming from the ground of METROPOLIS member cities and acknowledge the best results with the triennial METROPOLIS Awards
- Enrich the debate between different levels and stakeholders of urban management



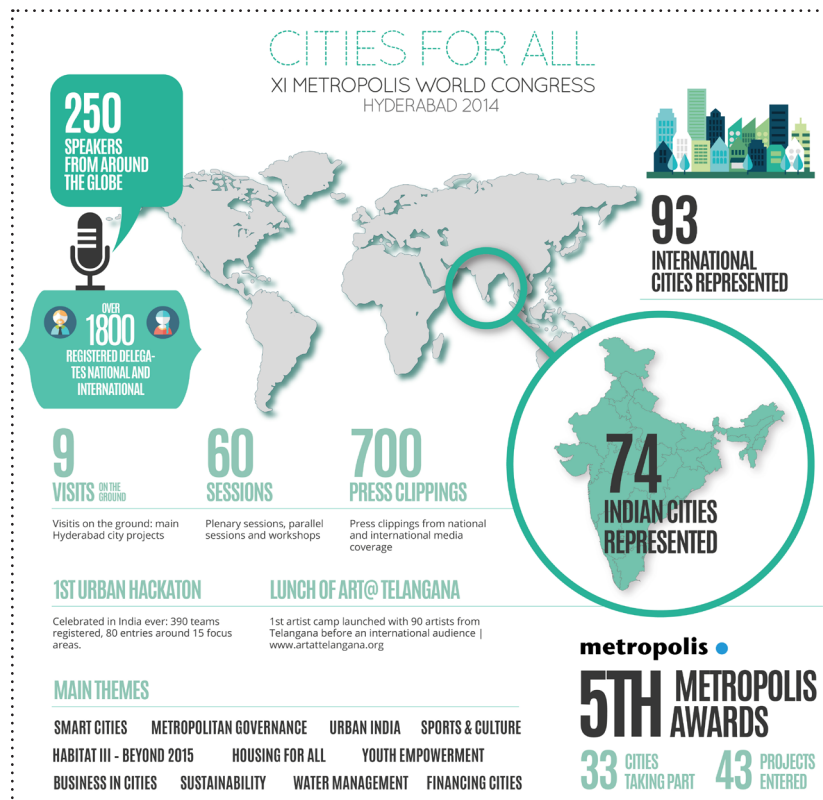
2015 | Buenos Aires | Live the City

Metropolis anual meeting

- Over 623 registered delegates national and international
- Over 65 member cities and metropolitan regions represented by their major representatives from 37 countries.
- 24 plenary sessions, workshops, meetings and technical tours
- 21 speakers participated from around the globe

2014 | Hyderabad | Cities for all

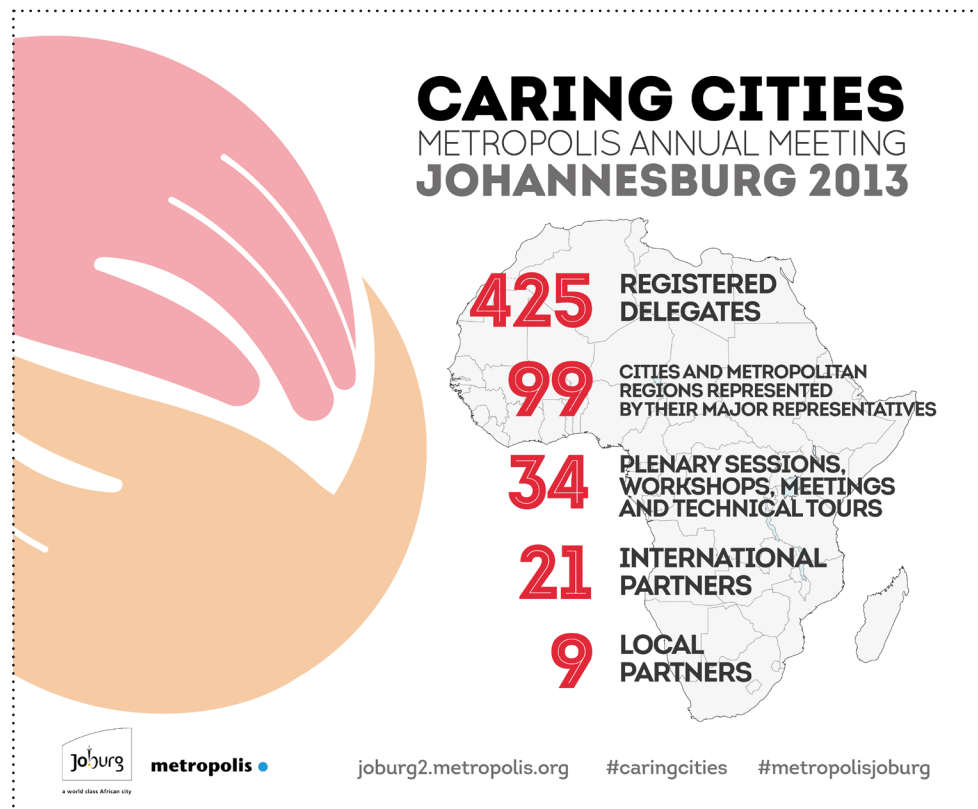
11th Metropolis World Congress



- Over 1800 registered delegates national and international
- 93 International cities represented
- 74 Indian cities represented
- 60 sessions: plenary sessions, parallel sessions and workshops
- 9 visits on the ground: main Hyderabad city projects
- 250 speakers participated from around the globe
- 1st Urban Hackaton celebrated in India ever: 390 teams registered, 80 entries around 15 focus areas
- 1st Artist camp launched with 90 artists from Telangana State before an international audience | www.artattelangana.org
- 5th METROPOLIS Awards: 33 cities have participated with 43 projects
- Over 700 press clippings from national and international media coverage

2013 | Johannesburg | Caring cities

Metropolis anual meeting



- 425 registered delegates
- 99 cities and metropolitan regions represented by their major representatives
- 34 plenary sessions, workshops, meetings and technical tours
- 21 international partners and 9 local partners

2012 | Guangzhou | Innovation towards a better future

Metropolis anual meeting

**INNOVATION TOWARDS
A BETTER FUTURE**

2012 METROPOLIS BOARD OF DIRECTORS MEETING
14-17 NOVEMBER GUANGZHOU 2012

metropolis ●
Guangzhou 2012



40
PLENARY SESSIONS,
WORKSHOPS, MEETINGS
AND TECHNICAL TOURS

100
CITIES AND METROPOLITAN
REGIONS REPRESENTED BY THEIR
MAJOR REPRESENTATIVES

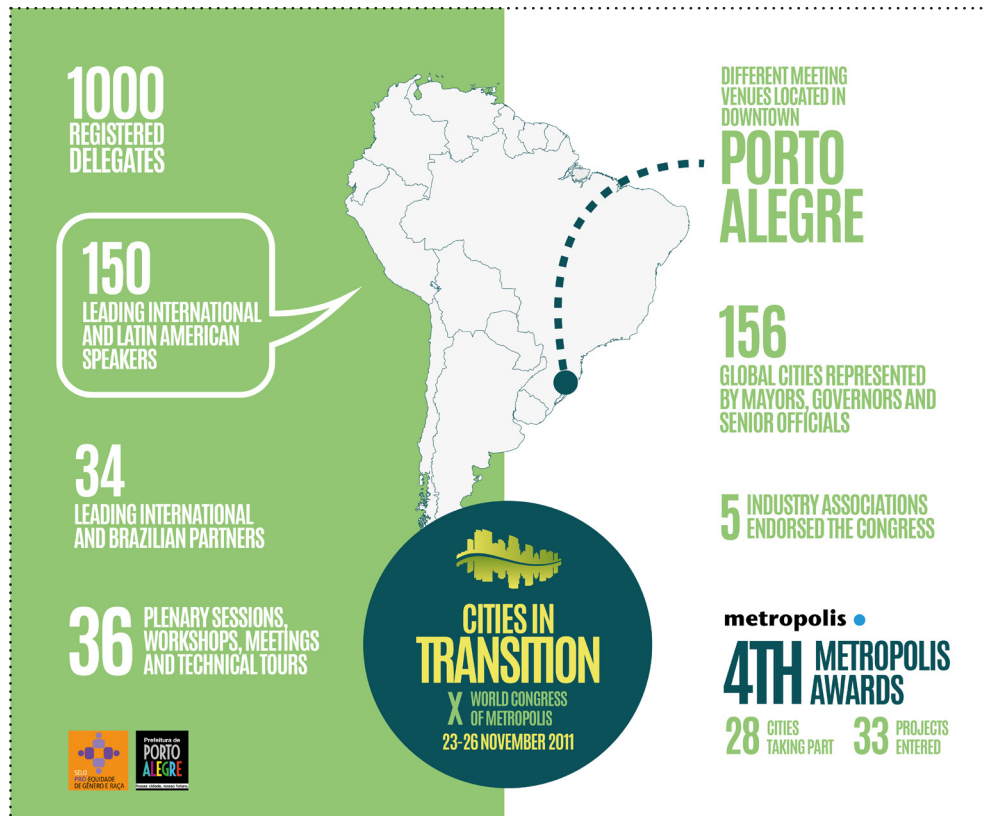
500
REGISTERED
DELEGATES



中国 广州
Guangzhou China

guangzhou2012.metropolis.org

- 500 registered delegates
- 100 cities and metropolitan regions represented by their major representatives
- 40 plenary sessions, workshops, meetings and technical tours
- Kick off of the Guangzhou Award (www.guangzhouaward.org)

2011 | Porto Alegre | Cities in transition***10th Metropolis World Congress***

- 1000 Registered Delegates
- 156 global cities represented by Mayors, Governors and senior officials
- 36 Plenary sessions, workshops, meetings and technical tours
- 150 Leading international and Latin American speakers
- 5 Industry Associations endorsed the Congress
- 34 Leading international and Brazilian partners
- 4th METROPOLIS Awards: 28 cities with 33 projects
- different meeting venues located in downtown Porto Alegre

WHY BECOME A METROPOLIS PARTNER?

- 1** Throughout the year, METROPOLIS maintains a close relationship with senior local leaders, public servants, international organizations, academics, NGOs, investors, financiers, service and solution providers, statisticians, industrial partners and world experts.
- 2** The design of the new 21st-century city requires a commitment between organizations and private businesses which have the will and vision to change our world, drawing on good practices of governance and democratic strategies.
- 3** Through our activities and Initiatives, the METROPOLIS sponsor will be able to benefit from meetings, events and exclusive customized presentations between political decision-makers and potential commercial partners.
- 4** The company can promote itself and boost its brand's international profile. Becoming a METROPOLIS sponsor is a unique opportunity to access different local governments and increase the company's international networking.
- 5** The company can demonstrate before a large audience how it can help the world's cities. In a METROPOLIS international event it will be possible to show how the company can make a difference, contributing its value, experience and knowledge.
- 6** Numerous opportunities will be produced to actively participate as conference speakers, able to guide the public's attention to the issues the sponsor considers most appropriate.

Secretariat General

Avinyó, 15
08002 Barcelona (Spain)
Tel. +34 93 342 94 60
Fax: +34 93 342 94 66
metropolis@metropolis.org
www.metropolis.org



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World Association of the Major Metropolises

Annex 3: External Audit Report by Deloitte

METROPOLIS

An Association bound by the Act of 1 July 1901

33, rue Barbet de Jouy

75007 PARIS

Audit Report on the Annual Accounts

Year ended 31 December 2014

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An Association bound by the Act of 1 July 1901

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75007 PARIS

Audit Report on the Annual Accounts

Year ended 31 December 2014

In accordance with the mandate received from your company's Board of Directors, we present our report for the year ended 31 December 2014, which comprises the following:

- The supervision of the annual accounts of the METROPOLIS Association, as attached to the present report.
- The justification for our valuations.
- The specific checks and information provided for by law.

I. Opinion on the Annual Accounts

Our audit was performed in accordance with the professional regulations applicable in France. These regulations require the performance of proceedings that make it possible to obtain reasonable guarantees that the annual accounts do not present any significant anomalies. An audit consists of checking, via samplings or other methods of selection, the elements that justify the amounts and data that appear in the annual accounts. It furthermore consists of evaluating the applied accounting principles, the significant estimations performed and the presentation of the accounts as a whole. We consider that the data we have collected are sufficient and appropriate for issuing an informed opinion.

We certify that, with respect to French accounting regulations and principles, the annual accounts are exact and reliable and give a true and fair view of the result of the operations during the year, as well as the financial and asset situation of the Association at the conclusion of said year.

II. Justification for our valuations

In application of the provisions of article L. 823-9 of the Code of Commerce concerning the justification for our valuations, we report that the valuations we used are based on the appropriateness of the accounting principles applied.

The valuations performed are a part of the framework of our auditing procedures for annual accounts, considered as a whole, and contributed to the

shaping of our opinion, expressed in the first part of the present report.

III. Specific checks and information

Furthermore, in accordance with the professional regulations applicable in France, we proceeded to perform the specific checks provided for by law.

We have no comment to make with respect to the truthfulness or consistency with the annual accounts of the information supplied in the Board of Directors' management report and in the documents intended for the partners regarding the financial situation and annual accounts.

Neuilly-sur-Seine, 28 April 2015

The auditor

Deloitte Marque & Gendrot

Pascal REMBERT

Assets Balance Sheet

Company: METROPOLIS

Period: January through December

December: 04/27/2015

	12/31/2014		12/31/2013	
	Gross	Amort/prov.	Net	Net
FIXED ASSETS				
Intangible fixed assets				
Establishment expenses				
Research and development expenses				
Concessions, patents, licenses, software, rights, and similar securities	12,369	12,369		
Goodwill (1)				
Other intangible fixed assets				
Intangible fixed assets in progress				
Early and advanced payments				
Tangible fixed assets				
Land				
Buildings				
Plant, material, and industrial tools				
Other tangible fixed assets	50,757	35,164	15,593	10,132
Tangible fixed assets in progress				
Early and advanced payments				
Financial investments (2)				
Holdings				
Loans related to holdings				
Securities from portfolio activity				
Other securities				
Loans				
Other financial investments	300		300	300
	63,426	47,533	15,893	10,432
CURRENT ASSETS				
Stocks and products in progress				
Raw materials and other supplies under production (goods and services)				
Intermediate and finished products				
Merchandise				
Early and advanced payments settled by orders				
Loans (3)				
Trade and accounts receivable	110,778		110,778	111,342
Other loans	-		-	-
Subscribed capital, called up but not paid				
Investment in transferable securities				
Own holdings				
Other securities	105,000		105,000	213,635
Cash instruments			-	
Liquidity	170,052		170,052	214,450
Prepaid expenditure (3)	1,000		1,000	1,825
	386,830	0	386,830	541,253
Expenses to distribute across various years				
Premiums for repayment of loans				
Translation differences (assets)				
GENERAL TOTAL	450,256	47,533	402,723	551,685

Liabilities Balance Sheet

Company: METROPOLIS

Period: January through December

Date: 04/28/2015

	12/31/2014	12/31/2013
	Net	Net
OWN CAPITAL		
Capital (of which, paid up:)		
Share, merger and contribution premiums		
Revaluation differences		
Consolidation differences		
Reserves:		
- Legal reserve		
- Statutory or contractual reserves		
- Regulated reserves		
- Other reserves		
Carryover from previous years	426,193	595,858
Year operating result (profit or loss)	-136,469	-169,665
Investment grants		
Regulated provisions		
	289,724	426,193
OTHER OWN CAPITAL		
Income from shareholder securities emissions		
Conditioned advances		
Other own capital	-	-
RISKS AND EXPENDITURE PROVISIONS		
Risk provisions		
Expenditure provisions	-	-
DEBTS (1)		
Convertible debentures		
Other debentures		
Loans and debts with financial institutions (2)	398	951
Loans and financial debts (3)		
Early & advanced payments received from orders in progress	2,133	10,918
Suppliers and other accounts payable	47,876	23,266
Tax and social debts	31,269	41,178
Fixed asset debts and accounts payable		
Other debts	31,323	49,180
Cash instruments		
Anticipated income (1)	-	-
	112,999	125,493
Translation differences (liabilities)		
GENERAL TOTAL	402,723	551,685
(1) Of which, more than one year (a)		
(1) Of which, less than one year (a)	110,866	114,575
(2) Of which, current bank loans and credit balances from banks	398	951
(3) Of which, equity loans		
(a) Except early and advanced payments received for orders in progress		

Income Statement

Company: METROPOLIS

Period: January through December

Date: 04/28/2015

12/31/2014			12/31/2013
France	Exports	Total	Total
Operating income (1)			
Sale of merchandise			
Sold production (goods)			
Sold production (services)	348,121	348,121	357,467
Net turnover	348,121	348,121	357,467
Warehoused production			
Fixed asset production			
Partial net income on l-t operations			
Operating subsidies			
Provision adjustments and expense transfers		387,879	387,879
Other income		68,500	-
		804,500	745,346
Operating expenses (2)			
Purchase of merchandise			
Stock variations			
Purchase of raw materials and other supplies			
Stock variations			
Other purchases & ext. expenses (a)		557,673	565,283
Taxes, charges and assimilated payments		1,395	9,698
Wages and salaries		245,368	221,550
Social security contributions		131,815	125,105
Endowments for amortizations & provisions:			
- on fixed assets: endowments for amortizations		3,245	2,854
- on fixed assets: endowments for provisions			
- on current assets: endowments for provisions			
- for risks and expenditure: endowments for provisions		0	4
Other expenses		939,496	924,494
		-134,996	-179,148
OPERATING RESULT			
Holdings in common transaction results			
Attributed profit or transferred loss			
Borne loss or transferred profit			
Financial income			
From holdings (3)			
From other transferable securities and fixed asset loans (3)			
Other assimilated interests and income (3)			
Provision adjustment and expense transfers			
Positive exchange differences			
Net income derived from investment security assignments		6,670	9,486
Other financial income			
Financial expenses		6,670	9,486

Endowments for amortizations and provisions		
Assimilated interests and expenses (4)		
Negative exchange differences	5,866	3
Net expenditure derived from investment security assignments		
FINANCIAL RESULT	5,866	3
CURRENT RESULT BEFORE TAX	804	9,482
	-134,192	169,665

Extraordinary income		
Derived from management operations		
Derived from capital operations		
Other extraordinary income	-	-
Provision adjustment and expense transfers		
	-	-
Extraordinary expenditure		
Derived from management operations		
Derived from capital operations		
Other extraordinary expenses	-	-
Endowments for amortizations and provisions		
	-	-
EXTRAORDINARY RESULT	-	-

Employee holdings in results		
Income tax	2,277	0

Total income	811,170	754,832
Total expenditure	947,639	924,497

PROFIT OR LOSS	-136,469	-169,665
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a) Including:		
- Leasing of moveable goods installments		
- Property leasing installments		
1) Of which, income corresponds to previous years		
2) Of which, expenses correspond to previous years		
3) Of which, income concerning related entities		
4) Of which, interests concerning related entities		

Accounting Regulations and Methods

(Decree No. 83-1020, of 11-29-1983, articles 7, 21, 24-preamble, 24.1, 24.2 and 24.3)

ATTACHMENT TO THE BALANCE SHEET AND INCOME STATEMENT

Attachment to the balance sheet prior to distribution of the year closed 12/31/2014, whose value comes to 402,722.51 euros, and the year's income statement, presented in the form of a list, which produces a negative result of 136,468.81 euros.

The year duration is 12 months and covers the period between 01/01/2014 and 12/31/2014.

The notes and tables attached below form an integral part of the annual accounts.

The annual accounts were presented on 04/28/2015.

Characteristic facts of the year:

NONE.

Significant events after the balance sheet date:

NONE.

The general accounting conventions were applied, respecting the principle of prudence, in accordance with the following base assumptions:

- Continuity of operation.
- Permanence of the accounting methods from one year to the next.
- Independence of years.

The general regulations for drafting and presenting annual accounts were also followed.

The basic method applied for calculating the elements included in the financial statements is the historical costs method.

Intangible fixed assets

Intangible fixed assets are valued at their acquisition cost.

Depreciation provisions are calculated following the linear or decreasing method in accordance with the anticipated service life.

- Concessions, patents and licenses 3 years

Tangible fixed assets

Tangible fixed assets are valued at their acquisition cost (purchase price and ancillary expenses).

Depreciation provisions are calculated following the linear or decreasing method in accordance with the anticipated service life.

- Fitting-out and refurbishment of buildings 5 years
- Others 4 years

Holdings, other securities and investment securities

At the close of year, the Association has an 18,659.49 BS FIXED GUARANTEE 14 FI CP, with an historic cost of 105,000 euros and a settlement value of 152,994 euros.

Loans

Loans are valued according to their nominal worth. A depreciation provision is applied when the inventory value is less than the book value.

Extraordinary income and expenditure

There is no extraordinary income.

Change of methods

The Association changed its method of recognizing and accounting for income in 2009.

Until 2008, fees were billed to partners at the start of the year and entered in the loans section under assets in the balance sheet. When the annual accounts were prepared, unpaid loans were entirely depreciated. Considering the significant and recurrent amount of unpaid loans, the result of this accounting method was the presentation in the assets sheet of a high amount systematically depreciated with a net value close to or even equal to zero.

In order to improve the presentation of the balance sheets, it was decided to, starting from 2009, not enter fees paid by members in the income section until they had effectively been paid. Although this accounting method is not entirely in accordance with the Association's internal regulations, we consider that it mirrors its asset situation in a more simplified fashion.

Transferable securities are entered according to their historical cost.

These changes only affect the presentation of the accounts and have no repercussion on the Association's result.

Fixed Assets

Table A	Gross Value start of year	Increases	
		Revaluations	Acquisitions
Intangible fixed assets			
Establishment, R&D expenses	Total I		
Other intangible fixed asset items	Total II		
	12,369		
Tangible fixed assets			
Land			
Buildings on own land			
Buildings on third-party land			
General facilities, fitting-out & refurbishment of buildings			
Plant, material, and industrial tools			
General facilities and sundry fittings-out & refurbishments	1,216		
Transport material			-
Computer and office equipment and furniture	24,807		
Furniture	16,029		8,705
Returnable packaging and others			-
Tangible fixed assets in progress			
Early and advanced payments			
	Total III		8,705
Financial investments			
Holdings consolidated using the equity method			
Other holdings			
Other financial investments			
Loans and other financial investments	300		-
	Total IV	0	0
	300	0	0
GENERAL TOTAL (I + II + III + IV)	54,721	0	8,705

Table B	Reductions		Gross Value end of year	Revaluations Original value
	For transfers	For assignments		
Intangible fixed assets				
Establishment, R&D expenses (I)				
Other intangible fixed asset items (II)			12,369	
Tangible fixed assets				
Land				
Buildings on own land				
Buildings on third-party land				
General facilities, fitting-out & refurbishment of buildings				
Plant, material, and industrial tools				
General facilities and sundry fittings-out & refurbishments			1,216	
Transport material			33,512	
Computer and office equipment and furniture			16,029	
Furniture				
Returnable packaging and others				
Tangible fixed assets in progress				
Early and advanced payments				
	Total III	-	50,757	
Financial investments				
Holdings consolidated using the equity method				
Other holdings				
Other financial investments			0	
Loans and other financial investments			300	
	Total IV	-	300	0
	GENERAL TOTAL (I + II + III + IV)	-	63,426	0

Amortizations

Table A SITUATION AND MOVEMENTS IN THE YEAR

AMORTIZABLE FIXED ASSETS	Value at start of year	Increases: endowments	Reductions: derecognitions/adjustments	Value at end of year
Intangible fixed assets				
Establishment, R&D expenses Total I				
Other intangible fixed asset items Total II	12,369			12,369
Tangible fixed assets				
Land				
Buildings on own land				
Buildings on third-party land				
General facilities, fitting-out & refurbishment of buildings				
Plant, material, and industrial tools				
General facilities and sundry fittings-out & refurbishments	1,216	-		1,216
Transport material				
Computer and office equipment and furniture	30,704	3,245		33,948
Returnable packaging and others				
Total III	31,919	3,245	-	35,164
GENERAL TOTAL (I + II + III)	44,288	3,245	0	47,533

Table B	BREAKDOWN OF ENDOWMENTS FOR AMORTIZATIONS IN THE YEAR			Table C	EXTRAORD PROV. & AMORTS.
AMORTIZABLE FIXED ASSETS	Linear amortizations	Decreasing amortizations	Extraordinary amortizations	Endowments	Adjustments
Intangible fixed assets					
Establishment, R&D expenses Total I					
Other intangible fixed asset items Total II	0				
Tangible fixed assets					
Land					
Buildings on own land					
Buildings on third-party land					
General facilities, fitting-out & refurbishment of buildings					
Plant, material, and industrial tools					
General facilities and sundry fittings-out & refurbishments					
Transport material					
Computer and office equipment and furniture	3,245				
Returnable packaging and others					
Total III	3,245				
GENERAL TOTAL (I + II + III)	3,245				

Table D	Net value at start of year	Increases	Endowments in the year for amortization	Net value at end of year
MOVEMENTS OF EXPENSES TO DISTRIBUTE ACROSS VARIOUS YEARS				

Expenses to distribute across various year				
Premiums for return of obligations				

Provisions included in the Balance Sheet

	Value at start of year	Increases: endowments in the year	Reductions: adjustments in the year	Value at end of year
Regulated provisions Provisions for the re-establishment of mining and oil fields Investment provisions Price rise provisions Extraordinary amortizations Of which, extraordinary surcharges of 30% Tax provisions for establishment abroad prior to 01/01/92 Tax provisions for establishment abroad after 01/01/92 Installation loan provisions Other regulated provisions <div style="text-align: right;">Total I</div> Risks and expenses provisions Lawsuit provisions Provisions for guarantees given to customers Provisions for impairment on forward markets Provisions for fines and sanctions Provisions for exchange losses Provisions for pensions and similar obligations Tax provisions Provisions for fixed asset renewals Provisions for major repairs Provisions for social and tax expenses in relation to paid vacations Other risk and expenses provisions <div style="text-align: right;">Total II</div> Provisions for depreciations on intangible fixed assets on tangible fixed assets on securities accounted for by the equity method on shareholder's securities on other types of financial investments on stocks and products in progress on customer accounts Other provisions for depreciations <div style="text-align: right;">Total III</div> <div style="text-align: right;">GENERAL TOTAL (I + II + III)</div>				
Of which, endowments & adjustments: - operating - financial - extraordinary				

Securities accounted for by the equity measure: value of depreciation in the year (article 39.1.5 of the General Tax Code)

Receivables and Payables Statement

Table A LOAN STATUS	Gross Value	1 year maximum	More than 1 year
Fixed assets			
Loans related to holdings			
Loans (1) (2)			
Other financial investments			
Current assets			
Doubtful or litigious trade receivables			
Other trade liabilities	110,778	64,778	46,000
Receivables on securities			
Personnel and accounts receivable			
Social Security and other social organizations			
Income tax			
Sales tax			
Other taxes, charges and assimilated payments			
Sundry			
Group and partners (2)			
Sundry debtors			
Anticipated expenses	1,000	1,000	
Total	111,778	65,778	46,000

(1) Of which, loans awarded during the year
(1) Of which, returns obtained during the year
(2) Loans and early payments awarded to partners

Table B DEBT LEVELS	Gross Value	1 year maximum	1 to 5 years	More than 5 years
Convertible debentures (1)				
Other debentures (1)				
Loans and debts with financial institutions (1)	398	398		
- 1 year maximum at start				
- more than 1 year maximum at start				
Loans and other financial debt (1) (2)				
Early and advanced payments received	2,133	2,133		
Suppliers and accounts payable	47,876	47,876		
Personnel and accounts payable				
Social Security and other social organizations	16,840	16,840		
AGIRC (General Association of Retirement Institutions for Executives) - ARRCO (Association for Employees' Supplementary Schemes)	5,937	5,937		
Personal income tax withholding				
Income tax	8,492	8,492		
Sales tax				
Secured obligations				
Other taxes, charges and assimilated payments				
Fixed asset debts and accounts payable				
Group and partners (2)				
Other liabilities	31,323	31,323		
Payables on securities borrowed				
Anticipated income	-	-		
Total	112,999	112,999	-	-

(1) Loans taken out during the year
(1) Loans returned during the year
(2) Loans and debt contracted with partners

**Annex 4: METROPOLIS
declaration for the COP 21
preparatory meeting in Lyon**



COP 21, Conference in Lyon, 1 and 2 July 2015

METROPOLIS Board of Directors Declaration, adopted on 20 May 2015 in Buenos Aires

We, the METROPOLIS network, representing 685 million citizens worldwide, pledge to support our members in controlling their greenhouse gas emissions, setting a quantitative target for every city compatible with limiting the global temperature rise to two degrees Celsius by 2050, taking into account the specific nature and level of development of each metropolis, subject to the approval of enhanced frameworks and measures.

Annex 5: Draft of METROPOLIS Position Paper towards Habitat III

A New Urban Agenda for the World – Ideas and Recommendations from a Metro- politan Perspective

Member states of the United Nations have agreed to convene the Third United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in October 2016 in Quito, Ecuador. At a time of rapid urbanisation, in which 70 per cent of the world's population is expected to live in cities by 2050, Habitat III aims at a New Urban Agenda as a global policy guideline for sustainable urban development.

METROPOLIS, the World Association of the Major Metropolises, is supportive of the idea of a New Urban Agenda. With this paper it is contributing ideas and recommendations to the dialogue on a future agenda. As the New Urban Agenda (NUA) is not drafted yet, the paper begins by analysing discussions within the framework of the UN on sustainable urban development. At the same time, it analyses the situation of metropolitan cities and regions as well. Currently, member states are discussing local governance and urban development in the context of the broader Post-2015 Development Agenda with its universal Sustainable Development Goals (SDGs). Metropolitan cities and regions support the development of the NUA agenda, but do so from the pragmatic perspective of the local level, where most of the agenda implementation will be delivered.

METROPOLIS is hopeful that the Habitat III process and the New Urban Agenda will go beyond the SDGs and define more clearly the goals, targets and necessary means of implementation for sustainable urban development. Therefore, METROPOLIS is committing itself to actively supporting this process. In the final chapter of this paper a list of METROPOLIS contributions is given and all cities and regions are called to join the process. Finally, this paper introduces five principles which are intended to shape the development of the New Urban Agenda.

1. The changing role of cities as partners in international development

When the United Nations was founded 70 years ago, governments of sovereign nations were the main players in international relations. All others, including local and regional governments, were represented indirectly through their national governments in international bodies. While the formal institutional framework has remained basically unchanged until today, cross border and transnational cooperation by public and private institutions of all kinds is mushrooming around the world. In addition, national governments increasingly realise that not only do they need international cooperation to cope with international and global challenges, but that achieving related policy goals requires a new partnership with local and re-

gional governments, civic society and private stakeholders. What this does or could imply for cities can be observed in the case of the new Post 2015 Development Agenda and the New Urban Agenda.

In 2012 member states of the United Nations embarked on the process of developing a Post 2015 Development Agenda, merging the Rio+20 process with Millennium Development Goals (MDG) ¹, and in July 2014 the Open Working Group (OWG) of the UN General Assembly recommended universal Sustainable Development Goals (SDG) including goal 11 on sustainable cities and human settlements ². During this process politicians and experts repeatedly acknowledged the importance of local and regional governments. For example, UN Secretary General Ban Ki-Moon said at the 'Cities Leadership Day' in Rio de Janeiro, Brazil on the 21st of June 2012, that "The road to global sustainability runs through the world's cities and towns." The High-Level Panel of eminent persons on the Post 2015 Agenda concluded, "Cities are where the battle for sustainable development will be won or lost." Two years later in December 2014, the UN Secretary General, in his Synthesis Report on the Post 2015 Agenda 'The Road to Dignity by 2030', again described the important role of local and regional stakeholders in implementing SDGs. ³ According to the Synthesis Report, "... it will be important to consider that many of the investments to achieve the SDGs will take place at the sub-national level and led by local authorities" (paragraph 94). In addition, the report outlines that the "full engagement of local authorities" is required for the implementation of strategies (paragraph 134): "In many instances, sub-national and local authorities, including mayors, are already leading the charge for sustainable development." Furthermore, chapter 5.3 of the report describes the necessary support from local authorities in monitoring, evaluation and reporting to assure the accountability of agenda implementation.

METROPOLIS acknowledges that considerable progress has been made in the Post 2015 Agenda process. Nonetheless, there is still a lack of clarity about tasks and responsibilities. For example, goal 11 is entitled "Make cities and human settlements inclusive, safe, resilient and sustainable". While the goal is inspirational, there are unanswered questions as well. Neither the title nor the text outlining the goal specifies who shall do what. What degree of involvement will be expected of cities in implementing SDG 11 and those other SDGs which need to be localized before they can be implemented? Will National Urban Policies and funding mechanisms in all member states be provided as part of the enabling environment for the tasks and responsibilities of local and regional governments? And with respect to the engagement of civic society: How will the participation and social visibility of women, young people and other groups be encouraged and how will the global agenda and urban planning incorporate their input? These and other questions should be answered before the final set of SDGs is adopted by member states in September 2015. If this is not possible, the Third UN Summit on Housing and Sustainable Urban Development (Habitat III) in October 2016, which aims at an agreement on a New Urban Agenda, will be an even more important opportunity to specify and develop this partnership.

Partnership for effective development co-operation goes beyond organizing stakeholder

¹ United Nations (2012) *The future we want*, General Assembly Resolution A/RES/66/288

² United Nations (2014) *Report of the Open Working Group of the General Assembly on Sustainable Development Goals*, A/68/970

³ United Nations (2014) *The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet*, Synthesis Report of the Secretary-General on the Post-2015 Agenda, 4 December 2014, New York

meetings and online forums, assigning tasks to sub-national authorities and monitoring progress. In the multi-level system of development cooperation international organizations, national governments and sub-national authorities have different functions and competencies. Without disregarding these differences, it will be necessary to establish a functioning communication and value production chain, which takes into consideration the local perspective as much as the national and international one. Cities are hubs for many services. Sustainable cities and especially sustainable metropolises should become hubs for sustainable development and effective development cooperation.

2. The transformative power of metropolitan cities and regions in an urbanizing world

It is neither possible nor the purpose of this policy paper to describe all aspects and the entire conditionality of metropolitan cities, regions and their development as they exist around the world. Instead, the following paragraphs provide a general outline of some of the main factors driving and impacting on metropolitan development. Nonetheless, even this short description already indicates the transformative power, which especially larger cities and urban areas possess.

Growing number of metropolitan cities and regions

More than 70 per cent of the world's population lived in rural settlements in 1950, and 30 per cent in urban settlements. By 2050, the situation will have changed drastically and 70 per cent of the world's population is expected to live in cities. According to the World Urbanisation Prospects ⁴, the number of metropolitan cities was already 270 in 1990. In 2014 there were 488 cities with more than a million inhabitants in the world, representing around 1.8 billion citizens. The number is expected to increase to 662 cities by 2030. For the upcoming years, strong growth is expected for intermediate cities (with populations of between 500,000 and 1 million) but this is not a sign that the pressure on metropolitan development will ease off. Instead, it is an indication that there are many candidates on the road towards becoming new metropolitan cities and regions in the future.

While urbanisation is a global trend, population growth and rapid urbanisation are concentrated mainly in developing countries. This adds to pre-existing challenges, especially in Least Developed Countries (LDC), where the institutional and regulatory framework is often weak and authorities struggle to provide even basic services. Certainly, conditions for urban and regional development are not the same everywhere. Furthermore, it is essential to recognise the situation of women, as it varies in different societies. In many cases, women constitute the most disadvantaged groups, so problem-solving requires a sound knowledge of the specific context in each city and region. ⁵

Metropolitan cities and regions as major nodes of development

⁴ United Nations (2014) *World Urbanisation Prospects - 2014 revision* Page 13

⁵ UCLG (2014) *Third Global Report on Local Democracy and Decentralization, Basic Services for All in an Urbanizing World*

All cities are places of economic, social, political and cultural exchange, and they are all related to their urban hinterland. Small and large cities have increasingly started to form new spatial configurations like mega-regions, urban corridors and city-regions. Typically, metropolitan cities and regions are significant political and cultural centres for a country or larger region, and an important hub for national and international connections, commerce, innovation and communications. On the downside, there is their significant contribution towards global warming and the consumption of natural resources, and the fact that they do not always have effective governance. And unfortunately, these disadvantages also impact on the overall national and even international development of the city or region concerned.

In spite of all these differences, upsides and downsides cities are humanity's building blocks, given their economic size, population density, diversity, political relevance, and innovative edge. These factors provide cities with a transformative power. The achievement of SDGs and the implementation of the New Urban Agenda will depend on unlocking the full potential of all cities and especially of mega-regions, urban corridors and city-regions.

Metropolitan governance

The key to an integrated coordination of sustainable development processes is metropolitan governance. It provides an ample opportunity for increasing efficiency, reducing costs and improving the delivery of basic services etc. Nonetheless, there is not one governance model which fits all. Instead, there is a great diversity of metropolitan governance arrangements and mechanisms. There are centralized, fragmented and mixed models for governing "in a City of Cities".⁶ The degree and level of centralization or control over urban functions varies as much as the degree of formality in the relationship between various units in the metropolitan region.

Cooperation in these settings is often challenging. A joint responsibility of different institutions can end in joint decision traps, where a veto or failure to act by one institution blocks the other institutions from going ahead. In other situations a loose coupling between institutions can help to prevent joint decision traps and thus strengthen the effectiveness of governance. Again, in other situations the decentralization of responsibilities to the metropolitan level may be the right answer to improve effectiveness. Fortunately, many metropolitan cities and regions have gained a good stock of experience, which can be shared with others and used to build on in future.

To unlock their full potential, it will be essential for each city and region to develop medium- to long-term strategic plans for their cities as guides to decision-making, urbanisation, development and investment. The authors suggest that more bottom-up processes be applied that incorporate input from grassroots groups of women and other marginalised groups in society.

National governments need to support metropolitan governance by providing an enabling environment including National Urban Policies, an institutional and regulatory framework and – where appropriate – decentralized responsibilities and finances.

⁶ UN Habitat (2008) *State of the World's Cities 2008/2009*; UN Habitat (2014) *State of the World's Cities 2012/2013*; Metropolis (2014) *Comparative Study on Metropolitan Governance*, Barcelona; OECD (2015) *Governing the City*, Paris.

Metropolitan cooperation

Globalization has changed urban and territorial geography, which increasingly extends from villages to megacities in an immense global web.⁷ These places are not only interconnected, but often they are increasingly interrelated and interdependent as well. Against this background, it is not an option for local authorities to ignore developments inside and outside of their own administrative borders. For this reason, cities and regions exchange knowledge and experience with other local and regional authorities and contribute to national and international dialogues. Looking at how other cities have solved a problem is a simple way of seeking advice, and helps to solve problems in one's own city. In other cases where there are no model solutions, exchange and cooperation can help to search jointly for solutions. Unfortunately, it is often in those cities, where the problems are the biggest, that local governments cannot afford to finance exchange and capacity building to the extent necessary.

No city or region, however big or powerful, has the capacity to influence the global agenda on its own. Local authorities from different parts of the world need to build close alliances to be heard in global forums and to be able to influence international decision-making processes. This is why networks of cities and local governments are crucial in today's world.⁸ To foster exchange and cooperation, national and international associations have been established and continue to grow. METROPOLIS is the metropolitan section within UCLG. The association brings together 139 metropolises located in all continents and representing 685 million citizens. It promotes the exchange of information and good practice on projects, has an international network of training centres specialising in metropolitan issues, fosters the international positioning of its members, and promotes the development of a culture of international cooperation through concrete projects. Every three years METROPOLIS organises a World Congress. Several METROPOLIS initiatives contribute to the current dialogue on sustainable and urban development. These include the compilation of a 'Voice of Mayors', the 'No Regrets Charter' on the urban mitigation of climate change and the initiative to foster integrated urban governance. Further activities, including an ad-hoc task force 'PrepCity' to support urban preparation for SDG and agenda implementation, are planned.

Alongside UCLG, Metropolis created the Global Fund for Cities' Development (FMDV) in 2010 to strengthen solidarity and financial capacity on the part of and between local authorities. FMDV meets local governments' expressed need for an instrument at their disposal that strengthens local public finances, boosts local economic development, optimises urban financial planning, and implements concerted and integrated development.

3. Integrated urban governance - horizontal and vertical coordination as a challenge and as a backbone for sustainable development

Integrated urban governance, multi-level coordination and sustainable development are not new terms. They were already on the agenda at the UN Conference on the Environment in Rio in 1992 and at the Habitat II conference in Istanbul in 1996. The only difference now is that they have acquired even greater relevance and urgency.

⁷ Global Task Force on the Post 2015 Agenda/UCLG (2014) *Preliminary narrative of the Global Agenda of Local and Regional Governments for Habitat III - Progress report* November 2014

⁸ Mensajes AL-LAs *Alianza Euro-Latinoamericana de Cooperación entre Ciudades*, 2015

Some of the challenges and opportunities of urbanisation in a rapidly changing world have already been mentioned above. Others are listed under goal 11, as proposed by the Open Working Group (OWG) of the General Assembly on Sustainable Development Goals. Under the title 'Make cities and human settlements inclusive, safe, resilient and sustainable', this distinctly urban goal is divided into a number of sub-goals addressing topics including basic services, affordable housing, transport systems, cultural heritage, environmental protection, and economic and social development. In addition to goal 11, several other goals, like those on poverty, the mitigation of climate change, health and education, can only be implemented after they have been specifically identified in the local context.

Merely this brief outline of what is listed under SDGs gives a clear indication that local and regional governments will have to coordinate a great number of topics and processes. In addition, they will have to coordinate their work horizontally and vertically with a great number of stakeholders (including women's groups) from civil society to the private sector. Horizontally, they will have to consider SDG requirements and, where appropriate, to adapt existing urban governance and cooperation arrangements and mechanisms. To do this, goal 11.b of the SDG suggests developing more integrated policies and plans at the local level. Vertically, local and regional authorities together with national and international governmental institutions are called to establish a functioning communication and value production chain. To do this in a national context, goal 11.a of the SDG suggests strengthening national and regional development planning (11.a). At the international level, SDG implementation will be coordinated and monitored under the guidance of the UN High-level Political Forum on sustainable development (HLPF).

A systemic challenge in the constellation described above is posed by the fact that vertical coordination is divided into separate arenas with local and regional governments not directly represented in international bodies like the HLPF (High-Level Political Forum). For metropolitan cities and regions this challenge is even bigger because they have to coordinate their actions with the fragmented administrative structures of their own metropolitan government arrangements. Monitoring mechanisms and national reporting are important communication tools; nonetheless, the separation of arenas and administrative fragmentation pose considerable risks to the effectiveness of communication and coordination during agenda implementation. Important information from the local level may never arrive at the international level or may not arrive soon enough, while guidance from the international level may get lost on its way through arenas and a fragmented system of administration. The possibility cannot be excluded that the current setting poses a threat to agenda implementation and goal achievement as well. To prevent this and to use the transformative power of cities as a tool for sustainable development, it is essential to achieve excellence in integrated urban governance at the local level and better coordination across policy levels.

4. The way forward. Making Habitat III a success through the development and implementation of a global agenda for sustainable urban development

Contributions of METROPOLIS and metropolitan cities and regions to the Habitat III process

Metropolitan cities and regions must play a central role in the design and implementation of (such) a global agenda. This is required as they are major nodes of development and significant political, economic, social and cultural centres for a country or larger region. Therefore, METROPOLIS will actively contribute to the Habitat III process through its actions, including the following:

- At the METROPOLIS Annual Meeting in 2015 an ad hoc task force PrepCity was launched. It offers metropolitan cities and regions the opportunity to share information about the progress of their preparations for the international agenda and to compare and discuss their local situations.
- METROPOLIS, alone and in cooperation with other associations, will generate contributions to the global dialogue on a New Urban Agenda based e.g. on experience gained during Prep City and METROPOLIS Initiatives like the 'Voice of the Mayors' and the 'No regrets charter'.
- METROPOLIS will analyse and discuss the zero draft of the New Urban Agenda on the occasion of the METROPOLIS Annual Meeting in 2016.
- METROPOLIS representatives will attend sessions of the Preparatory Committee (PrepCom) of Habitat III and contribute to the work of the Global Taskforce of Local and Regional Governments for the Post-2015 Development Agenda towards Habitat III.
- METROPOLIS representatives will actively participate in the Habitat III Conference in Quito, Ecuador, during the week of 17 October 2016.

It is necessary for as many cities and regions around the world as possible to get involved, to ensure that the voice of metropolitan cities and regions is heard and has a continuous impact on the agenda process. Therefore, METROPOLIS calls on all cities and regions to join the process leading to Habitat III and to contribute to the development of the New Urban Agenda. The possibilities to do this are manifold, including, but not limited to, the following:

- Be informed. Make use of information provided by UN-Habitat, UCLG, METROPOLIS, national governments and other sources on Habitat III and its preparatory process.
- Know where you are and what you want. Reflect with stakeholders in your own city or region, as well as together with other cities and regions, on your needs and potential and discover how your city could benefit from a New Urban Agenda.

- Join the process. Ask your government for the national report on Habitat II implementation. This report is a contribution of each member state to the Habitat III process. Contribute to national and international dialogues organised in preparation of Habitat III. Organise your own activities and feed outcomes and results into the Habitat III process. If you haven't done this yet, your city may join UCLG/METROPOLIS to strengthen these associations of local and regional governments.
- Come to Quito. Prepare your active participation at the Habitat III conference in Quito, Ecuador, in October 2015. Habitat III will be organised as a stakeholder conference offering ample opportunity for engagement.
- Enliven the agenda. Once the New Urban Agenda is adopted by member states of the United Nations, it will once again need the engagement of local authorities and a broad range of local stakeholders. They will translate the written agenda into sustainable urban development.

Principles shaping the New Urban Agenda

Habitat III will be an important venue for dialogue and exchange between international, national and local stakeholders. Nonetheless, the main measure of success will be the quality of the New Urban Agenda as a global policy guideline for urban planning and development. METROPOLIS proposes the following principles to ensure the necessary quality for the preparatory process and negotiations:

1. *A Single Integrated and Inclusive Agenda*

In 2015 alone, at least three international conferences⁹ will generate agendas or other outcome documents of relevance to local governance and urban development. It is important to recall that effective local governance and urban development require an integrated agenda and management. In addition, urban governance must always aim to achieve the type of progress that includes everyone. For instance, one of the big challenges for cities is to achieve effective equality between women and men, and thus it is necessary to implement gender mainstreaming in every public policy. Therefore, the New Urban Agenda should link all existing processes and ensure a single integrated and inclusive agenda for urban development.

2. *A Visionary and Action-Oriented Agenda*

While preparing a New Urban Agenda, the international community is facing multiple crises. Rapid urbanisation, man-made and natural risks and disasters, economic and social dynam-

⁹ The Third International Conference on Financing for Development in Addis Ababa in May, the UN Summit on the Post-2015 Development Agenda in New York in September and the United Nations Climate Change Conference in Paris in late 2015

ics and many other aspects add to the challenge. A visionary approach and perseverance are needed to achieve integrated and inclusive urban development against this backdrop, but a sense of what is feasible and how it can be achieved is also needed. Therefore, the New Urban Agenda must include goals, measurable targets and a description of the means of implementation. The goals and targets will be most effective if they are action-oriented, concise, easy to communicate, limited in number, aspirational, global in nature, universally applicable to all countries, and focused on priority areas for the achievement of sustainable urban development. Means of implementation should include guidance on general requirements for National Urban Policies and integrated urban planning. Finally, it is hoped that guidance will be provided on the mechanisms that will mobilise the necessary funding to promote sustainable local development, as well as unlocking the economic potential of urban areas and territories.

3. *Metropolitan Cities and Regions as Hubs for Sustainable Development*

Metropolitan cities and regions face unique challenges. They represent the biggest and most complex settlements on earth; their impact goes far beyond their administrative borders and at the same time they struggle with administrative fragmentation. Nonetheless, the positive correlation between urbanisation and development is undeniable. To unlock the full potential of metropolitan cities, the New Urban Agenda should mark a shift from vilifying metropolitan cities and regions, to recognising them as powerful tools for economic growth, social inclusion (including gender equality) and sustainable development. As nodes of development they possess a transformative power which has to be part and parcel of any successful global urban agenda.

4. *Partnership*

Habitat III and the adoption of a New Urban Agenda within the framework of the UN are member-state driven. Nonetheless, a strong horizontal and vertical partnership is indispensable for the success of the Habitat III process and the implementation of its outcome documents. This partnership has to include a broad range of stakeholders from international organisations, national, regional and local governments, civil society and the private sector. The partnership principle neither ignores differences between cities in their needs and potential, nor does it ignore different functions and areas of responsibility between local governments and governments at higher levels. Instead, partnership aims at unity without uniformity and diversity without fragmentation. Partnership and participatory processes are essential to mobilise the full urban potential in agenda-setting and implementation. Considering the global outreach of the New Urban Agenda, global partnership must include contributions from North-South, South-South and triangular cooperation. In this respect, and considering the high number of local authorities in the world, the work which is being done for the Post-2015 Agenda for Habitat III by local and regional government associations, including METROPOLIS, UCLG, the Global Fund for Cities' Development (FMDV), ICLEI, and the Global Taskforce of Local and Regional Governments, is crucial. Such organisations should be acknowledged as full partners in all stages of agenda development.

5. *Subsidiarity*

While the Habitat III process has been launched by national governments at the UN, the international perspective may overlook possible challenges and opportunities for urban development. Therefore, the New Urban Agenda should ensure that decisions about urban development are taken in as decentralised a fashion as possible. Checks will need to be put in place to ensure that action is only taken at a higher political level if it is going to be more effective than if it were taken at a lower (national, regional or local) level.

**Annex 6: METROPOLIS
declaration supporting the
organization of the 2nd World
Assembly of Local and
Regional Authorities**

2nd World Assembly of Local and Regional Authorities

METROPOLIS Board of Directors Declaration, adopted on May 20th, 2015 in Buenos Aires

METROPOLIS is supporting the organisation of the 2nd World Assembly of Local and Regional Authorities in October 2016 in Quito.

METROPOLIS, as the metropolitan section of UCLG and member of the Global Taskforce of Local and Regional Governments, would like UCLG to undertake the organisation of said assembly in cooperation and partnership with as many networks of cities and local authorities as possible.

Annex 7: Description of the Mayor of Johannesburg's mandate

An overview of the Co-Presidency Portfolio: Supporting Access to Basic Services and Social Inclusion

Executive Mayor Parks Tau

City of Johannesburg

Input to the Metropolis Annual Board Meeting, 2015

Local governments are fundamental players in a globalized world in which much of the population is concentrated in cities and their metropolitan areas. This is a world of new and new diverse challenges and opportunities. However, the current situation of globalization accentuates inequalities; in fact, poverty and social inequality have increased on every continent since the last third of the twentieth century, causing social exclusion for many people.

Globally, the adoption of political systems and political decentralization are giving birth to new arrangements, with authority vested in both central and local governments, and permitting the emergence of new stakeholders such as civil society organizations, the private sector and community groups. Local governments play a particular role as the authority closest to the people. However, there is enormous variability especially across the worlds, especially in Africa in the capacity of local governments, and the partial commitment to decentralization by most national governments has impeded the improvement of service delivery.

Therefore, to provide a definition of this portfolio, I refer to the UN Habitat Agenda Goals and Principles, Commitments and the Global Plan of Action Article 84 which defines basic services as: “Basic infrastructure and services at the community level include the delivery of safe water, sanitation, waste management, social welfare, transport and communication facilities, energy, health and emergency services, schools, public safety, and the management of open spaces¹.”

The services included within this definition can be organized into the following three categories:

1. Basic infrastructure services: water and sanitation, waste collection and management, transport, energy.
2. Social services: education, health, housing, and elderly and child care.
3. Quality of life services: public safety, urban planning, culture and entertainment, sport, public spaces.

Basic services are local by nature – serving local people, responding to local conditions, dependent on local infrastructure. They should, from a practical perspective, be entirely, or at least partially, the concern of local authorities. The extent to which local governments are responsible for the governance of basic services is a core focus of this co-presidency.

¹ (UN Habitat Agenda Goals and Principles, Commitments and the Global Plan of Action Article 84, New York, 1996)

Furthermore, through local political action it is possible to generate cohesive societies that ensure human rights. To make this happen, it is necessary to approach social exclusion from the perspective of its causes. For this, policies for social inclusion must be at the centre of the political agenda of metropolitan local governments in this century, along with the human, infrastructure and financial resources required for their development. This is especially important for making the Sustainable Development Goals a reality in our cities and, hence, the world.

The trend towards decentralization means local governments have taken on greater roles in basic service delivery to end users. Many experts argue that a major reason for Africa's failure to reach MDG goals and targets is related to its lack of basic service provision and to the lack of empowerment and involvement of local governments in basic service delivery (particularly water, sanitation, electricity and solid waste).

In South Africa, basic service delivery is regarded as a means to redress imbalances of the past, promote socio-economic upliftment and meeting the priority of growing the economy, promoting social inclusion and reducing poverty and inequality.

Since the vast majority of growth globally takes place at an urban level, the phenomenon of urbanization of poverty is a particular case in South African cities that have necessitated the rise of free basic services. Hence, the political economy of services is primarily concerned with the interaction between the political and economic processes and the distribution of wealth and power in a context with service delivery being a necessity to ameliorating the conditions of the urban poor.

In the context of democratic governance, basic services are a legitimate means to combat poverty and exclusion of the urban and rural poor. Service delivery is one approach to improving the conditions of indigent communities and is ultimately a core responsibility of metropolitan local government.

It is widely acknowledged that the inter-relationship between urban basic services and social well-being, economic development and the environment make the provision of adequate basic services a complex urban governance challenge. In the past few years, there has been a better understanding of the governance requirements in the delivery and performance of urban basic services. For most governments in developing countries the question is not whether to involve other role players but rather how and when. Decentralization of many service functions to the local level has now largely been accepted by most governments as a priority, encompassing a wider recognition of the importance of involving local communities in the operation and management of services at the neighbourhood level.

Vision for the Co-Presidency position

The co-presidency recognises the mutually compounding effects of different forms of exclusion and the mutually facilitative aspects of forms of inclusion, and is committed to addressing each of these in equal measure, both through direct practice, research and advocacy. The co-president will adopt an inclusive approach to managing and delivering an approach to basic services and inclusion that is globally relevant.

Proposed role of the co-president

This co-presidency will:

- Lobby internationally for the support of basic services and social inclusion from a global metropolitan perspective
- Ensure that the profile of the co-president is visible as a representative of the Metropolis network and contributes to the discourse around the SDG's, Post 2015 Urban Agenda and Habitat iii
- Lobby through multilateral institutions such as the AU, SADC and other institutions and to ensure that global lessons can be implemented in an African context
- Lobby locally through organised local government in South Africa
- Cite examples from relevant cities including Johannesburg to promote the position
- Develop and promote key policy positions through research and development and case studies that are globally relevant to the position
- Conceptualise and chair a Metropolis initiative based on the position to articulate demonstrable outcomes in light of basic services and social inclusion
- Recruitment of more members based on geographical sphere of influence to promote the principles of political portfolio

In practical terms, this co-Presidency can build social conditions favourable to supporting basic services and inclusion as well as championing the Urban SDG through:

- Building the kind of political leadership that is able to bring together coalitions and networks of local interests that cooperate to realise a shared vision
- Responsive problem-solving and a commitment to working in open partnerships with business, trade unions and community-based organisations
- Ensuring that knowledge and information are acquired and managed in a way that promotes continuous learning, and which anyone can access easily and quickly
- Enhancing local democracy through raising awareness of human rights issues and promoting constitutional values and principles
- Building an awareness of environmental issues and how the behaviour of residents impacts on the local environment, and encouraging citizens to utilize scarce natural resources in a prudent, careful manner
- Investing in youth development as a key resource for the future, and building on their creativity and motivation through involvement in civic and development programmers
- Actively seeking to empower the most marginalized groups in the community and encouraging their participation
- Empowering local leaders who should play a pivotal role in building a shared vision and mobilizing community resources for development.