

ACTION PLAN

Metropolis Commission 3 - Integrated Urban Governance
Launched in Porto Alegre, November 2009

Proposed action plan up and until 2011 - what do we need? What can we gain?

The Commission on "Integrated Urban Governance" will be collaborating for the next eighteen months. The corner stones of the Commission's work are in this respect straightforward:

Our meeting today is the outset of our joint work on this topic. In twelve months' time we will hold another working meeting, probably in Barcelona. Then finally, in April 2011, we will be putting forward and discussing one of the most important outcomes of this Commission's work at the Metropolis Congress in Cairo - the Manual on Integrated Urban Governance.

However, these are merely those milestones and events which can be specified in terms of a calendar. The Commission's work will not come to a halt between the meetings.

Let me now use a colloquial expression and - first of all - put the 'cart' before the 'horse'!

So let us start with the most important outcome of this Commission's work, which will be visible to the outside world. This is the manual which I have already mentioned. By means of this manual, our aim is to support municipalities in their efforts to progress integrated urban governance.

The Commission's work and the manual will concentrate on the question of how integrated governance approaches, how more demand and client oriented forms of local governance can contribute to the mitigation of problems of spatial and / or social differentiations within our cities. In this context three policy fields are of particular importance: they are education, local economy and mobility.

Of course, it would be premature at this meeting to try to give a detailed description of the manual's contents. After all, what we are proposing to do is to work together and elaborate these details. Nevertheless, it is possible now to point out certain elements which the manual needs to contain:

- One chapter will need to address the concept of 'policy integration'. What is 'integrated urban governance'? What different forms exist? Where are the advantages for municipalities in this approach when compared with more traditional problem solving strategies?
- In order to ensure that the manual is closely related to day-to-day practice, it will be structured around evaluation of concrete municipal authority case studies. In this context, what will be at issue is day-to-day practice both in Metropolis cities as well as in other municipalities which are not Metropolis members.
- Bad practice will also be evaluated in the same way as good practice. We will not only be concerned to identify and evaluate conditions for success, but will also address obstacles, hindrances and pitfalls.
- Instruments and tools will be presented which both enable and progress integrated urban governance. In this context we will also examine which tools and instruments are appropriate in what conditions or situations and for which policy fields.
- There is a saying which is surely found in many languages: "Nothing succeeds like success". Describing successful case studies in practice – for example, by means of fact sheets – will therefore be a vital part of the manual.

One particularly challenging aspect of the manual will be the often very different framework conditions in our municipalities. Something which may seem eminently sensible in one city can perhaps prove rather to be an obstacle in another. By means of clustering the various situations and framework conditions, we will attempt to provide indications regarding the applicability of particular instruments and tools.

But – as we all know the phrase – there is no 'gain' without 'pain. So, how do we propose to reach this goal?

In drawing up this manual we are dependent on your assistance and help and on your experience, the lessons you have learnt. Naturally we will evaluate the relevant literature, databases and the internet. We will draw up questionnaires. All of these things are – to coin a phrase – standard procedure in a research study. However, what will be absolutely vital is that you will make your experience available to us and advise us on what information and ideas are required from your point of view in order to improve day-to-day practice.

We have just now had presentations of a number of case studies which are significant for the Commission's work. Other approaches have been exemplified using the posters which are to be seen in the foyer. Furthermore, other municipalities in the Metropolis network which were not able to be present today have experience of integrated urban governance. We urgently need this experience, too, to progress the work of this Commission. For the moment I will simply mention a few examples of this:

- Istanbul has a great deal of experience in supporting the local economy by educating and providing poor individuals with opportunities to become employed as well as rehabilitating these people. This is effected through Istanbul Crafts and Vocation Courses (ISMEK) by the Istanbul Metropolitan Municipality, working in close cooperation with local retail organisations located in different centres in Istanbul.
- In Johannesburg there is close cooperation between the South African Police Force, Johannesburg Metropolitan Police, the Business Trust and the private sector in order to enhance the security situation. This goes beyond introducing surveillance technologies and includes social actions as well.
- In Melbourne, a comprehensive plan for city development for the next 10 years is to be finalised and implemented beginning in 2010. Public participation plays a significant part, with citizens even being able directly to amend or edit the plan, which focuses on economic development as well as on improving education and mobility.
- Moscow Independent Women's Forum combines information and publishing activities with educational projects, supports regional and grassroots initiatives by women, develops partnerships, promotes urban, municipal and local policy and involves women in local self-governance.
- Toronto Metropolitan Government directly provides services to, and purchases services from, community-based organisations and institutions and funds a range of community-based agencies. The Community Services Department directly serves over 350,000 residents through its seven divisions of housing, homes for the aged, social services, children's services, hostel services, social development and management systems and services.
- In Paris, experience in cooperation between different tiers of governments also extending beyond administrative boundaries is certainly vital for the Commission's work.

- In Brussels, approaches demonstrate the need for an appropriate education model in a culturally and linguistically complex society and aims to ease conflicts between cultures of origin and the host culture.

These are only a few examples from many. We will be calling upon these and further Metropolis members to join us in this Commission's work, so that their experience and lessons learnt can be incorporated into the manual.

So – what we need from you and other Metropolis member municipalities are your ideas, your collaboration and your experience.

What will you get in return for this?

Apart from being able to exchange experience with your colleagues from other municipalities, there will be primarily the manual to which I have already referred and which will be of assistance to you in your work. However, there are two further aspects which could be useful:

The Commission's activities will be accompanied by provision of training workshops during our next meetings which will be run in cooperation with experts in the relevant fields.

Over and above this, we will be available during the Commission's work phase to support you in developing your own project ideas and approaches to integrated urban governance, to provide you with additional information on the topic, to enable you to make other contacts and so on.

Based on all the preceding remarks, there emerges the work plan which you can see here: (action plan: comp. last page)

As part of this work plan there are the 'corner stones' which I mentioned at the beginning - the working meetings and the Congress in Cairo, those fixed points - which will determine our further work.

In the next few weeks we will develop a questionnaire which we will circulate to everyone. It won't be a long document which would take someone one and a half months to answer. By using a very short questionnaire we nevertheless hope to acquire indications on where we need to employ other methods (research, telephone interviews etc.) in order to consolidate the information we have.

We will also adopt similar procedures for a number of non-Metropolis members.

We will also use this questionnaire to ask you about content aspects and elements which you think are important for the manual.

Furthermore, we would very much appreciate receiving tips on good practice examples which you know of in other cities. Precisely because Metropolis is a global network, we are really quite dependent on support and information of this kind.

When we have our next meeting in twelve months' time we will – as we did for this present meeting – be asking for suitable case studies. Since the private sector has such a decisive part to play in integrated urban governance, I believe that the case studies should then concentrate on this field.

A number of weeks before the next meeting we will send you the first draft version of the manual and ask for your comments. The same procedure will be adopted with the final draft.

I hope that I have been able to give you an overview of how we propose to structure the work of this Commission. If we want to come up with the best possible and practically useful outcome we will need your help. We are looking forward to our future collaboration.

Workplan for Commission 3

	2010		2010												2011						
	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	
Corner stones	1st Meeting										2nd meeting				Metropolis Congress						
Commission's working steps: What do we need?																					
examples of cities' practice (input from member cities, we will approach you with questions)																					
comments, suggestion for manual																					
suggestions/hints for further good practice																					
preparation of 2nd meeting (practice examples of private sector involvement)																					
What can we gain? What do we get?																					
Manual												1st draft						Final draft		Final	
Training																					
Support for cities' own projects																					