

**Minutes of the 2018 Board of Directors Meeting in
Johannesburg (Gauteng Province)**

**Acta de la reunión del Consejo de Administración en
2018 en Johannesburgo (Provincia de Gauteng)**

**Procès-verbal de la réunion du conseil
d'administration de 2018 à Johannesburg (Gauteng
Province)**



MINUTES OF THE BOARD OF DIRECTORS MEETING

Tuesday, August 28 August 2018
11:00 am – 12:30 pm
Sandton Convention Center
Johannesburg (Gauteng province)

Opening of the Board of Directors meeting

Metropolis acting president Michael Müller greets the board of director members in attendance. He especially thanks David Makhura, premier of Gauteng Province, for his hospitality and for organizing the annual meeting. He then congratulates his team on behalf of Metropolis.

David Makhura welcomes the acting president and other board members to the annual meeting. He expresses his satisfaction with the productive sessions already held and the visit to Alexandra township due to take place after the meeting. He thanks all members present.

The acting chair thanks Premier Makhura for his words and the board members present for their commitment and engagement in the meeting. He especially thanks the co-presidents for placing their trust in him after Denis Coderre left office. He confirms that 18 members out of 26 are present at the meeting; four have delegated their vote to the chair. He declares the quorum is reached.

Secretary-general Octavi de la Varga reads out the list of members in attendance:



- | | |
|------------------------------------|--|
| 1. Abidjan: | Vincent N'cho, Vice-Governor |
| 2. Berlin: | Michel Müller, Mayor |
| 3. Bruxelles Région Capitale: | Rudi Vervoort, Minister President & Jean-Luc Vanraes, Minister for Finance |
| 4. Dakar: | Cheikh Gueye, Mayor of Dieuppeul |
| 5. Gauteng Province: | David Makhura, Premier of Gauteng |
| 6. Guangzhou: | Diao Ailin, Deputy Secretary-General, Guangzhou People's Municipal Government. |
| 7. Madrid: | Guillermo Zapata, Councilor |
| 8. Mashhad: | Ahmad Nowrouzi, Councilor |
| 9. Metropolitan Area of Barcelona: | Alfred Bosch, Vice-president |
| 10. Metropolis Women: | Laura Pérez, Councilor for LGBTI and International Relations |
| 11. Montréal: | Magda Popeanu, Vice President Montreal Executive Committee and Councilor for Housing and Real State Planning and Diversity |
| 12. Montevideo: | Daniel Martínez, Mayor |
| 13. Porto Alegre: | Gustavo Paim, Vice-Mayor |
| 14. Rabat: | Badiaa Bennani, Councilor, Rabat City Council; President, Agdal Riad District |
| 15. Teheran: | Goshtasb Mozaffari, Vice-President |
| 16. Mexico City: | Mariana Flores, International Relations advisor to the Mayor and Metropolis Regional Secretaries |
| 17. Seoul: | Kim, Jeong Ho, MITI Director |
| 18. Tijuana: | Zabel Arturo Solís, Presidential Secretary |



Delegated votes:

1. Buenos Aires delegates to President
2. Chengdu delegates to President
3. Nouakchott delegates to President
4. Santiago de Chile delegates to President

He welcomes the observers:

- Turin
- Nanjing
- São Paulo

The acting president reminds the attendees of the importance of this meeting as a new president will be elected, whose mandate will end in 2020.

1. Reading and Approval of the Agenda

He then moves to the first item on the agenda which it is read out by the secretary-general. A new point to be added by secretary-general is proposed for approval: "Point 7.2.b) Budget 2019".

Agenda

1. Reading and approval of the agenda
2. Approval of the minutes of the 2017 board of directors meeting held in Montréal on 22 June 2017 and extraordinary board of directors meeting held virtually on 15 January 2018
3. Admission and suspension of members
4. Governance:
 - 4.1 Presidency
 - 4.2 Role of co-presidencies
 - 4.3 Review of articles of association, rules of procedure and vice-presidencies:
Appointment of a governance committee



5. Progress report (July 2017 – August 2018)
6. Action plan updates 2018-2020
7. Finance
 - 7.1 Closing of the 2017 accounts
 - 7.2 Budget 2018 implementation through to 06/30/2018
 - 7.2 b) Budget 2019
 - 7.3 Financial summary of the urban innovation grant from the city of Guangzhou
 - 7.4 Financial sustainability strategy
8. Metropolis Pilot Projects
9. Metropolis Annual Meeting
10. Metropolis Women
11. Metropolis International Training Institute
12. AOB & input from new Metropolis members
 - Presentation of strategy behind new name and corporate image of PTP platform.

Decision of the Board of Directors:

- Approval of the agenda
- Approval to add a new point: 7.2 b) Budget 2019



2. Approval of the minutes of the 2017 board of directors meeting in Montréal on 22 June 2017 and extraordinary board of directors meeting held virtually on 15 January 2018

The acting president moves on to item 2 of the agenda which concerns the approval of the minutes of the board meeting in Montréal (22 June 2017) and of the extraordinary board meeting held virtually on 15 January 2018 and seeks their approval.

Decisions of the Board of Directors:

- Approval of the minutes of the board of directors meeting held in Montréal on 22 June 2017.
- Approval of the minutes of the extraordinary board of directors meeting held virtually on 15 January 2018

3. Admission and suspension of members

The acting president moves on to point 3 and asks the secretary-general to speak on the admission and suspension of certain members. The secretary-general reads out the following admissions:

- Xiamen
- Jinan
- Yiwu
- Greater Manchester
- Metropolitan City of Turin



The secretary-general reminds attendees that the following members also joined the Association at the last extraordinary meeting:

- Barcelona City Council
- Baghdad

He says the Chinese People's Association for Friendship with Foreign Countries (CPAFFC) was granted the status of honorary member in the framework of the last meeting, held virtually on 15 January 2018.

Decisions of the Board of Directors:

- ❑ Admission of the following members:
 - Xiamen
 - Jinan
 - Yiwu
 - Nanjing
 - Greater Manchester
 - Metropolitan City of Turin

The secretary-general proposes the suspension of the following members as recommended by the executive & financial committee:

- Alger
- Dubai
- Kolkata
- Bangalore



He explains that the criteria used was the number of years without paying the membership fees as well as the lack of response after numerous attempts trying to communicate with them.

Decisions of the Board of Directors:

- ❑ Suspension of the following members:
 - Alger
 - Dubai
 - Kolkata
 - Bangalore

He then reminds the audience that after all the admissions and suspensions the association today has **139** members.

With regards special status for certain members, he explains that the city of Baghdad sent a letter on 21 June 2017 to the secretariat-general in Barcelona in which mayor Dr. Thikra Alwash requested exemption from fee payment due to the current crisis and political circumstances in the country (war against Daesh and terrorist attacks). Baghdad had been accepted as a new member at our last board meeting convened virtually on 15 January 2018. He then proposed the approval of a fee exemption to be reviewed annually.

Decisions of the Board of Directors:

- ❑ Approval of the exemption of Baghdad's fee payment given its internal situation. This situation will be reviewed annually.



Regarding membership updates, the acting president said that the cities of Cordoba and Bogota have ceased payment of the equivalent rate of their membership fees to the FLACMA Federation of Latin American Cities, Municipalities and Associations. He said that from now on, the two will pay a joint membership to Metropolis and UCLG.

Decisions of the Board of Directors:

- ❑ Confirmation of change of membership and payment status of Cordoba and Bogota. From now on, they will pay a joint membership fee for Metropolis and UCLG.

The acting president explains that a number of proposals have been put on the table given the current situation of membership fees and member cancellation.

He gives the floor to the secretary-general who provides background information, saying that the current articles of association are not clear about the procedure for members that don't pay their fees and it is up to the board of directors to decide how and when a member should be suspended.

In this regard, a proposal was first discussed by the acting president and treasurer and then with the executive committee to clarify the current situation.

Starting in January 2019, a review will be carried out of members who haven't paid their fees for the last three years. A list will be compiled in 2021.

Decisions of the Board of Directors:

- ❑ Starting in January 2019, the membership list will be reviewed and a proposal of exclusion made at the next board meeting to cancel members who haven't paid their fees for the last three years.
- ❑ A clearer membership cancellation process will be described in the amended articles of association.
- ❑ A new potential model will be drafted to recruit members that may want to participate in the Association's projects but are financially challenged.



4. Governance

4.1 Presidency

The acting president moves on to point 4.1 of the agenda and gives the floor to secretary-general Octavi de la Varga, who explains the handover of power process implemented in November 2017 after former president Denis Coderre left office in Montréal City Council and thus left a vacancy at the Metropolis Presidency.

The secretary-general reminds the attendees of Art. 9 of the articles of the association where it is stated that in the case of vacancy of the Presidency, one of the co-presidents will serve as acting president through to the next board meeting. The board will then appoint a new president. In this case, all the current co-presidencies agreed that Mayor Müller could take the role of acting president as he volunteered for it.

The secretary-general also explained that a call for candidates was launched on 23 April 2018 and closed on 30 June. He said the secretariat-general had just received one candidacy:

Michael Müller, governing mayor of Berlin

Mr de la Varga asked the present members if there was consensus on the appointment of Mr. Müller as the new president of the Association.

The candidature was unanimously approved by the members in attendance.

The secretary-general gives the floor to Michael Müller, new President of Metropolis.

The newly appointed president thanks his colleagues for their confidence in him and says he wants Metropolis to continue to be not just the largest but the best city network today. He says that his goal is to modernize the Association and take it forward. He believes it is very important to uphold good cooperation between cities and good communication with



city mayors. He also highlights the importance of a clear and transparent agenda with new initiatives and ideas.

Decision of the Board of Directors:

- ❑ Election of Mr Michael Müller, governing mayor of Berlin, as president of Metropolis through to the election of the new board of directors in 2020 at the 13th Metropolis World Congress in Guangzhou.

Mexico City representative and regional secretary for North America, Mariana Flores, congratulates the president on behalf of Juan Ramón Amieva, chief of government, Mexico City. She excuses his absence as he was kept in Mexico City due to the commemoration of the earthquake in September 2017.

Magda Popeanu, vice president of the Montreal executive committee and Metropolis co-president, thanks Michael Müller for accepting the challenge of being president and expresses Montreal's support for him fulfilling his mission as president.

4.2 Role of Co-Presidencies

The president moves on to point 4.2 of the agenda, the role of the Co-Presidencies, and gives the floor to the secretary-general.

The secretary-general explains that the co-presidencies were established following a review of the Association's governance that was finally approved at the general assembly meeting in Hyderabad in 2014. Since then, the co-presidencies have not had a concrete mandate or specified role further than what is specified within the organization's articles of association and rules of procedures (Art. 10).

However, co-presidencies are the key political representation of Metropolis. They work closely with the presidency and secretariat-general and should be the standard-bearers of the Metropolis vision as political leaders and core stakeholders striving toward the



creation of cities for and by the citizens.

The secretary-general adds that given this view, several discussions were undertaken at the last regional secretaries' meetings. A common notion was agreed so that co-presidencies could develop a political discourse on specific topics that could at the same time generate debate and political vision for Metropolis and contribute to UCLG policy councils and the global task force. In this sense, co-presidents should represent Metropolis' common views on specific subjects at international forums.

After several communications, our co-presidencies expressed their interest in the following topics related to metropolitan governance:

- Public space: Metropolitan Area of Barcelona
- Social Inclusion: Gauteng Provincial Government
- Financing / Financing Tools: Municipality of Montevideo
- Urban Innovation: People's Government of Guangzhou Municipality
- Mobility and migration: City of Montreal

The President ask for comments.

Teheran representative and Metropolis vice-president Goshtab Mozaffari takes the floor and suggests that two extra themes could be taken into account given their relevance at the local level: how being a smart city may reduce the cost of urban management, and cities' quality of life and livability for citizens.

As a comment to the proposal from Teheran, the secretary-general says that smart city is a crosscutting issue in all the above mentioned areas. On the other hand, quality of life is one of the themes in our Action Plan 2018-2020 so it must be at the core of all the above mentioned areas. Governance will always be at the heart of them as well, he says.



Decision of the Board of Directors:

- Approval of the thematic mandates of the current co-presidencies as follows:
 - Public space: Metropolitan Area of Barcelona
 - Social Inclusion: Gauteng Provincial Government
 - Financing / Financing Tools: Municipality of Montevideo
 - Urban Innovation: People’s Government of Guangzhou Municipality
 - Mobility and migration: City of Montreal

4.3 Review of the Articles of Association, Rules of Procedure and Vice-Presidencies: Appointment of a “Governance Committee”

The president moves on to 4.3 of the agenda, on the review of the articles of association.

The secretary-general explains that the current Metropolis articles of association approved in 2014 have shown weaknesses in recent internal procedures and that the drafting of the text of both, the articles and the rules of procedure, does not meet the standards of the mandate described in our Action Plan 2018-2020 whereby “the gender-mainstreaming approach is applied across the organization (...) and in the use of gender-inclusive language in official documents and communications”.

Likewise, an in-depth review of the rules of procedure must be undertaken under the same precepts in order to respond to their nature and purpose. Today’s rules are a continuation of the articles of association but they should be an established standard, guide, or regulation governing conduct, procedure, or action of the Association’s internal procedures.

On the other hand, since 2014 and given the redefinition of internal governance started after 2012, the vice-presidencies have ceased to be part of the executive committee, leaving their position as it were but with no special mandate, nor has any coordination been established between them and the regional secretariats. A number of improvements should therefore be proposed.



Finally, in order to take action on the above, it is proposed that we create an ad hoc technical “Governance Committee” of which a representative of the presidency, secretariat-general staff, regional secretariats, treasury and co-presidencies may form part. The group will be headed the secretary-general, who will coordinate with the rest of the committee members.

The committee may also be open to external collaborators that either have a broad knowledge of Metropolis or which master local government networks. The committee will review the articles of association and rules of procedure and redefine the role of the regional vice-presidencies. It will report on its work and progress at the 2019 board meeting and finally present its final work/proposal at an extraordinary general assembly meeting in 2020.

The president gives the floor to Metropolis Women president Laura Pérez who suggests that, as part of the Governance Committee, Metropolis Women should participate in the redrafting of the articles of association or at least to be able to make a final review of it.

Decisions of the Board of Directors:

- ❑ Approval to establish an ad-hoc “Governance Committee” to comprise a representative from the Presidency, the Treasury, the Secretariat-General, the Regional Secretariats, the Co-presidencies and Metropolis Women. The committee will headed by the Secretariat-General.
- ❑ Approval to apply the gender mainstreaming approach to the current articles of association. Special care should be taken to avoid sexist language; in the French and Spanish versions in particular. Certain articles of the 2014 articles of association will be reviewed and redrafted.
- ❑ Approval to clarify and/or redefine the role of the Vice-presidencies, Co-presidencies and Regional Secretariats when appropriate.
- ❑ A first draft of the amended statutes will be presented at the next board meeting (Montevideo, April 2019).



5. Progress Report (July 2017 – August 2018)

The president moves on to point 5 of the agenda: the Progress Report (July 2017 to August 2018).

Secretary General explains that the Progress Report has been changed in terms of design and content: whereas before it used to be an agenda of activities and meetings carried out, now the Progress Report is aligned with the Metropolis Action Plan 2018-2020.

Secretary General explains that as far as positioning and advocacy is concerned, Metropolis has been tackling migrations, local financing, housing and gender equality.

The association has been very active at the High-Level Political Forum on sustainable development. New York, July 2017 and 2018

In February 2018, in Kuala Lumpur and in the framework of the 9th World Urban Forum, the Secretariat General organized and led 10 different sessions along with several partners.

Metropolis contributed to the Global Compact on Migrations with a Metropolis Declaration in which many of the association's members subscribed. On the other hand, a letter was drafted by Metropolis and UCLG to leaders of G7 (Canada, June 2018).

As far as Capacity Building is concerned, the Metropolis Observatory is preparing the design of Metropolitan Indicators System (in collaboration with the LSE) that will allow to comprehend better our members. Moreover, the Observatory has produced several Issue Papers: on the metropolitan scale of resilience, on gender mainstreaming in urban policies, on Blockchain and on financing.

As far as the implementation of projects is concerned, all the Pilot Projects approved in Montréal (June 2017) are running and being implemented.



On the other hand, Metropolis as a hub of knowledge, has worked closely with the city of Berlin to upgrade the Policy Transfer Platform (Berlin will explain later on about the improvements). Finally, with the City of Guangzhou there has been an intense work on Urban Innovation as well.

As far as the dissemination of knowledge is concerned, last week the opening of inscriptions for an online course on Metropolitan Governance from a Gender perspective was launched. It is a course open to all the technicians and the practitioners from member administrations.

Furthermore, a series of *webinars* on security and women safety were organized together with Bogotá, UCLG and the Catalan Government.

As per the activities and news of Metropolis Women, Secretary General leaves Laura Pérez, President of Metropolis Women, to explain later about their activities and improvements for the period.

Last but not least, Secretary General explains that Metropolis has been rethinking the relations established with some external actors and thus several MoUs are currently under negotiation: UITP, UN Habitat, ETI, C40, Chicago Council on Global Affairs, Casa Asia, Smart City World Congress, and Chair Sorbonne. He explains that updates on this MoUs signed will be done regularly to the Board.

Decision of the Board of Directors:

- ❑ Take note of the July 2017 to August 2018 Progress Report
- ❑ Take note of the MoUs that are currently under negotiation with UITP, UN Habitat, ETI, C40, Chicago Council on Global Affairs, Casa Asia, Smart City World Congress, and Chair Sorbonne.



6. Updates on the Action Plan 2018-2020

Secretary General moves to Point 6 about the updates on the 2018-2020 Action Plan. He recalls that on June 22nd, 2017 the new Action Plan was approved in Montréal by the General Assembly of members of the association. He goes on explaining the 3 strategic lines that integrate this Action Plan:

1. Urban Diplomacy and Advocacy
2. Capacity Building
3. Accountability · building a strong organization.

The Secretariat General has reorganized the office according to this strategic lines. A chart with the new distribution is available to anyone. On the other hand, clear job descriptions have been done. Thus, the responsibilities of the team are aligned with the Action Plan.

A process-based management has also been developed (the Secretariat General counts with an internal manual of procedures) as well as mechanisms of project control and evaluation of the implementation of the Action Plan (ie. Progress Reports, a new website that is being produced, and a new accounting system aligned to each of the strategic lines of the Action Plan).

Jean-Luc Vanraes, Treasurer of Metropolis, takes the floor and expresses his gratitude to Octavi de la Varga and his predecessor's work at the Secretariat General. He states that he has witness a great shift at the Secretariat General level during the last three years. There have been great improvements in terms of the team and in terms of the accounts.

Decision of the Board of Directors:

- Take note of the updates on the 2018-2020 Action Plan



7. Finance

7.1. Closing of the 2017 accounts

The President, before continuing with the Agenda, thanks the Treasurer, Jean-Luc Vanraes, the Secretary General from Metropolis, Octavi de la Varga and Secretary General from UCLG, Emilia Saiz for the great job undertaken to improve the accounts at the association.

The President gives the floor to the Treasurer, Jean Luc Vanraes to explain on 7.1 “Closing of the 2017 accounts”.

The Treasurer stresses that the Secretariat General has undergone a great change in terms of the accounts for the last three years. Still, some problems have yet to be tackled. On the one hand, there’s a problem with the payment of the fees as the Secretariat General uses its reserve to assume responsibilities. Thus it would be convenient to have the fee payments done earlier in the year.

In this sense, there are some proposals related to other sources of resources but they still need to mature. They will be presented next year when the details will be more defined.

As per 2017 accounts, there is a small deficit due to a Metropolis Initiative from the past who did not fulfil its commitment as such and the association had to reimburse the subsidy to the city of Barcelona who was the donor.

7.2 Budget 2018 execution up to 30/06/2018

The Treasurer continue by explaining about the 2018 Budget execution up to 30/06/2018. The accounts look more pessimistic than what they might look at the end of the year as extra money could come in by that time. The Treasurer thanks the City of Guangzhou for their understanding on the problems regarding the implementation of an MoU during the last months.

Other minor problems, are the late payment of subsidies that they should be updated



later on at the accounts.

The Treasurer stresses the importance of becoming more independent financially and diversifying the association's income. Metropolis is currently depending on few members. He calls for the city members to help.

On the other hand, he explains that there are plenty of activities that were asked to be done by the Secretariat General but as an administration, the Secretariat is unable to do everything. Therefore, he calls to members to be more active and help with resources. Berlin and Brussels have already helped to move forward some initiatives in the name of Metropolis.

7.2 bis Budget 2019

About Budget 2019, an amount was provided already in Montréal (June 2017) although details will be specified during the next meeting of the Board of Directors.

Thus, the accounts are clear and transparent. Each project leader at the Secretariat General has their own budget. An optimization of resources has been made by cutting budgets when appropriate.

The Treasurer outlines the importance of being an active member by taking initiatives for the future of Metropolis.

Secretary General clarifies that at the Secretariat level, outsourcing is not used as the current team is implementing and designing the current projects.

Decision of the Board of Directors:

- Approval to close the 2017 accounts. The loss shall be applied to compensate future benefits.
- Approval of the Budget 2018 and its execution up to 30/06/2018.
- Approval of the Budget 2019.



7.3 Financial summary of the grant for Urban Innovation from the city of Guangzhou

The President proceeds to point 7.3 about the Financial summary of the grant for Urban Innovation from the city of Guangzhou.

Secretary General contextualizes the audience about the MoU signed with the city of Guangzhou on Urban Innovation for 2 years: 2017- 2018. The implementation of some part of the activities were challenged recently. There has been also a problem on accountability (how the expenditures were being carried out). Thus, the city of Guangzhou requested the Secretariat General to produce a more detailed report on how the money of the MoU has been expended during 2017. An agreement has been reached with Guangzhou on the way of reporting back as well as on proposing new activities that may substitute the ones that have not been undertaken.

Secretary General thanks the city of Guangzhou for its flexibility when revising the agreement and for keeping the grant stipulated in the MoU.

Decision of the Board of Directors:

- ❑ Take note take note of the 2017 financial summary of the Guangzhou Urban Innovation grant.

7.4 Financial Sustainability Strategy

The President continues with point 7.4 and the Financial Sustainability Strategy.

Secretary General explains that back in Montreal (June 2017) a committee was formed by a representative of the Presidency, a representative of the Treasury, a representative of the Metropolis Secretariat and a representative of each of the 5 Regional Secretariats.



The main goal of the Committee has been to submit to the Board of Directors meeting a proposal of a strategy to review and open new ways of funding for the association.

The final strategy presented today for the Board's approval aims to provide Metropolis with a strategy that ensures the sustainability of the association for the next years and has a global approach and explores ideas regarding:

- 1) membership fees; probably the biggest challenge of all as they have not been updated for the last 10 years. The basis of the membership fees is the GDP of which some countries have changed. Other members have double or triple membership, especially in Asia region in which members are part of UCLG ASPAC, UCLG and Metropolis. In this sense, Metropolis' proposal is based on the GDP as is the only common indicator at country level and it is also based in whether it's a capital or non-capital city. In some cases, the fees may increase after implementing the new fee system and whereas in others may decrease.
- 2) bilateral agreements with Metropolis members; in this sense the proposal suggests to develop further MoUs a part of the ones already running with Barcelona City, the Metropolitan Area of Barcelona and the city of Guangzhou. This MoUs develop common joint activities and projects which are of interest of both, Metropolis and the signing member.
- 3) taking in charge of some activities of the association; those members who are not able to sign an MoU, they can take some of the expenditures of Metropolis or take in charge an internal cost. These are the cases of Brussels organizing a Regional Secretaries meeting (May 2018) and of Berlin assuming some of the costs of translations for the association.
- 4) fundraising from international organizations; calls for projects and tenders, and fundraising from the private sector and the philanthropies; these are new paths that are being explored at the Secretariat General.

The President gives the floor to Vincent N'cho, Vice-governor of Abidjan and Regional Vice-president of Metropolis, who states that Metropolis has great experience in management to increase the revenue. Concerning the budget and the contribution of cities, he



proposes to ask the Presidency, the Copresidencies and the Vice-presidencies to pay an extra contribution further to their membership fees. He believes that this extra contribution is better than using the GDP as it sometimes not very clear depending on the administration. Private partnerships could also bring great revenues, for example the airline companies.

Decisions of the Board of Directors:

- ❑ Approval of the presented proposal of membership fees.
- ❑ Approval to mandate the Treasurer and Secretary General to start negotiations with UCLG and its regional sections for joint memberships.
- ❑ Approval of the proposal related to supplementary contributions of members.
- ❑ Approval of the strategy for international calls for projects and tenders.
- ❑ Approval to start working with the private sector and philanthropic institutions within the framework of Metropolis Charter of Ethics.
- ❑ Approval of the following procedure for membership updating:
 - Starting in January 2019, the membership list will be revised and a proposal of exclusion will be made to the next Board of Directors meeting in order to cancel those members who have not paid their fees for the last three years.
 - A clearer membership cancellation process will be described in the amended statutes.
 - A new potential model for gaining members that may want to participate in the association's projects but are financially challenged.

8. Metropolis Pilot Projects

The President moves on to point 8 about Pilot Projects and gives the floor to Secretary General.

In 2017, Metropolis decided to open an annual call for projects to identify among our members, pilot projects that generate spaces for exchange and learning related to the different spheres of metropolitan life, and that are aligned with the vision of the



association. The association provides funding to support capacity development and the exchange of knowledge and practices on metropolitan management among members and partners, in the framework of specific pilot projects.

Secretary General recalls that initially the idea was to launch a unique call for pilot projects for the period 2017-2019. However, due to the interest raised among the membership, the Board of Directors in Montreal agreed that Pilot Projects could become a critical product that Metropolis could offer to its members.

Therefore, a decision was taken to launch an annual call for Pilot Projects. However, this idea means that extra resources would be needed. In this sense, and according to the recommendation of the Executive Bureau on the 6 recommended projects by the Jury, only the projects in the position 1st and 2nd will start their implementation in 2018. The other 3 projects will see their implementation starting in 2019, when Metropolis would have secured funds for it. Consequently, there will be no new call for pilot projects in 2019.

Secretary General explains that a Jury of 4 members from Africa, North America, Latin America and Europe was formed earlier this year following the 27 applications received at the Secretariat General at the end of the call for jury. Metropolis Secretariat received 11 proposals of Pilot Projects to be evaluated by the Jury. This year, the Metropolis Secretariat General decided to give extra points to regions that did not present proposals during last year edition of the pilot projects (North America, Africa). Despite this decision, the Metropolis Secretariat General did not received proposals from African members, neither they are present as partners.



The 6 proposals recommended by the Jury are the following:

Position	Original name of the project	Applicant member & (Partners)	Metropolis Region Represented	Score
1 st	Cooperation between Public Innovation Labs for increased citizen engagement and services' cocreation	Sao Paulo & (Montevideo – Montréal)	Latin America – North America	82.75
2 nd	Metropolis en movimiento: hacia la construcción de un Plan Maestro de Movilidad Integral.	Tijuana & (Quito - Medellín – Rosario)	North America - Latin America	79.25
3 rd	Gestión integral del agua para la adaptación al Cambio Climático en las Metrópolis	Bogotá & (Barcelona Metropolitan Area – Quito)	Latin America – Europe	75.5
4 th	Democracia participativa en el marco de la nueva gobernanza para el desarrollo humano, sostenible e inclusivo	Córdoba & (Barcelona City - Madrid - Montréal)	Latin America – Europe - North America	71.25
5 th	Dialogo entre ciudades: Urbanismo Táctico y Participación Ciudadana	Medellín & (Barcelona City – CDMX)	Latin America – Europe - North America	69.5
6 th	Hybrid Public Places: Public Space and Social Cohesion through sports, play, art and creativity	Barcelona City & (Atlanta - New Delhi)	Europe - North America - Asia	67.5
7 th	Capacitación para la gobernanza metropolitana en el desarrollo de las ciudades, transferencia de conocimientos y intercambio	San Salvador & (Bogotá – Barcelona Metropolitan Area)	Latin America – Europe	62.25
8 th	Gobernanza para redes de salud pública metropolitana desde la perspectiva de género	La Paz & (Madrid – Rosario)	Latin America – Europe	52



9 th	Strategies focused on control actions with citizen participation	Brasilia	Latin America	45
10 th	The Expansion of Public Transportation with Aim to Empower Women of Peripheral Areas	Mashhad	Asia	41.5
11 th	Citizen Behavior Change toward SDG by designing an accelerator site	Mashhad	Asia	38.25

Secretary General states that, as discussed at the Executive Bureau, the Pilot Project “Hybrid public places” lead by Barcelona City Council in partnership with Atlanta and New Delhi should be discarded for selection because two of the partners have not paid their memberships fees for several years.

Moreover, and in order to be realistic, during the Executive Bureau it was discussed that the Board of Directors should approve the first five Pilot Projects recommended by the jury, but only the first two should start this year and from next year onwards the third, fourth and fifth should be implemented. So, in 2019 no call for Pilot Projects will be made given the circumstances.

Laura Pérez, President of Metropolis Women, suggests to include the criteria so that cities who are in arrears cannot participate at the calls. Given the situation of the other Metropolis members being partners of the Pilot Project submitted by the City of Barcelona, it did not meet all the requirements and now they are out of the competition.

Secretary General replies by saying that regarding the next call, these criteria will be added and that despite the discard of the Pilot Project “Hybrid public places” lead by Barcelona City Council, Barcelona will be participating in 2 of the projects already approved.

Goshtasb Mozaffari, Vice-president of Teheran Municipality explains that he has not been informed on the call neither on the decision of the Jury regarding the Pilot Projects. Thus he asks for some clarity on the proposal of the projects and how the Secretariat General selects the projects. On the other hand, and from a regional perspective, it



seems that there is a lack of equilibrium between regions. He asks for some clarity in this sense.

Secretary General takes the floor to clarify the doubts from the representative of Teheran. He explains that a process was planned and a call for Pilot Projects was launched at the beginning of the year in parallel to a call for a Jury. All the information was sent to all members. A deadline was given in late April 2018 and it was extended. In this sense, a close work was carried out with the regional sections of UCLG, especially with UCLG ASPAC and its Secretary General, Bernadia Irawati, who supported Metropolis by bringing on Asian members but without success. Besides, support was offered to Mashhad but they encountered problems in finding partners to join their project.

As far as Africa is concerned, the problem has also been discussed with our Regional Secretary for Africa, Rahmatouca Sow Dieye. It is clear that extra support is needed in a future for African cities to submit a Pilot Project. Metropolis tried to have everybody on board but in some cases success was not granted.

As per the Jury, it was an international one, gender balanced and they were evaluating all the projects regardless of the region.

Goshtasb Mozaffari, Vice-president of Teheran Municipality suggests to have broader time to prepare the presentation of a Pilot Project and so, to ensure a wider representation from all regions.

Vincent N'cho, Vice-governor of Abidjan and Regional Vice-president of Metropolis, he indicates concerning the procedures that he subscribes everything that Secretary General has explained.

Nelson Fernández, representative of Montevideo and Regional Secretary for South America, explains that for 2 years Montevideo has presented Pilot Projects. Therefore, assistance could be served from the Metropolis Regional Secretaries level in order to boost participation in Asia and Africa.



Zabel Solis, representative of Tijuana, explains that Tijuana joined the association in 2017. He recognizes the efforts and support received from the Secretariat General in order to be able to present a Pilot Project as well as with the support of Rosario, Quito and Medellín.

David Makhura, Premier of Gauteng Province and Copresident of Metropolis, states that Gauteng Province is ready for the next call to present a Pilot Project along with Berlin and Mexico City on youth employment.

Secretary General emphasizes that the Secretariat General is always available to support any member willing to present a Pilot Project and to help finding partners for the project.

Barbara Berninger, representative of Berlin and Regional Secretary for Europe, offers the help from the city of Berlin to other members who wish to present a Pilot Project at any phase of the submission process.

Decisions of the Board of Directors:

- Approval of the following Pilot Projects to start their implementation in 2018:
 1. **Cooperation between Public Innovation Labs for increased citizen engagement and services' co-creation** (São Paulo & Montevideo – Montréal)
 2. **Metropolis in movement: towards the construction of a Master Plan for Integral Mobility.** (Tijuana & Quito - Medellín – Rosario)
- Approval of the following Pilot Projects to start their implementation in 2019, subject to funds availability:
 3. **Integral water management for adaptation to Climate Change in the Metropolis** (Bogotá & Barcelona Metropolitan Area – Quito)
 4. **Participatory democracy in the framework of the new governance for human, sustainable and inclusive development** (Córdoba & Barcelona City - Madrid – Montréal)
 5. **Dialogue between cities: Tactical Urbanism and Citizen Participation** (Medellín & Barcelona City – Mexico City)
- Approval to discard the following selected project “Hybrid public places”, as two of



the partners have not paid their memberships fees for several years.

- ❑ Approval to cancel next year call for Pilot Projects, due to the adjournment of the implementation of 3 of the pilot projects proposed this year.
- ❑ Approval to mandate the Metropolis Secretary General to work with the African Regional Secretariat and African members to activate their participation in future.

9. Metropolis Annual Meeting

The President continues to point 9 about Metropolis Annual Meeting and gives the floor to Secretary General.

Secretary General explains that a decision was pending on 2019 Annual Meeting. Some candidatures were submitted in Montréal but some details were missing and a new call was open for submissions but other budgetary problems arose. Furthermore, 2019's agenda is the year when two major events will bring together 90% of Metropolis membership: UCLG will celebrate its World Congress in November 2019 in Durban and its Executive Bureau in early April 2019 in Montevideo.

Thus the proposal of the Executive Committee to the Board of Directors responds to an urgent need to maximize opportunities and become efficient in resources and time. In this line, and taking into account that UCLG will celebrate both, its World Congress in November 2019 in Durban and its Executive Bureau in early April 2019 in Montevideo.

Secretary General recalls the audience that we have 65 members in common with UCLG. This implies that we will mobilize our members at least 3 times in 3 different continents during 2019. This may come as unmanageable to all the political representatives and the institutions that they represent.

Thus, the Executive Committee proposes to the Board members, present here, to consider the possibility of having our 2019 Board of Directors' meeting in the first week of April, as during this week a series of events related to different networks will take



place in Montevideo and Buenos Aires: UCLG Executive Bureau, the Executive Bureau of UCCI (Union of Iberoamerican Capital Cities – UCCI), and the General Assembly of the UCLG Culture Commission. Secretary General highlights that Metropolis has shared members with both, UCCI and the UCLG Culture Commission.

Secretary General explains that Montevideo has kindly offered Metropolis a prominent/featured slot in their program.

Nelson Fernández, representative of Montevideo and Regional Secretary for South America, explains that it will be a great pleasure to receive the Metropolis community in Rio de la Plata next April 2019. The activities will take place both in Buenos Aires and Montevideo. Many activities will take place during this week but Montevideo will ensure that a pleasant meeting can take place.

Decision of the Board of Directors:

- ❑ Approval to hold the 2019 Board of Directors meeting in the first week of April 2019 in Montevideo.

10. Metropolis Women

The President gives the floor to Laura Pérez, President of Metropolis Women and representative of Barcelona City Council.

Metropolis Women is currently working in two main actions: Urban Diplomacy and Metropolitan Incidence and strengthening urban capacities for good metropolitan governance. A remarkable advance has been made as now the gender issue is a cross-cutting theme and not a separate network within Metropolis.

A first line of action is to bring greater awareness on gender issues. In this sense, Metropolis Women has been participating at the WUF 9 in Kuala Lumpur this year



organizing a session “Metropolitan policies to implement the global agendas: safe cities for women and girls”.

A second line of action concerns the strengthening of urban capacities for good metropolitan governance in order to share best practices, instruments and synergies of our membership to reduce gender inequalities. So far, many good experiences have been shared amongst the membership with remarkable results and with the aim of greater participation and priorities in their agendas.

Indicators are being worked from the Metropolis Observatory and the London School of Economics (LSE). The project is currently in phase II.

Issue Paper number 4 “Egalitarian metropolitan spaces”, in conjunction with the Metropolis Observatory, was launched last June in Brussels with the participation of several Metropolis members and other invited experts from international institutions. This paper concerns the presence of gender mainstreaming in urban policies in the context of global agendas. There is a real need to continue merging urban policies with gender policies. Furthermore, the paper tries to bring the gender perspective to a wider scale across metropolitan spaces.

Finally, Metropolis Women has been working on a project "Security and Public Space: Mapping Metropolitan Policies with a Gender Perspective" in partnership with the association Women in Cities International that has already been finalized and was presented in the framework of this Annual meeting. This mapping of metropolitan policies with a gender vision showed that 36% of our membership is already working on security and violence against women and girls in metropolitan spaces. It draws a metropolitan map with the objective of making visible the policies of our membership to combat sexual violence in the public space against women and girls.



Decision of the Board of Directors:

- Acknowledgement of the work undertaken on gender equality and approval of the strategy adopted by Metropolis.

11. MITI · Metropolis International Training Institute

The President moves onto point 11 and gives the floor to Secretary General.

Secretary General explains that after the transition that started in 2011 when Montréal passed on the baton to Seoul and MITI was created along with its Regional Centers (Cairo, IAU, Mashhad and Mexico City), two were the main difficulties encountered: shaping a common program and the lack of resources. It was only during the extraordinary Board of Directors meeting in Bogotá 2016 that it was mandated that capacity-building should be at the heart of our organization and actions under a gender perspective. Along with this entire context, the New Urban Agenda and the Sustainable Development Goals are shaping all of our actions and defining what is happening at the local level Training and capacity building has changed so much in the last 10 years: we need to rethink what we had.

On the other hand, Seoul and the Regional Centers have invested many resources on quality workshops and training sessions but it is clear to all of us that a change is needed. In November 2017 during the Seoul's International Forum, Metropolis held a meeting to review the MITI Charter which frames the role and responsibilities of the MITI Regional Centers and the Secretariat General as well as financial responsibilities of the parties although this debate was initiated in Metropolis World Congress in Montreal.

During this meeting it was agreed that the revision involved the adaptation of Metropolis Capacity Building and MITI to the new Metropolis context.



After Seoul's meeting, Secretary General sent a new proposal of Charter to all Regional Centers open to their comments. Likewise, during our last Regional Secretariats meeting - kindly hosted at the Brussels Region Head Quarters-, the Regional Centers were invited in order to finalize the discussion on the MITI challenges and incorporate the agreed ideas in the revised Charter.

The result is the Charter that today is put to vote, integrates the Association's current priorities, MITI should have a wider remit covering the different types of training and capacity-building activities carried out by Metropolis:

1. Online training/webinars lead and developed by the General Secretariat.
2. Onsite training led and developed by the MITI Headquarters (currently hosted by SHRDC) and Regional Centers (currently: HBCR – Cairo, EAP – Mexico City, ISCO – Mashhad).
3. Ad hoc training at the request of and/or carried out jointly with Metropolis members.
4. Metropolis joining in with programs developed by partners or academic institutions.

Badiaa Bennani, Councilor at the City Council of Rabat and President of the Agdal Riad, intervenes to thank Secretary General for his summary on the training and to show interest in the programs of training in Metropolis.

Decision of the Board of Directors:

- Approval of the Metropolis Global Training Charter 2018-2020.



12. Miscellaneous & intervention of new Metropolis members

12.1 Presentation of the strategy behind the new name and the new corporate image of the Platform PTP

The President gives the floor to Barbara Berninger, Regional Secretary for Europe in Metropolis.

In 2014 the Policy Transfer Platform · PTP was launched by the city of Berlin within the framework of the old Metropolis Initiatives. Ever since, the platform's community is growing: new case studies are being published weekly basis and over 250 subscribers receive bimonthly the newsletter. Its database recently surpassed 500 entries of experts and case studies. Therefore, it was a great moment to further professionalized the platform.

PTP now, becomes USE. The renaming has purposely a double meaning: on the one hand and in the spirit of the association for becoming more result oriented, the command was clear "Use it, Use the platform, Use Metropolis"; on the other hand, it also stands for "Urban Sustainable Exchange".

The rebranding of the platforms aims to:

- Strengthen and activate our community further to gain more community members from different regions and backgrounds
- Diversify our database and gather more case studies from underrepresented regions
- Achieve more active involvement from our partners in order to improve the impact and positioning of the platform
- Increase the visibility of the platform

The platform will also receive a new corporate identity always connected to Metropolis' corporate image.



Thomas Honeck, International Network Policy Coordinator at the Berlin Senate Department for the Environment, Transport and Climate Protection, carries on with the new features of the platform that gives an active approach to it:

1. A new search filter has been created. Searching now by SDGs is possible.
2. A new registering category has been created “community member”
3. Comments and “likes” can be made to case studies.

The next steps are, first of all, informing the partners on this change; then, the platform can be officially launched followed by a communication campaign.

Finally, they invite everyone to update their projects and profiles to the new platform, USE.

NO APPROVAL REQUIRED – FOR INFORMATION ONLY

12.2 Intervention of the representative of the new member Città Metropolitana di Torino, Ms. Anna Merlin.

The President gives the floor to Anna Merlin, Councilor at the Metropolitan City of Turin.

Anna Merlin thanks the President, the Copresidents and the present members of the Board of Directors to approve the candidature of the Metropolitan City of Turin to become member of the association. She briefly introduces the highlights of the evolution of the Metropolitan City of Turin who has expanded in the last two decades notoriously: It currently counts with 316 municipalities, becoming the largest metropolitan city in Europe.



She also highlighted the importance of working in network and stated that local actors are now taking the lead at the international level. She remarked the need to think and act globally, both to manage risk and seize opportunity.

NO APPROVAL REQUIRED – FOR INFORMATION ONLY

12.3 Gauteng Province Declaration

Secretary General asks the present members to read the declaration they have before their eyes and if any queries arose they are welcome to share them. He also explains that he has been asked to read the declaration at the following day during the Closing Ceremony of the Annual meeting but he asks the President to invite the representative of the Copresidency hosted by Montreal, Magda Popeanu, to read the Gauteng Declaration on behalf of Metropolis.

Magda Popeanu states that she will be honored to read the Declaration.

On the other hand, Badiia Bennani, Councilor at the City Council of Rabat and President of the Agdal Riad, takes the opportunity to ask if the Declaration incorporates World Heritage issues as this is a subject of great importance within many metropolitan areas.

Nelson Fernández, representative of Montevideo and Regional Secretary for South America, asks to add a point to the declaration on thanking Gauteng Province for his commitment and great efforts when organizing this Annual Meeting.

Decision of the Board of Directors:

- Approval of the presented text of the Gauteng Declaration*.

**The Declaration can be found at the Metropolis' website at the following address:*

<https://www.metropolis.org/news/2018/Gauteng-Declaration>



12.4 Campaign “Make the Shift”

Last July 2018, in the framework of the High Political Forum that took place in New York, all Copresidents of Metropolis under the lead of the city of Barcelona: Montevideo, Madrid, Montreal and Berlin proposed this international campaign “Make the shift” about the right of housing. This is coordinated by UCLG and the Executive Bureau proposes that Metropolis and all its members join the campaign; as well as from the Secretariat level, to call all of our members to support the campaign.

Decision of the Board of Directors:

- Approval of the Board of Directors to join the international campaign "Make the Shift"*, promoted by the United Nations, dedicated to the phenomenon of gentrification the right to housing and to call all of our members to support this campaign.

**This campaign was presented at the High Level Political Forum of United Nations that took place in July 2018. This campaign is under the lead of the city of Barcelona and the support of UCLG.*

No further points are added.

The President closes the Gauteng Province Board of Directors Meeting and reminds the present members that the next meeting will take place in Montevideo next April 2019. More information will be sent to all members from the Secretariat General in Barcelona.

He thanks all the Board of Directors members.

The Board of Directors meeting is closed.



These are the principal agreements reached at the Metropolis Board of Directors meeting held in the city of Johannesburg (Gauteng Province) on August 28th, 2018. These minutes must be approved at the next Board of Directors meeting.

Signed,

Michael Müller
President of Metropolis
Mayor of Berlin

Octavi de la Varga
Secretary General

Jean Luc Vanraes
Treasurer