Note from the Secretary General

Activities
Action Line 1
Action Line 2
Action Line 3

Progress
Activated members
Membership payment status
Main results
Execution of the Action Plan

Who we are
Africa
Asia-Pacific
Europe
Latin America and the Caribbean
North America
Secretariat General
The second year of implementing the Action Plan 2018-2020 has drawn to a close. We have worked hard in conjunction with our members and collaborators for another year, in order to fulfil our mandate.

The last quarter of 2019 was marked by our Strategic Meeting. The gathering served to highlight and acknowledge the achievements of the Action Plan 2018-2020, as well as to discuss the new global trends and developments to be included in the Metropolis work plan for the Action Plan 2021-2023, and the challenges that lie ahead.

Furthermore, two annual year-end meetings that are key for our community took place: on the one hand, we co-led the World Metropolitan Day campaign on 7 October; and, on the other hand, the Smart City Expo World Congress was held, which served to discuss digitalisation and other priority topics on our members’ agendas. Additionally, Metropolis was an active participant in the UCLG Congress held in Durban.

Here at the Secretariat General, we would like to convey our most sincere thanks to each and every one of our members and partners. Thank you for placing your trust in Metropolis and your continued belief in what the association has to offer.

Octavi de la Varga
Metropolis Secretary General
ACTIVITIES

Action Line 1 (L1)
Conducting urban diplomacy and advocacy on metropolitan issues

Action Line 2 (L2)
Strengthening capacities for metropolitan governance

Action Line 3 (L3)
Developing a strong, consultative and sustainable internal governance culture
Marmara urban forum

Istanbul, 1-3 October

Our Secretary General was invited by the Marmara Municipalities Union to take part in the first Marmara Urban Forum (MARUF).

MARUF gathered 5,440 professionals from cities, national, regional and local governments, private sector, NGOs, universities and other stakeholders that play a crucial role in the design, transformation and governance of cities with the aim of sharing knowledge, experience and of creating new opportunities.

Metropolis Secretary General, intervened in the opening plenary session together with the mayors of the metropolitan areas of the Marmara region. In his intervention he focused on the challenges of metropolitan governance.

He also was one of the speakers at the session “Observing city networks: Global linkages and benchmarking” where he shared the way Metropolis and the services and resources the association is developing in order to provide its membership with tools and knowledge.

2nd Annual Meeting of the Malaga Global Coalition for Municipal Finance

Malaga, 3-4 October

Named “Towards a Financial Ecosystem for Municipalities to Achieve the SDGs”, this edition relied on several debates on the importance of financial mechanisms for local governments (LGs) to implement the Sustainable Development Goals (SDGs). The conference was attended by the Project Officer for the Metropolis Observatory, who was invited by UNCDF.

Related outcomes
L1M1D2

Activated members
Mexico City, Tunis
Ecocity World Summit

Vancouver, 7-9 October

The recent Intergovernmental Panel on Climate Change’s Special Report on global warming has highlighted the urgent need for an unprecedented transition in the way we build and live. In a session called “Climate Action for Sustainable and Resilient Cities”, our senior manager for Institutional relations introduced the work undertaken by Metropolis, how establishing networks of cities can meet the challenges of acceleration and transformation of cities worldwide and why Metropolis, by sharing knowledge, contributes to transformative urban ambition that is essential to create positive social impact and a low-carbon, climate-resilient, safe and equitable world for all. As a network, the metropolises show the path to meet the many challenges of the planet, leaving no one behind. The session panels included the mayor of the City of Lalitpur (Nepal), the Working Group II, Intergovernmental Panel on Climate Change (IPCC), Durban, ICLEI and Ecocity Builders.

Seminar on city networks

Barcelona, 15 October

In collaboration with the Chicago Council on Global Affairs, CIDOB’s Global Cities Programme brought together researchers, local policy makers and representatives from city networks, multilateral organizations and other stakeholders to discuss how to ensure this new era of city networking is effective in achieving its intended goals of scaling urban priorities to global forums.

The purpose of the seminar, which was part of a series launched at CIDOB in July 2018 with the first edition on “Rethinking the Ecosystem of International City Networks: Challenges and Opportunities” and the resulting publication. Its purpose was to provoke new thinking on how these strategic alliances can be organized more effectively and democratically. The central questions that were addressed related to how cities can most effectively navigate the wide array of advocacy-oriented networks and alliances; how the new networks interact with more traditional municipal networks; and what the future role of global coordination and consultation mechanisms, such as the Global Task Force of Local and Regional Governments, may be.

Our Secretary General was invited amongst other representatives of local government networks as UCLG, ICLEI, AL-LAS, C40 and Global Resilient Cities Network.
Our Secretariat General was invited to participate in the preparatory meeting of the International Organizing Committee of the Forum of Cities and Territories of Peace, which will be held in Mexico City in 2021. Metropolis, as well as other city networks, international entities, and CSO, is part of the International Organizing Committee. During this meeting, it was agreed that the Forum would be conceived as a multi-faceted and multi-level meeting place for local leaders, international organizations and networks, NGOs, academia and civil society, aimed at opening dialogue, reflection and the construction of solutions that promote urban environments capable of eliminating expressions of violence.

Related outcomes
L1M1D3
L1M3D4
L1M4D1
L1M7D2
L2M10D2
L2M10D3

**Cities and territories of Peace**

**Mexico city, 31 October**

The 7th edition of Asian Pacific Urban Forum (APUF-7), held in Penang, Malaysia, was co-organized by UN-Habitat, URBANICE Malaysia and UNEscap and brought together over 3000 senior level policy makers, financial development institutions, private sector, bilateral agencies and international organisations. The main theme of the forum was “Future of Asia and Pacific Cities: Transformative Pathways to Achieve the 2030 Agenda for Sustainable Development”, with specific focus on Smart Cities, Urban Finance, Planning and Resilience. Metropolis and the People’s Government of Guangzhou Municipality co-organised a session about innovative approaches to local problems, featuring cases from the cities of Guangzhou, Mezitli, and Malang. The Metropolis Senior Manager for Institutional relations & Asia portfolio was responsible for opening the session.

Related outcomes
L1M1D3
L1M3D4
L1M4D1
L1M7D2
L2M10D2
L2M10D3

**7th Asia Pacific Urban Forum**

**Penang, 15-17 October**

Activated members:
Guangzhou, Penang

**Cities and territories of Peace**

**Mexico city, 31 October**

Activated members:
Barcelona (city), La Paz, Mexico city, San Salvador
UCLG Congress
Durban, 11-15 November

Metropolis members, staff and partners actively participated in this event, which was an opportunity for our association to strengthen connections, to further advance the implementation of the global agendas, and to discuss the new call for Pilot Projects and the next elections for the Metropolis Board of Directors, both scheduled for 2020. For four days, Metropolis members attended different sessions organised or co-organised by Metropolis:

• “Training on Sustainable Mobility” co-organized with UITP. During the session, Seoul Metropolitan Government presented new ways to rethink the evolution of transportation in Seoul.
• “Global State of Metropolis” convened by UN-Habitat, which generated dialogue and shared analysis on the state of metropolises of the world.
• “Public space governance: Challenges and difficulties from an inclusive, diverse and equitable perspective” to reflect on the importance of implementing gender metropolitan initiatives.
• Metropolitan Assembly, which saw the participation of 13 of our members in a dialogue on their metropolitan realities.

Finally, during the World Assembly of Local and Regional Governments, the constituency appointed the following representatives of Metropolis to play a major role:

• Ada Colau, Mayor of Barcelona: Special envoy to the United Nations
• Michael Müller, Mayor of Berlin and President of Metropolis: Vice-President for Metropolis (metropolitan section of UCLG)
• Ilsur Metshin, Mayor of Kazan: Chairperson of the United Nations Advisory Committee for Local Authorities (UNACLA)
• Fernando Medina, Mayor of Lisbon: Special envoy for local development
• Christian di Candia, Mayor of Montevideo: Vice-President for Latin America
• Tri Rismaharini, Mayor of Surabaya: Vice-President for Asia-Pacific

Metropolis, as the metropolitan section of UCLG, counts 22 representatives at the World Council and 8 at the Executive Bureau of UCLG.
Forum of African Metropolises

**Durban**, 13 November

Within the framework of the UCLG Congress, this session, chaired by Mr. David Makhura, Premier of Gauteng Province and co-president of Metropolis, served to release the African Metropolitan Report, the first of the series of the Metropolis Observatory regional reports which are based on the 38 metropolitan indicators launched last June. The event counted on the remarkable participation of 12 Metropolis members from Africa, as well as representatives from regional networks of local governments and experts.

Activated members:

Abidjan, Alexandria, Bamako, Brazzaville, Cairo, Casablanca, Dakar, Durban, Gauteng, Johannesburg, Nouakchott, Victoria

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Smart City Expo 2019

**Barcelona**, 19-21 November

The 9th edition of the Smart City Expo World Congress gave the opportunity to discuss on the challenges that smart cities’ citizens face at the metropolitan scale. Metropolis collaborated with the organization of the event as one of its supporting institutions, and set the discussion in the program about the digitalization of urban spaces at the metropolitan scale. The representation of the major metropolises was made visible in 14 sessions, which featured presentations from 17 of our members. Our Secretary General participated in a dialogue with the former Executive Director of UN-Habitat, Joan Clos, around the governance and challenge of metropolitan spaces.

Activated members:

Athens, Barcelona (city), Barcelona (metropolitan area), Berlin, Brussels, Buenos Aires, Grand Lyon, Johannesburg, La Paz, Lisbon, Madrid, Montevideo, Rabat, Ramallah, Rosario, São Paulo, Seoul

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Related outcomes

| L1M1D3 |
| L1M2D1 |
| L1M3D1 |
| L1M7D2 |
| L2M2D5 |
| L2M3D1 |
| L2M3D3 |

| L1M1D3 |

Related outcomes

L1M1D3
Launch of the 2nd phase of the project “Safety and public space: mapping metropolitan gender policies”

**Durban, 13 November**

The second phase of the Mapping project entitled “Safety and public space: mapping metropolitan gender policies” was launched after a public tendering process. Its main goal is to give continuity and to deepen in metropolitan policies analyses in order to tackle sexual violence against women and girls in public spaces. Furthermore, this second issue intends to supplement the initial analysis on policies and instruments for the sake of systematizing and facilitating the inclusion of this topic on our member’s political agenda.

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3rd Workshop for Thought Leaders

**Guangzhou, 2-6 December**

One of the crucial elements for sustainable urban life is to enable city to contextualise and reshape its various aspects taking into consideration the local conditions and needs. To assist Asia-Pacific cities in this respect, UCLG ASPAC supported Guangzhou City in organising the 3rd Workshop for Thought Leaders, taking theme “Urban Regeneration: The Way to Vibrant City”. Conducted regularly under the framework of Guangzhou Urban Innovation Award, Guangzhou City collaborated for the first time with UCLG ASPAC Standing Committee Women in Local Governments, to focus the discussion on women welfare, family friendly urban planning and urban regeneration, as important aspects of a vibrant city. More than 40 distinguished participants from 25 cities and 19 countries, including representatives of international organisations attended to share their knowledge.
19th Conference of IOPD

Mexico City, 7-10 December

The 19th Conference of the International Observatory on Participatory Democracy IOPD was held in Iztapalapa. It is one of the most important conferences on participatory democracy, whose goal is to reflect on the concept of democracy, the exercise of rights of the citizens, and the implementation of policies and initiatives motivated by different governmental and organized civil society actors, for the construction of more human, fair, and supportive societies. The meeting was organized under the premise of promoting cooperation frameworks between governments and international organizations, in the face of the challenges in the exercise of rights of the citizens of our metropolises. Within this framework, on Sunday 8 December, the Project Officer for Metropolis Women & Focal Point for Europe participated as a speaker in the session “Co-creating public policies for women’s rights: violence, public space and equality” together with a representative of the Government of Mexico City.

Activated members:
Barcelona (city), Brussels, Córdoba, Guadalajara, La Paz, Lisbon, Medellín, Mexico city, Montevideo, Montréal, New Taipei, Puebla
Metropolis in the media

**OCTOBER**

- Notizie Piemonte
  - World Metropolitan Day
- AMB Abroad
  - CLEARING HOUSE
- AMB Abroad
  - MetroAirports
- AMB Abroad
  - World Metropolitan Day

**UCLG**

- Gender Keys

**Urban Gateway**

- Course on Metropolitan Governance (tender)
- Tactical Urbanism

**World Urban Campaign**

- MetroAirports

**DECEMBER**

- The Barefoot Facilitator
  - Metropolis strategic meeting
- Guangzhou Daily
  - Thought leaders forum
- UCLG
  - African Metropolitan Report
- AMB Abroad
  - UCLG World Congress

**NOVEMBER**

- AMB Abroad
  - World Metropolitan Day
- IERMB
  - Metropolitan indicators

- Metropolitan indicators
- AMB Abroad
  - World Metropolitan Day
- UCLG
  - Gender Keys
- Urban Gateway
  - Course on Metropolitan Governance (tender)
- Urban Gateway
  - Tactical Urbanism
- World Urban Campaign
  - MetroAirports

- Guangzhou Municipality
  - Thought leaders forum
- UCLG ASPAC
  - Thought leaders forum
Metropolis members and other local governments, as well as academic organizations around the globe, celebrated World Metropolitan Day, a campaign promoted by Metropolis and CIPPEC. In each metropolis hosting a World Metropolitan Day event, representatives of different levels of government and a variety of stakeholders that operate in the same metropolitan area got together to discuss the pressing issues that they face together as part of a metropolitan community.

**Cities and Metropolitan Airport Areas**

**Brussels, 3 October**

This seminar was organised by joint efforts of Metropolis, Airport Regions Conference, Area Metropolitana de Barcelona, and Institut Paris Region and Atlanta Regional Commission. It was based on the results obtained from the Metropolis Pilot Project "METROAirports; Socioeconomic impact and uses of new-generation airports", the event consisted of a discussion through the experience from the Barcelona Metropolitan Area, Atlanta, Île-de-France and the Airport Regions Conference.

**Related outcomes**

- L2M1D1
- L2M8D1

**Activated members**

Barcelona (metropolitan area)

**World Metroplis Day 2019**

**Worldwide, 7 October**

Metropolis members and other local governments, as well as academic organizations around the globe, celebrated World Metropolitan Day, a campaign promoted by Metropolis and CIPPEC. In each metropolis hosting a World Metropolitan Day event, representatives of different levels of government and a variety of stakeholders that operate in the same metropolitan area got together to discuss the pressing issues that they face together as part of a metropolitan community.

**Activated members**

Barcelona (metropolitan area), Córdoba, Gaziantep, Greater Paris, San Salvador

**Related outcomes**

- L2M10D2
UN-Habitat’s Global State of Metropolis 2020 – Experts Group Meeting

Medellín, 17-18 October

Experts from different levels of government, academic institutions, think tanks and international organizations that work at the metropolitan scale met at the headquarters of AMVA, the Metropolitan Area of Valle Aburra, to provide inputs to the report “Global State of Metropolis”, which will be launched by UN-Habitat next year. Titled the first “Global Experts Meeting”, the encounter was convened by UN-Habitat’s Regional and Metropolitan Planning unit and counted on the representation of various metropolitan areas analysed through the Metropolis Observatory. The Focal Point for Latin America attended the meeting by invitation of AMVA and UN-Habitat.

City Managers Days 2019

Barcelona, 26-27 November

Managers and directors of data and digitalization areas of local and metropolitan governments from around the globe met in Barcelona to debate on the fast digitalization process of metropolitan spaces within the framework of the 4th edition of City Managers Days organized by Metropolis with the support of Metropolitan Area of Barcelona (AMB). Among the different perspectives debated, city managers and invited experts agreed that metropolitan areas should address at present the challenges that the digital revolution poses and explore the role of information in urban environments. The meeting was followed by a side-event in the framework of the Smart City Expo World Congress on the “Digitalization of Metropolitan Spaces”, which also served as the occasion to present the 8th issue paper of the Metropolis Observatory collection: “The digital transformation of metropolises”. The activities started with a meeting of the city managers organized by the City of Barcelona to discuss about equal opportunities, the 2030 Agenda and the green economy. This meeting counted with representatives from five members and from Bologna and Dallas.

Related outcomes

L2M6D1
L2M7D1

Related outcomes

L2M4D1

Activated members

Bamako, Barcelona (metropolitan area), Cairo, San Salvador, Valle de Aburra

Activated members

Athens, Barcelona (city), Barcelona (metropolitan area), Brussels, La Paz, Lisbon, Quito, Ramallah, São Paulo
Webinar: Why does inequality matter?

4 December

Under the theme "Why does inequality matter?" Metropolis and the Catalonia-Europe Foundation organized the third webinar of the cycle "Fight Inequality".

ICREA researcher and professor at Pompeu Fabra University, Paula Casal, was the invited speaker to discuss different reasons to care about inequality.

About 50 people registered for this webinar, including 17 representatives from seven members.

Related outcomes
L2M5D1
L2M5D2

Activated members
Barcelona (metropolitan area), Bogota, Córdoba, Johannesburg, Karaj, La Paz, Shiraz

Training: Governance for Sustainable Urban Development

Seoul, 8-14 December

Seoul Human Resource Development Center (SHRDC) held the Governance Training Program for Sustainable Urban Development. In total, 19 participants from various cities around the world joined the program in order to address the challenges of growing urbanization and to share their city policies.

Related outcomes
L2M5D1
L2M5D2

Activated members
Accra, Chengdu, Jakarta, Mashhad, Medellín, Seoul

Strategies for the internationalisation of metropolises

Barcelona, 19 December

The event, co-organized by Metropolis and CIDOB – Global Cities Programme, and hosted by CIDOB Barcelona, consisted of an initial presentation of the Issue Paper 09 “Internationalisation of metropolitan spaces” and a following round-table discussion. During this second moment, representatives from Barcelona city and metropolitan governments, Gavà and Anteverti consulting firm discussed their work experience and the challenges of internationalisation of urban areas.

Related outcomes
L2M3D1
L2M3D3

Activated members
Barcelona (city), Barcelona (metropolitan area), Montevideo
Re-city: social inequalities

Within the framework of the major global challenges and with the aim of contributing proposals for change and transformation, an agreement has been established between Fundació Catalunya Europa (FCE), through its Re-City platform, and Metropolis.

Thus, the publication of a report on social inequalities present in 30 of Metropolis’ members was agreed upon. The battery of indicators, set by the Re-City platform, will help complete the data on the on our metropolitan indicators website: indicators.metropolis.org

Learning Hub: Chengdu

Metropolis and the Chengdu Foreign Affairs Office signed an agreement to make Chengdu the first member to host a Metropolis Learning Hub, which is a centre that offers specialized and quality training with prestigious partners at regional and/or international level. Under a three-year partnership agreement, it is based on a mutual interest of collaboration and with the purpose of exploring and advancing on a shared priority theme. Metropolis and Chengdu will collaborate on the design, promotion and implementation of a regional and/or international training curricula addressed to our members as well as research works.

Activated members

Addis Ababa, Amman, Athens, Atlanta, Bangkok, Barcelona (city), Barcelona (metropolitan area), Berlin, Bogota, Bucharest, Buenos Aires, Cairo, Dakar, Grand Lyon, Istanbul, Jakarta, Johannesburg, Lisbon, Mexico city, Montevideo, Montréal, New Delhi-NIUA, Quito, Rabat, Rio de Janeiro, Santiago de Chile, Seoul, Shanghai, Tehran, Torino, Tunis
Strategic Meeting 2019

Barcelona, 26-27 November

The two-day meeting brought together a group of 39 people. Representatives of 12 Metropolis members, all the staff of the Secretariat General and experts and partners reflected on the achievements from the 2018-2020 Action Plan and discussed on new global trends and developments to be included in the next Action Plan for the period 2021-2023.

Activated members
Barcelona (city), Barcelona (metropolitan area), Brussels, Dakar, Gauteng, Guangzhou, Istanbul, Mashhad, Mexico city, Montevideo, Montréal, Seoul

Related outcomes
L3M7D1
L3M7D2
L3M7D3
L3M7D4
2020 internal planning days and new project management system

Barcelona, 28–29 November

The Secretariat General team met during two days in Barcelona to plan the work of the next year in line with the Action Plan 2018-2020.

This meeting also allowed to present to the team a new system for knowledge management and internal project management for the Metropolis Secretariat General. The objectives of this new tool are several:

• To manage internal projects: from their initiation to their evaluation and final reporting.
• To centralize information and have an overview of the work performed by the Secretariat General.
• To ensure the consistency of the work performed with regard to the assigned mandate (Action Plan 2018-2020).
• To establish a knowledge management workflow, from source to target.

Decentralised cooperation: MGET project

Within the framework of the "Local Authorities: Partnerships for sustainable cities" program of the European Commission, Metropolis will be leading the MGET project – which stands for Metropolitan Governance of the Energy Transition – in cooperation with our members Dakar, Madrid and the Metropolitan Area of Barcelona. Developed on the framework and experiences of the MEGA pilot project, the MGET project aims to complement, from a metropolitan perspective, the governance of the energy transition initiated by the City of Dakar. With a budget of 2.500.000,00€, it is focused on strengthening capacities and knowledge in the metropolitan territory of Dakar, as well as promoting dialogue between different sectors (civil society, private sector, universities, etc.) acting on the thematic.
MEMBERSHIP ACTIVATION

Bilateral meetings

**OCTOBER**

- **Istanbul**
  - Members: Istanbul

- **Barcelona**
  - Members: Seoul

- **Guangzhou**
  - Members: CPAFFC, Guangzhou

**NOVEMBER**

- **Durban**
  - Members: Chengdu, Dakar, Fuzhou, Gauteng, Guangzhou, Madrid, Mashhad, Nanjing, Seoul, Tehran
  - Potential members: Vancouver

**DECEMBER**

- **Guangzhou**
  - Members: Guangzhou

- **Barcelona**
  - Members: Barcelona (city), Barcelona (metropolitan area), Brussels, Dakar, Gauteng, Guangzhou, Istanbul, Mashhad, Mexico City, Montevideo, Montréal, Seoul
Activated members

Abidjan	Cairo	Lisbon	Santiago de Chile
Accra	Casablanca	Madrid	São Paulo
Addis Ababa	Chengdu	Mashhad	Seoul
Alexandria	Córdoba	Medellín	Shanghai
Amman	Dakar	Mexico city	Shiraz
Athens	Durban	Montevideo	Surabaya
Atlanta	Gauteng	Montréal	Tehran
Bamako	Gaziantep	New Taipei	Tunis
Bangkok	Grand Lyon	New Delhi-NIUA	Valle de Aburra
Barcelona (city)	Greater Paris	Nouakchott	Victoria
Barcelona (metropolitan area)	Guadalajara	Porto Alegre
Berlin	Guangzhou	Puebla
Bogota	Istanbul	Quito
Brazzaville	Jakarta	Rabat
Brussels	Johannesburg	Ramallah
Bucharest	Karaj	Rio de Janeiro
Buenos Aires	Kazan	Rosario

Membership payment status

From 1 January to 31 December:

491,447,81 € collected in membership fees
paid by 83 out of our 138 members

Main results

From 1 January to 31 December:

1,750+ people engaged in Metropolis events
260 experts with whom we have collaborated
## Execution of the Action Plan

<table>
<thead>
<tr>
<th>Measures</th>
<th>Outcomes and deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>L1M1</strong> That global political events, themes, and issues have been closely followed, and responses have been assessed and prioritized for taking up through focused urban diplomacy.</td>
<td><strong>L1M1D1</strong> Calendar of international events <strong>L1M1D3</strong> Political or technical presence at relevant international events</td>
</tr>
<tr>
<td><strong>L1M2</strong> That a common political discourse on key metropolitan topics and a common set of principles have been regularly debated, agreed upon, and communicated widely.</td>
<td><strong>L1M2D1</strong> Metropolis position papers on key issues related to metropolitan governance</td>
</tr>
<tr>
<td><strong>L1M3</strong> That Metropolis both influences the global agenda championing metropolitan governance with a gender perspective and incorporates the main ideas of the gender global agenda in its political agenda.</td>
<td><strong>L1M3D1</strong> All Metropolis position papers and outcomes on key issues related to metropolitan governance include a gender approach. <strong>L1M3D4</strong> Liaison with other partners to force debates about the inclusion of gender vision into local policies</td>
</tr>
<tr>
<td><strong>L1M4</strong> That a youth-sensitive perspective is taken in entering into Metropolis debates and outcomes on metropolitan governance and governance from a metropolitan approach.</td>
<td><strong>L1M4D1</strong> Liaison with partners and potential partners aiming to advocate for the inclusion of youth perspective in urban policies</td>
</tr>
<tr>
<td><strong>L1M7</strong> That Metropolis contributes actively to UCLG and the Global Taskforce, whilst being treated as key partners.</td>
<td><strong>L1M7D2</strong> Political / Technical presence at UCLG and GTF events</td>
</tr>
<tr>
<td><strong>L1M8</strong> That relations are systematically forged with specialized media to disseminate Metropolis knowledge and positioning.</td>
<td><strong>L1M8D1</strong> Institutional promotion kit taking into account regional specificities and targets</td>
</tr>
</tbody>
</table>

To check the complete Metropolis Action Plan for the 2018-2020 period, with all measures, outcomes and deliverables, please visit our [website](http://www.metropolis.org).
## Execution of the Action Plan

<table>
<thead>
<tr>
<th>L2 Measures</th>
<th>Outcomes and deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>L2M2</strong> That the outcomes of all Metropolis projects and initiatives are actively considered as a whole through a process choreographed by the Metropolis Secretariat General to ensure the transferability and dissemination of those</td>
<td><strong>L2M2D5</strong> Establishment of reference frameworks which are helpful for members in governing and managing metropolises</td>
</tr>
</tbody>
</table>
| **L2M3** That the Metropolis Observatory and the Policy Transfer Platform are placed at the centre of the association as key means to learn and share models and specific experiences, as well as tools about engaged metropolitan governance. | **L2M3D1** At least one issue paper on key themes related to metropolitan and/or urban governance  
**L2M3D3** One annual event of the Metropolis Observatory  
**L2M3D4** Metropolis Observatory website |
| **L2M4** That the City Managers Community is developed as an interactive platform that encourages debate and allows practitioners to easily connect with each other. | **L2M4D1** Annual events of city managers in collaboration with key partners  
**L2M4D3** Dissemination of the recommendations and outcomes |
| **L2M5** That a full gender-sensitive and effective plan on learning and capacity building (including Metropolis International Training Institute) is created, framed by the Metropolis vision and using Metropolis tools. | **L2M5D1** Annual gender-sensitive and effective plan on learning and capacity building  
**L2M5D2** Calendar of events and training program |
| **L2M6** That an agreed set of metropolitan governance tools are made available to city members, and support is actively given for their use in monitoring and assessing quality of life in those cities. | **L2M6D1** Metropolis Observatory and Policy Transfer Platform as a metropolitan governance toolkit |
| **L2M7** That partnerships are set up with thematic networks, key research centres and academics, and that these relationships are active and engaged, contributing to systematizing existing Metropolis knowledge, and creating new | **L2M7D1** Annual strategic partnership plans (2018-2019-2020)  
**L2M7D2** Calendar of events and training program |
| **L2M8** That collaborative forums are developed and supported as the way of bringing together mayors, urban practitioners, research centres and academics. | **L2M8D1** Political and technical gatherings addressing key issues for our members, particularly annual meetings and triennial congresses |
## Execution of the Action Plan

<table>
<thead>
<tr>
<th>L2M9</th>
<th>L2M9D1</th>
</tr>
</thead>
<tbody>
<tr>
<td>That central knowledge spaces are created and fostered concerning gender-sensitive policies.</td>
<td>Gender-sensitive technical and academic events within the framework of annual events</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L2M10</th>
<th>L2M10D2</th>
</tr>
</thead>
<tbody>
<tr>
<td>That a youth perspective on the metropolitan governance is actively encouraged and integrated into Metropolis thinking and practice.</td>
<td>Dissemination of knowledge and experiences of member cities through Metropolis media channels</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>L2M11</th>
<th>L2M10D3</th>
</tr>
</thead>
<tbody>
<tr>
<td>That an engagement with the Metropolis Urban Innovation Community, building on the Guangzhou Urban Innovation Award and Institute initiatives, is maintained.</td>
<td>Actions to share knowledge and experiences among members and partners</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L2M11D1</th>
<th>L2M11D2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic plan between Guangzhou and the SG relations regarding the Urban Innovation Community project</td>
<td>Annual financial contribution from Guangzhou to the Secretariat General in the framework of Metropolis Urban Innovation Community agreement</td>
</tr>
</tbody>
</table>

## Measures

<table>
<thead>
<tr>
<th>L3M3</th>
<th>L3M3D3</th>
</tr>
</thead>
<tbody>
<tr>
<td>That a strategy is developed to improve relationships among Metropolis key actors.</td>
<td>Communication kit highlighting the benefits of belonging to the association</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L3M5</th>
<th>L3M5D1</th>
</tr>
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<tbody>
<tr>
<td>That a fundraising strategy is laid out and effectively implemented.</td>
<td>Fundraising strategy</td>
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</table>

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<thead>
<tr>
<th>L3M7</th>
<th>L3M7D1</th>
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<tbody>
<tr>
<td>That the re-organization of the Secretariat General in Barcelona is effected aligned with the strategic objectives of the Association.</td>
<td>Metropolis Secretariat General organization chart</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>L3M7D2</th>
<th>L3M7D3</th>
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<tbody>
<tr>
<td>Clear job description for each position at the Secretariat General</td>
<td>Internal organisation based on a project management approach</td>
</tr>
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<tr>
<th>L3M7D4</th>
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<tr>
<td>Development of follow-up mechanisms to implement the 2018-2020 Metropolis Action Plan</td>
</tr>
</tbody>
</table>
WHO WE ARE
AFRICA

Focal Points

REGIONAL SECRETARIAT
Rahmatouca Sow Dieye, Dakar

SECRETARIAT GENERAL
Hélène Jourdan

Members of the Board of Directors

CO-PRESIDENCIES
David Makhura, Premier of Gauteng Province

REGIONAL VICE-PRESIDENCIES
Robert Beugre Mambe, Governor of Abidjan

MEMBERS
Mostafa Madbouly, Representative of the Ministry of Housing of Egypt (Cairo)
Abdelaziz El Omari, Mayor of Casablanca
El Wardini Soham, Mayor of Dakar
Fatimetou Abdel Malick, President of Nouakchott Region
Mohamed Sadiki, Mayor of Rabat
Focal Points

REGIONAL SECRETARY
Liu Baochun
Guangzhou

SECRETARIAT GENERAL
Agnès Bickart

Members of the Board of Directors

CO-PRESIDENCIES
Wen Guohui, Mayor of Guangzhou

REGIONAL VICE-PRESIDENCIES
Mohammad Reza Kalaei, Mayor of Mashhad
Park Won-soon, Mayor of Seoul

MEMBERS
Luo Qiang, Mayor of Chengdu
Xu Liyi, Mayor of Hangzhou
Dr Bonthu Rammohan, Mayor of Greater Hyderabad
Pirooz Hanachi, Mayor of Tehran
Xianwang Zhou, Mayor of Wuhan

HONORARY MEMBER: CPAFFC
ATHENS
BARCELONA (CITY)
BARCELONA (METROPOLITAN AREA)
BERLIN
BRUSSELS
BUCHAREST
GRAND LYON
GRAND PARIS
GREATER MANCHESTER
KAZAN
LISBON
MADRID
MOSCOW
SARAJEVO
SOFIA
TURIN
ZAGREB

Focal Points

REGIONAL SECRETARIAT
Barbara Berninger
Berlin

SECRETARIAT GENERAL
Lia Brum

Members of the Board of Directors

PRESIDENCY
Michael Müller, Mayor of Berlin

CO-PRESIDENCIES
Ada Colau, Mayor of Barcelona & President of the Metropolitan Area of Barcelona

TREASURY
Jean-Luc Vanraes, Vice-president of the Steering Committee of the Brussels Regional Investment Society

MEMBERS
Laura Pérez Castaño, City councilor responsible for Feminisms and LGTBI of Barcelona/ President of Metropolis Women
José Luis Martinez-Almeida, Mayor of Madrid
**Focal Points**

**REGIONAL SECRETARY**
Nelson Fernández
Montevideo

**SECRETARIAT GENERAL**
Lia Brum

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**Members of the Board of Directors**

**CO-PRESIDENCIES**
Christian Di Candia, Mayor of Montevideo

**REGIONAL VICE-PRESIDENCY**
Miguel Ángel Garrido Agüero, Regional Councillor of Santiago de Chile Metropolitan Region

**MEMBERS**
Horacio Rodríguez Larreta, Head of the Government of the Autonomous City of Buenos Aires
Gustavo Paim, Vice Mayor of Porto Alegre
NORTH AMERICA

ATLANTA
GUADALAJARA
MEXICO CITY
MONTERREY

MONTRÉAL
PUEBLA
TORONTO
TIJUANA

Focal Points

REGIONAL SECRETARY
Mariana Flores
Mexico City

SECRETARIAT GENERAL
Teresa Oliver

Members of the Board of Directors

CO-PRESIDENCIES
Valérie Plante, Mayor of Montréal

MEMBERS
Claudia Sheinbaum, Head of Government of Mexico City
Arturo González Cruz, Municipal President of Tijuana
metropolis
world association of the major metropolises

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#metrogovernance