

# **METROPOLIS** **PROGRESS REPORT**

October – December

**2020**

# INDEX

---

page 3

## **Note from the Secretary General**

---

page 4

## **Activities**

Action Line 1

Action Line 2

Action Line 3

---

page 24

## **Progress**

Activated members

Membership payment status

Main results

Execution of the Action Plan

---

page 30

## **Who we are**

Africa

Asia-Pacific

Europe

Latin America and the Caribbean

North America

Secretariat General

# NOTE FROM THE SECRETARY GENERAL

---

This quarter marks the end of a challenging year for both the world and our Association due to COVID-19. However, we tapped the expertise developed over previous months to successfully meet this new reality.

The 13<sup>th</sup> Metropolis World Congress was held in November, setting a new cycle in motion. The 2021-2023 Strategic Action Plan explaining the Association's efforts and responsibilities for the next three years was adopted at the congress. Its key mission is to encourage active listening. In other words, we are convinced that enhancing constant communication with our members and connecting them with experts can contribute to solving common problems and strengthening local and regional governance.

The Congress also saw the election of the President for the 2021-2023 term. For the first time in our history, a rotating split-presidency was approved, led in the first term by Wen Guohui and in the second by Claudia López. We have confidence in the leadership of both and believe in their ability to provide the guidance our metropolitan spaces and citizens need during this uncertain time.

We also celebrated our annual milestone: World Metropolitan Day. This year's event revolved around metropolitan challenges, exacerbated by the global health crisis. The celebrations were well attended by members, institutions and other stakeholders.

On behalf of the Secretariat General, I thank our members for their continued efforts to improve the performance of our metropolises, despite the unusual circumstances. I look forward to the new year and new mandate bringing us rewarding experiences.



**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

## World Metropolitan Day 2020

28 September - 29 October



Related outcomes

[L1M8D2](#)  
[L2M8D1](#)

To mark the anniversary of the Montréal Declaration on Metropolitan Areas (2015), on 7 October, we commemorated World Metropolitan Day (WMD). This year's edition provided the opportunity to discuss the challenges and opportunities that metropolises' governments have in addressing the COVID-19 crisis and responding to the global agendas. A total of 17 events were organised, in which 32 members took part. Each participant focused on one or more Sustainable Development Goals, placing them in the context of the current situation.

The World Metropolitan Day 2020 campaign was organised in the framework of the UN-Habitat's Urban October, which consists of a series of activities, events, and discussions held during the month of October to emphasize the world's urban challenges and engage the international community towards the New Urban Agenda. During the first two weeks of Urban October,

World Metropolitan Day was at the center of attention and generated a lot of interaction on Twitter. During this period, #WorldMetropolitanDay2020 was the third most used hashtag in the framework of Urban October and Metropolis was one of the most influential accounts within #urbanoctober among the 2,000 accounts that participated. #WorldMetropolitanDay2020 had 1164 retweets from 868 accounts.

Activated members

[Abidjan](#), [Addis Ababa](#),  
[Antananarivo](#), [Bamako](#), [Bangui](#),  
[Barcelona \(city\)](#), [Barcelona \(metropolitan area\)](#), [Belo Horizonte](#), [Bogotá](#), [Brazzaville](#),  
[Brussels](#), [Buenos Aires](#), [Córdoba](#),  
[Douala](#), [Guadalajara](#), [Guangzhou](#),  
[Harare](#), [Jakarta](#), [Johannesburg](#),  
[Madrid](#), [Mashhad](#), [Mexico City](#),  
[Montréal](#), [Niamey](#), [Quito](#), [Rabat](#),  
[Rosario](#), [San Salvador](#), [Tehran](#),  
[Tunis](#), [Valle de Aburrá](#), [Victoria](#)

## Heading to the World Forum on Cities and Territories of Peace

05 – 07 October

Related outcomes

[L1M1D1](#)  
[L1M1D3](#)  
[L1M3D1](#)  
[L1M3D4](#)  
[L1M6D1](#)  
[L2M7D1](#)

The World Forum on Urban Violence started in Madrid in 2017 and changed its name to World Forum on Cities and Territories of Peace after two editions.

In the framework of the World Forum on Cities and Territories of Peace hosted by Mexico City, the event “Towards the Forum” took place from 5 to 7 October 2020. The discussions and presentations were held online on a live-streaming platform on the 3<sup>rd</sup> World Forum on Cities and Territories for Peace website.

Metropolis Secretary General took part in the plenary session “Right to the City and Peace”, answering the following question: “How can we foster a model of metropolitan governance that ensures our right to the city and promotes peace?”

Activated members

[Barcelona \(metropolitan area\)](#), [Belo Horizonte](#), [Bogotá](#), [La Paz](#), [Madrid](#), [Mexico City](#), [Montréal](#), [San Salvador](#)

## Africa Brand Summit

07 – 08 October



Related outcomes

[L1M8D2](#)

This year’s Africa Brand Summit focused on the important role of cities and regions in Africa’s urban development during the COVID-19 pandemic.

Our Secretary General was invited to the Summit to hold a discussion on the

new role of cities in global development. He described metropolitan spaces as engines for innovation, opportunities and rights, but also as places of inequality. Therefore, the need for local leaders to build sustainable, healthy and accountable cities was highlighted.

## COVID-19 and Gender Inequality: A Crisis of Public Care System and Women's Labor in the time of COVID-19

20 October

Related outcomes

L1M3D2

L1M3D4

Seoul Foundation of Women and Family organised an international web conference, in collaboration with Metropolis, aimed at addressing universal gender issues related to paid and unpaid work, sharing the situation in each city, and discussing how to face COVID-19 and prepare for a post-COVID-19 world at the municipal and international levels. In particular, this conference emphasized the important role of cities as key actors in solving gender inequality during the pandemic.

Laura Pérez Castaño, President of Metropolis Women and Deputy Mayor of Barcelona City Council, enriched the conversation by highlighting the need to address the health crisis through feminism. She explained that COVID-19 has contributed to the feminisation of poverty, as it has notably deteriorated the work and financial situation of women in Spain, and pointed out the importance of women in health care during lockdown. Finally, she presented the council's intentions to reinforce its policies in order to tackle precariousness and promote female occupations.

## Cities Are Listening: "Local governments' international joint response to a global crisis"

03 November

Related outcomes

L1M7D2

Together with the AL-LAs and UCLG, we invited representatives from different city networks to reflect on our role as platforms for the transformation of cities. Attendees had the opportunity to discuss the impact of COVID-19 on city networks and reflect on potential visions for the future.

Firstly, the participants addressed the need to rethink and redesign city networks in the wake of COVID-19. The second part of the debate was devoted to identifying synergies as well as future challenges and opportunities. Finally, the role of city networks in international governance systems was discussed.



The session was organised in the framework of the #CitiesAreListening Experiences, an initiative run by Metropolis, UCLG and UN-Habitat, which provides a space for collaboration, and a place to find responses to current urban and social issues.

## Promotional resource: The Gender Mainstreaming Strategy

13 November

Related outcomes

[L1M2D1](#)  
[L1M3D1](#)  
[L1M8D2](#)

We created a promotional flyer about the Association's Gender Mainstreaming Strategy, with a concise, visual and descriptive explanation of its main objectives, linked projects, and impacts on the members' political agenda and on the association itself.



## Cities Are Listening: “Towards a future without Mandatory Detentions” and “Children on the Move”

17 & 30 November

UCLG, UN-Habitat and Metropolis promoted two new events in the framework of Cities Are Listening. From 17 to 19 November, “Towards a future without mandatory detention”, an event organised in collaboration with Open Society Foundation, featured 12 frontline activists who discussed the rise of this issue. This collective reflection intended to rethink current approaches that have proved inefficient, leading local, national and international governments to talk about the need of a community-led vision that focuses on people, care, and social justice.

November ended with another #CitiesAreListening webinar: “Children on the Move”. Focusing on the topic of young urban migrants, the session was attended by representatives from all the organising institutions: Metropolis, UCLG, UN-Habitat, UNICEF and MC2CM. Overall, the discussion pointed out the need to tackle different intersections of vulnerability.

Related outcomes

[L1M7D2](#)

## Venice City Solutions 2030

26 – 27 November

Venice City Solutions 2030, co-organised by UCLG, its Italian section AICCRE, UNDP, UN-Habitat, and UN SDG Action Campaign, aimed at moving forward with the local implementation of the SDGs. This 2020, the event shed light on how the 2030 Agenda can be a long-term planning instrument for cities and how the SDGs play a key role in assessing, analysing and creating a future vision for territories.

importance of data to achieve the SDGs; La Paz presented its 2040 plan, which includes guidelines on how to manage the crisis at local level; Xi'an highlighted the importance of international platforms and new partnerships; Buenos Aires presented its platform for citizen participation; lastly, Madrid emphasized the great value of the Madrid forest project at metropolitan level.

Related outcomes

[L1M2D2](#)  
[L1M7D2](#)

Activated members

[Amman](#), [Buenos Aires](#), [La Paz](#), [Madrid](#), [Xi'an](#)

On the second day of the event, 5 of our members shared how SDGs are being implemented at local level in their territories. Amman insisted on the



## MetroTalks

19 November & 10 December

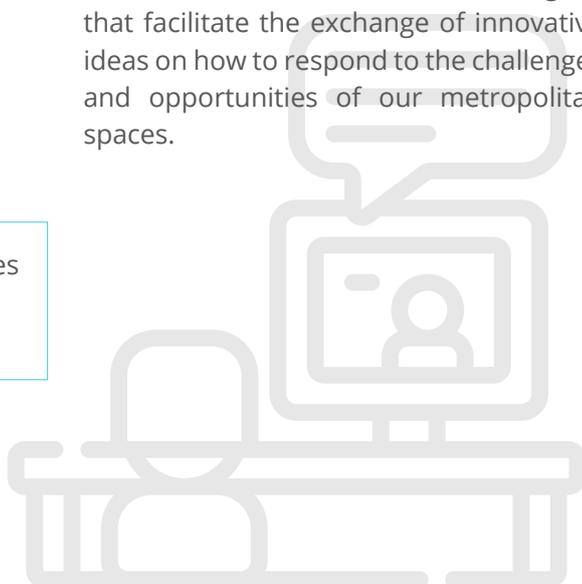
MetroTalks is a series of video-dialogues that facilitate the exchange of innovative ideas on how to respond to the challenges and opportunities of our metropolitan spaces.

On 19 November, we released our first episode called "Rethinking Public Spaces". Our Secretary General; Helle Sørholt, CEO and founding partner of Gehl; and Samuel Kling, Public Fellow at the Chicago Council on Global Affairs, discuss how to make public spaces more convivial, accessible and functional.

On 10 December, we released the second episode, "Developing Sustainable Metropolitan Mobility", where our Secretary General; Mohamed Mezghani, UITP Secretary General; and Hanne Norli, Market Director at the Norwegian Railway Directorate, discuss the future of urban mobility.

Related outcomes

[L1M1D1](#)  
[L1M2D1](#)



## 25<sup>th</sup> edition of the Mercociudades Summit

02 – 04 December

Related outcomes

[L1M1D1](#)  
[L1M1D3](#)

Our Secretary General participated as a speaker in the session “Acción local y global, estrategias de cooperación de las redes de ciudades” together with representatives of ICLEI, AL-LAs, Resilient Cities Network and the Brazilian Agency of municipalities. This event was launched in the framework of the 25<sup>th</sup> Mercociudades Summit, and organised by Tandil, a city in the Province of Buenos Aires. The need to deliver measurable results was one of the contemporary challenges of networks highlighted during the meeting.



## Our collaboration with Cities Alliance

Related outcomes

[L1M3D4](#)

In this quarter, Cities Alliance and Metropolis joined their efforts once again to improve urban spaces. On the International Day for the Elimination of Violence against Women, Cities Alliance, Metropolis and UCLG organised a joint campaign to address gender-based violence and the importance of building safe metropolitan areas. In accordance with the agreement we have with Cities Alliance to collaborate in the improvement of the lives of urban populations by promoting urban development, we transferred our annual contribution: 10,000€.

## Cities Are Listening: high-level conversation and lessons learnt from COVID-19

08 & 14 December

On 8 December, we organized a new #CitiesAreListening session, together with UCLG and CIB. “High-level conversation on Development Cooperation during and after the COVID-19 pandemic” served to discuss the impact of COVID-19 on development cooperation as well as the importance of local and regional cooperation to face today’s challenges. This dialogue with representatives from national governments and donor organisations was extremely important to ensure that funding reaches the communities that need it the most, so that we develop more resilient societies

On 14 December, the #CitiesAreListening webinar “Lessons learnt for local democracy” co-organized with UCLG and UN-Habitat took place, where representatives from local governments, city networks and academia shared their ideas about the role of COVID-19 in reshaping local democracy. The speakers’ different backgrounds meant they were able to share some of the issues and opportunities resulting from the pandemic.



Related outcomes

[L1M7D2](#)

## Metropolis in the media

### OCTOBER

- UN Habitat**  
World Metropolitan Day
- Cities Alliance**  
World Metropolitan Day
- AMB**
- UCLG Africa**  
World Metropolitan Day
- Urban policy platform**  
World Metropolitan Day
- USE**  
World Metropolitan Day
- El Pais**  
World Metropolitan Day
- UN Habitat**  
World Metropolitan Day
- Ciudad Buenos Aires**  
World Metropolitan Day
- ISOCARP**  
World Metropolitan Day
- USE**  
World Metropolitan Day

- UNDP**  
World Metropolitan Day
- Smart Cities World**  
Interview to Michael Müller
- Sostenibles.org**  
World Metropolitan Day
- UCLG**  
UN 75

### NOVEMBER

- Bloomberg**  
Cities for Global Health
- El Pais**  
Campaign on Violence against women
- Bruzz**  
Metropolis Congress
- Infobae**  
Metropolis Congress

### DECEMBER

- We Love Brussels**  
Metropolis Congress
- Impulso negocios**  
Metropolis Congress
- Conexión Capital**  
Metropolis Congress
- El Tiempo**  
Metropolis Congress
- El Litoral**  
Metropolis Congress
- Chicago Council on Global Affairs**  
MetroTalk
- Cities Alliance**  
Campaign on Violence against women
- Instituto Brasileiro de Administración municipal**  
Pilot projects
- The Brussels Globe**  
Metropolis Congress



### Pilot project launch: “Participatory Democracy”

05 – 06 October

Related outcomes

L2M1D2

Activated members

Barcelona (city), Córdoba, Madrid, Montréal

In the framework of World Metropolitan Day 2020, the city of Córdoba, with the cities of Barcelona, Madrid and Montréal as partners, launched the pilot project “Participatory Democracy”. This project aims to promote the exchange of successful experiences for participatory democracy, with a special focus on Participatory Budgeting, and generate knowledge that allows its strengthening in the metropolises.

The launch was open to everyone through Zoom, and it was held in Spanish with

French and English interpreters. More than a 100 participants attended the session. After an introductory speech on “Citizenship and Participation in Public Affairs facing COVID-19: challenges for strengthening participatory democracy mechanisms” by our Secretary General, the four metropolises presented some of their participation policies aimed at facing COVID-19. The next day, a closed working group between the members of the project was organized in order to exchange ideas on the methodology that would be used to analyse the different case studies.

### Jury members of the Metropolis pilot projects 2021-2023

15 October

After receiving a total of 42 candidatures from across the world, 4 candidates made up the international jury in charge of preselecting project proposals in the 3<sup>rd</sup> edition of the Metropolis pilot projects for 2021-2023.

The 4 jury members were: Monika Zimmermann, freelance expert for urban sustainability, project design and management; Alberto Lopes, an expert in metropolitan planning, focusing on strengthening intergovernmental management, housing conditions, social inclusion, urban environment and sustainability; Sylvain Ducas, an urban planner since 1979; and Mennatullah Hendawy, a research associate and PhD candidate at the Chair for Urban Design, TU Berlin.



Related outcomes

L1M8D2  
L2M1D3

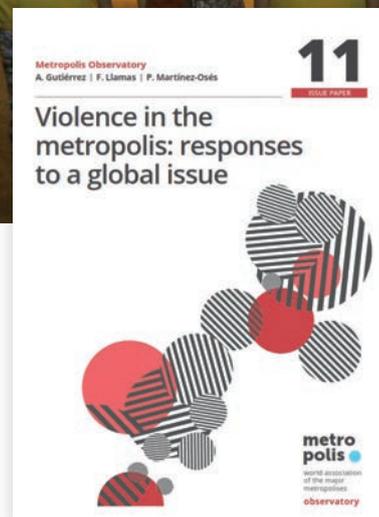
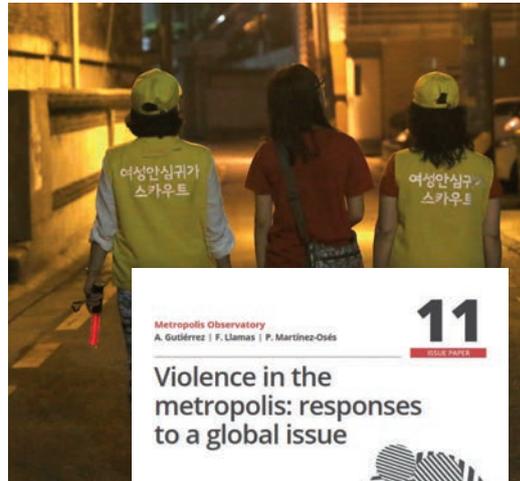
## Collaboration with the SecDev Group

16 October – 30 November

The SecDev Group, a Canadian digital risk and resilience consultancy, in collaboration with Georgetown University, CDC, WHO, and other partners, is developing its urban pandemic preparedness index and dashboard. In this framework, Metropolis helped to identify key cities to be analysed and to find synergies with our metropolitan indicators system.

Related outcomes

[L2M6D1](#)



## 11<sup>th</sup> Metropolis Observatory Issue paper

20 October

The Issue paper "Violence in the metropolis: responses to a global issue" by Arnau Gutiérrez, Felipe Llamas and Pablo Martínez-Osés was published on the Metropolis website on 20 October. It is available for free download in English, Spanish, and French. The publication identifies types of urban violence in order to address the risks they pose to peaceful coexistence and the well-being of the population. It also highlights the importance of encouraging and reinforcing inspiring responses to urban conflict that can serve as a reference point in our cities and around the world. It stresses that the answers to violence challenges are found at metropolitan level, not only because of factors related to high population density, which increases risks, but also because the metropolis has the capacity to redirect common resources towards public goods, such as health or peace, and to establish specific measures to meet the needs of the most vulnerable members of the population.

Activated members

[Barcelona \(city\)](#), [Johannesburg](#), [Madrid](#), [Mexico City](#), [Quito](#), [Seoul](#)

Related outcomes

[L2M3D1](#), [L2M3D3](#), [L2M6D1](#)

### Ibero-American experiences of tactical urbanism against COVID-19

28 October

Given the impact of COVID-19 on large cities, local governments have had to adapt the use of public spaces to meet new needs and challenges. In this context, Metropolis, in collaboration with UNDP, organised the webinar “Ibero-American experiences of tactical urbanism against COVID-19”.

Six representatives from planning and sustainable mobility departments from the Barcelona Metropolitan Area, Guatemala City, Medellín and Mexico City shared the social impact of their tactical urbanism projects during the pandemic.

Activated members

Ahvaz, Barcelona (city), Barcelona (metropolitan area), Bogotá, Brasilia, Brussels, Buenos Aires, Córdoba, Daejeon, Dakar, Hangzhou, Hyderabad, La Paz, Medellín, Mexico City, Montréal, São Paulo, Seoul, Valle de Aburrá

Related outcomes  
[L2M5D1](#)

### Urban Innovation During the Covid Times

11 November

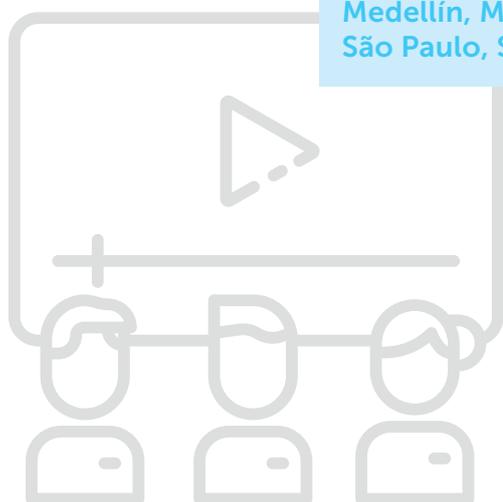
In the framework of the UCLG World Council 2020, we jointly organised with Guangzhou City and UCLG the Side Event “Urban Innovation During the Covid Times” to discuss the new trends of urban innovation that have emerged during the pandemic.

During the first part of the session, the important role of the Guangzhou Award in promoting urban governance and innovation was highlighted. More than 200 cities in over 50 countries applied for the 5<sup>th</sup> Guangzhou Award.

The second part of the session involved a panel discussion in which panellists addressed three key issues: the vulnerabilities in terms of urban inequality that have surfaced during the pandemic; how to rebuild cities, creating an urban space that is more equitable in terms of distance; and how to ensure that cities can recover economically.

Activated members  
[Guangzhou](#)

Related outcomes  
[L2M2D5](#), [L2M8D1](#), [L2M10D2](#), [L2M10D3](#), [L2M11D1](#), [L2M11D2](#), [L3M3D1](#), [L3M5D1](#)



## City Managers Days 2020

17-18 November

Related outcomes

**L2M4D1,**  
**L2M4D2,**  
**L2M4D3**

Activated members

**Barcelona (city), Barcelona (metropolitan area), Belo Horizonte, Chengdu, Greater Manchester, Mexico City, Montréal, Ramallah, Rio de Janeiro, San Salvador**

Our City Managers Community concluded its activities in 2020 with the celebration of the 5<sup>th</sup> edition of the City Managers Days, held fully online for first time. The first day, the session "The metropolitan scale of green infrastructure", which was streamed live through social media, brought to the general public the perspectives of top leaders from local and regional governments on the challenges and opportunities that they face when dealing with the implementation of green infrastructure at the metropolitan scale.

The following day, a tailor-made interactive online workshop, exclusive to Metropolis members, created a space to learn about and exchange approaches and working solutions to three challenges related with the subject of green infrastructure, namely: dealing with already existing grey infrastructure, tackling and adapting to climate change, and improving metropolitan governance to obtain the best social and environmental results. Throughout 2020, the City Managers Community generated the engagement of a total of 15 of our members.

## Smart City Live

17 – 18 November



In this year's Smart City Live, participants shared their insights on how to improve urban resilience while maintaining the goal of creating more liveable and sustainable cities worldwide.

In this regard, Michael Müller, Governing Mayor of Berlin and President of Metropolis, shared Berlin's top priorities: higher education, research and digitalisation. Ada Colau, mayor of

Barcelona and Co-president of Metropolis, raised the issue of unaffordable housing, a major urban challenge that puts human rights at risk. To address this, Colau highlighted the importance of working from a multilevel perspective and learning from the experiences of others.

Given the importance of collaboration between urban actors and city leaders during a global crisis, we organised a session to present our collaborative platform: Cities for Global Health. The Directors of International Relations for Belo Horizonte and Daegu, Hugo Salomão França and Kiseok Lee, shared their thoughts on the impact, opportunities, and transformations that cities are going through as a result of the COVID-19 pandemic.

Related outcomes

**L1M1D1**  
**L2M8D1**

Activated members

**Belo Horizonte, Daegu**

## Approval of five new pilot projects

30 November

Related outcomes  
**L2M1D3**

The 2021-2023 call for Pilot Projects received a total of 15 project proposals, which bring metropolitan leaders together with the aim of sharing experiences on specific issues and developing solutions to common problems. After being evaluated by a jury, the proposals were submitted to our Board of Directors for approval.

The five pilot projects chosen for the 2021-2023 period were:

- "Shared experiences in Sustainable Mobility and Social Inclusion during Covid-19",
- "Metropolitan areas dialogue on green infrastructure: overcoming challenges and enhancing benefits",
- "Towards better indicators for mobility and improved metropolitan governance",
- "Assessing the well-being and quality of people's living environment to improve urban planning", and
- "Healthcare Strategies for Metropolitan Public Health".



Activated members

Accra, Bandar, Barcelona (city), Barcelona (metropolitan area), Belo Horizonte, Bogotá, Brasilia, Brussels, Buenos Aires, Colombo, Córdoba, Dakar, Douala, Durban, Gauteng, Gaziantep, Guangzhou, Johannesburg, Madrid, Medellín, Mexico City, Montevideo, Montréal, Nanjing, Rabat, Rio de Janeiro, Rosario, Sarajevo, Seoul, Torino, Valle de Aburrá

## Webinar: "Sustainable urban regeneration"

14 December

Related outcomes  
**L2M5D2**

Activated members  
**Johannesburg, Mashhad, Nanjing, Shiraz, Tehran**

The accelerated process of urbanisation around the world in recent years has led to the emergence of urban spaces where the residents' quality of life is not guaranteed, and where urban regeneration projects have often been carried out, but have not always been successful. In this context, together with the Municipality of Shiraz and the Mashhad regional learning centre, we organised a webinar on sustainable

urban regeneration in which urban practitioners from Shiraz, Nanjing and Dresden shared successful cases of sustainable urban regeneration.



### Collaboration with UN-Habitat's Policy, Legislation and Governance Section

Representatives from our membership and from the Secretariat General took part in the group of experts that are contributing to the elaboration of the Global State of Metropolis Report, to be published by UN-Habitat in 2021. Metropolis had representation in a face-to-face meeting held during the WUF10 in Abu Dhabi, as well as in a series of webinars to move forward with the development of the report throughout 2020. Metropolis also contributed to reviewing and supporting the promotion of those UN-Habitat contents that focus specifically on metropolitan issues, carried out by its Policy, Legislation and Governance Section (PLGS), such as the Population Data Booklet (released in June) and the Governance Assessment Framework for Metropolitan Territorial and Regional Management (released in October).

Related outcomes  
**L1M2D1, L2M2D5**

Activated members  
**Bamako, Barcelona (metropolitan area), San Salvador**

### Collaboration with observatories from the membership

So far, 15 observatories have been identified within our membership as potential sources of new data to keep metropolitan indicators up-to-date. This activity has the ongoing objective of validating our current metropolitan indicators, expanding the database to new members, sharing common methodologies for data collection, and elaborating analysis on metropolitan trends with the close collaboration of Metropolis members. In 2020, conversations were started with the Gauteng City-Region Observatory and the department of statistics of the Municipality of Córdoba. For 2021, we intend to revise the methodology and definition of some indicators, as well as Metropolis Observatory workflows, so that this collaboration can become more operational and involve more institutions related to our membership.

Related outcomes  
**L2M3D4**

Activated members  
**Barcelona (city), Barcelona (metropolitan area), Bogotá, Brussels, Córdoba, Gauteng, Greater Lyon, Greater Manchester, Guadalajara, Minas Gerais, Montréal, Nouakchott, San Salvador, São Paulo, Tijuana, Torino, Valle de Aburrá**

## Human Resources Strategy: first phase

September - December

Related outcomes

[L3M7D1](#)

[L3M7D2](#)

[L3M7D3](#)

This HR strategy was initiated in September 2020 and focuses on people, developing the team's skills through its members' engagement and motivation. The first phase ended in December 2020 and the second phase will begin in January 2021.

The first phase:

- helped explore the cognitive and emotional components of being a group, facilitating the establishment of a team that is capable of taking on future challenges related to the ecosystem and the association's development strategy;
- encouraged awareness and implementation of those behaviours and actions that turn skills into value, with the Strategic Action Plan 2021-2023 in mind; and
- defined, clarified and shared the team's mission, its organisational raison d'être and the core areas where it is expected to create value in the medium-long run.

This strategy provides the tools to manage a rapidly changing environment as well as uncertainty, allowing the team to work more efficiently and produce value for the association.

Activated members

[Abidjan](#), [Barcelona \(city\)](#), [Barcelona \(metropolitan area\)](#), [Berlin](#), [Brussels](#), [Buenos Aires](#), [Dakar](#), [Gauteng](#), [Guangzhou](#), [Hangzhou](#), [Istanbul](#), [Mashhad](#), [Mexico City](#), [Montevideo](#), [Montréal](#), [Santiago de Chile](#), [Seoul](#), [Tehran](#)

## Two grant agreements signed with members

28 October & 11 December

In the last term of 2020, Metropolis signed two grant agreements with members, which allowed for an important part of the 2020 strategic plan to be implemented. The Barcelona City Council provided 104,000€ to encourage metropolitan governance with a gender vision in the context of a global crisis. Brussels provided 50,000€ for public spaces post-COVID-19.



Activated members

[Barcelona \(city\)](#), [Brussels](#)

Related outcomes

[L3M5D1](#)

## Board of Directors: last meeting of the 2018-2020 mandate

09 – 20 November

In November 2020, a written procedure was presented to the Board of Directors during their last virtual meeting of the 2018-2020 mandate. Metropolis' Agora was used once again as the voting platform for the Executive Committee's proposals. 18 members out of 28 participated in the written procedure.

Related outcomes

[L1M1D3](#)  
[L3M1D1](#)



## Collaboration agreement between UCLG and Metropolis

16 November

Related outcomes

[L3M5D2](#)

In 2020, UCLG and Metropolis signed a Collaboration Agreement to develop joint activities within the UCLG work plan for 2020. A total of 20,000€ was granted to Metropolis, where the latter would contribute with a further 16,363€. The activities were carried out during 2020, and the final amount reported for UCLG funding was 17,019.63€, which has been approved by UCLG and is pending payment.

## Violence Against Women and Girls (VAWG)

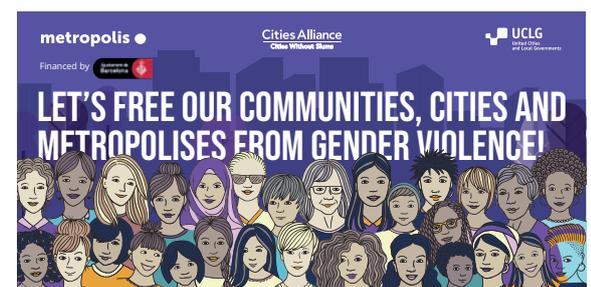
25 November

To mark the International Day for the Elimination of Violence against Women, Metropolis, UCLG and Cities Alliance raised awareness of the importance of tackling violence against women and girls in urban spaces, which has been exacerbated by COVID-19.

According to the UN, economic and social stress coupled with restricted movement and social isolation measures have led to an exponential increase in gender-based violence. For that reason, under the motto "Let's free our communities, cities and metropolises from gender violence", we urge local, regional and national governments to integrate a gender-oriented approach to all efforts underway in order to respond to the current crisis and contribute to an inclusive recovery.

Related outcomes

[L3M4D2](#)



## Approval of the Strategic Action Plan 2021-2023

30 November

During the General Assembly meeting held online on 30 November, our members approved the Strategic Action Plan that establishes the main strategies of our association for the 2021-2023 period. The document encompasses three action lines:

**Action Line 1:** Strengthen global leadership on metropolitan diplomacy and advocacy

**Action Line 2:** Build adaptive capacities for metropolitan governance

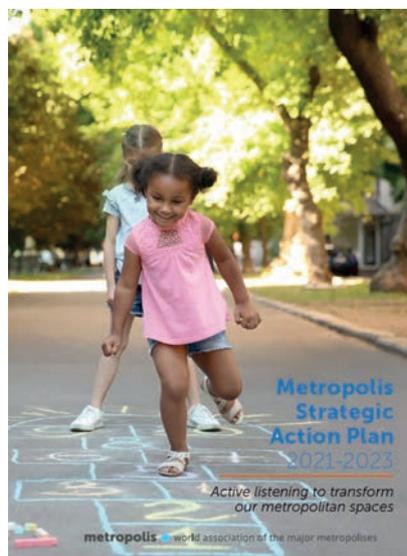
**Action Line 3:** Foster within Metropolis an accountable and sustainable internal governance culture

There is a total of 11 axes and 35 outcomes included in these three action lines.

In addition, the Strategic Action Plan identifies four key challenges that we will focus our efforts on: **urban growth**, **resilience**, **public legitimacy**, and **digital disruption**. These are metropolitan-scale issues that are key for our members.

Related outcomes

[L3M2D1](#)  
[L3M3D1](#)  
[L3M3D2](#)  
[L3M3D3](#)



## Three-year report 2017-2020

30 November

The three-year report 2017-2020 was released on the occasion of the General Assembly meeting which was held online on 30 November 2020. It included the major advances and achievements from the previous General Assembly meeting held in the framework of the 12<sup>th</sup> Metropolis World Congress (Montréal, June 2017) until November 2020.

Related outcomes

[L3M7D3](#)  
[L3M7D4](#)  
[L3M8D1](#)

## 13<sup>th</sup> Metropolis World Congress: first part

30 November

Related outcomes

[L1M1D3](#)

[L3M1D1](#)

The first part of our twofold 13<sup>th</sup> World Congress kicked off on 30 November with a high turnout of Metropolis members and leaders from metropolises and major cities around the world. 63 Metropolis members were represented, including 22 mayors and political leaders.

This year's Congress marked the beginning of a new journey for the 2021-2023 period, one in which new global and metropolitan challenges require, more than ever before, strong cooperative ties between metropolitan leaders around the world and a firm commitment to ensuring more inclusive, egalitarian and sustainable societies in an increasingly urbanised world.

An extraordinary meeting of the General Assembly took place to approve the newly proposed Statutes and Rules of Procedure, drafted by the Governance Committee (the President, Co-Presidents, Treasurer and Secretary General) and endorsed by the Board of Directors in Montevideo in 2019.

Activated members

[Abidjan](#), [Baghdad](#), [Bamako](#), [Barcelona \(city\)](#), [Barcelona \(metropolitan area\)](#), [Beijing](#), [Belo Horizonte](#), [Berlin](#), [Bogotá](#), [Brasilia](#), [Brussels](#), [Buenos Aires](#), [Busan](#), [Cairo](#), [Changchun](#), [Chengdu](#), [Daegu](#), [Dakar](#), [Fuzhou](#), [Gauteng](#), [Goyang](#), [Greater Paris](#), [Guangzhou](#), [Gyeonggi](#), [Haikou](#), [Hangzhou](#), [Harbin](#), [Istanbul](#), [Jakarta](#), [Johannesburg](#), [Kaohsiung](#), [Kazan](#), [Kuala Lumpur](#), [La Paz](#), [Madrid](#), [Mashhad](#), [Medellín](#), [Mexico City](#), [Montevideo](#), [Montréal](#), [Moscow](#), [Nanjing](#), [Nanning](#), [Quito](#), [Rabat](#), [Rio de Janeiro](#), [Rosario](#), [San Salvador](#), [São Paulo](#), [Seoul](#), [Shanghai](#), [Shiraz](#), [Taichung](#), [Taipei](#), [Tehran](#), [Ulsan](#), [Wuhan](#), [Wuxi](#), [Xiamen](#), [Xi'an](#), [Yiwu](#), [Zhengzhou](#)



The extraordinary meeting was followed by the General Assembly, which elected the new Board of Directors and approved a rotating split presidency led by the mayor of the People's Government of Guangzhou Municipality, Wen Guohui, during the first half of the mandate, and by the mayor of Alcaldía Mayor de Bogotá D.C., Claudia López, during the second.

The meeting had a significant impact on Metropolis' future, as it also saw the adoption of the new Strategic Action Plan to guide our work for the 2021-2023 period. This strategic plan is the result of months of work in which different consultation processes have been carried out among our members and close stakeholders to complete a situational analysis of the association and set the priorities for action over the next three years.

One key to Metropolis' new Strategic Action Plan is active listening, in order to transform our metropolitan spaces. That means the Secretariat General stays in continuous contact with Metropolis members—141 local and metropolitan governments around the world—to hear their priorities and deliver support to local and regional government leaders.

## Planning meeting 2021-2023

16 – 18 December

In order to plan and prepare the next mandate according to the recently approved Strategic Action Plan 2021-2023 by our General Assembly, all staff working in the Metropolis Secretariat General held a two-day virtual meeting. This gathering, structured around four main aspects (communication, knowledge, positioning and adaptability), served to jointly agree on the main strategies to better implement the Strategic Action Plan of our association. During these two days, the team was accompanied by two HR consultants who gave advice and feedback on how to implement the Strategic Action Plan effectively.

Related outcomes

L3M7D3  
L3M7D4



## Implementation of the homeworking in Metropolis Secretariat General

31 December

The health crisis caused by COVID-19 has forced a large part of society to adapt quickly and unexpectedly to remote work, a relatively uncommon practice before the pandemic outbreak.

To adapt to these changes, Metropolis has made a rapid transition to a remote working system, with resounding success, in 3 progressive phases:

1. remote access to office equipment, preparation of a user manual and purchase of laptops and monitors to work from home
2. installation of a firewall on the network and a VPN connection process that allows a secure connection between remote computers and internal network resources
3. definitive disconnection of office equipment and remote work only (currently in process)

Related outcomes

L3M6D4, L3M7D3

## Registration of the Metropolis Brand

20 December

Related outcomes

L3M6D4

Metropolis' brand and logo had not been registered to date, which could lead to problems when protecting it from third parties. It was deemed necessary to contact a specialised law firm,

Ungria Patentes y Marcas, to register Metropolis' brand both in Europe and abroad. After a careful study carried out by the firm, we decided to register it in the EU and China.

# MEMBERSHIP ACTIVATION

## Bilateral meetings

OCTOBER

**online**

**Members:**

Barcelona (city)  
Berlin  
Bogotá  
Brussels  
Guangzhou  
Madrid  
Medellín  
Montréal

NOVEMBER

**online**

**Members:**

Berlin  
Brussels  
Montevideo  
Rosario

DECEMBER

**online**

**Members:**

Barcelona (city)  
Guangzhou



# PROGRESS

## Activated members

Abidjan	Brussels	Greater Manchester	Minas Gerais	Taichung
Accra	Buenos Aires	Guadalajara	Montevideo	Taipei
Addis Ababa	Busan	Guangzhou	Montréal	Tehran
Ahvaz	Cairo	Gyeonggi	Moscow	Tijuana
Amman	Changchun	Haikou	Nanjing	Torino
Antananarivo	Chengdu	Hangzhou	Niamey	Tunis
Baghdad	Colombo	Harare	Nouakchott	Ulsan
Bamako	Córdoba	Harbin	Quito	Valle de Aburrá
Bandar	Daegu	Hyderabad	Rabat	Victoria
Bangui	Daejeon	Istanbul	Ramallah	Wuhan
Barcelona (city)	Dakar	Jakarta	Rio de Janeiro	Wuxi
Barcelona (metropolitan area)	Douala	Johannesburg	Rosario	Xiamen
Beijing	Durban	Kaohsiung	San Salvador	Xi'an
Belo Horizonte	Fuzhou	Kazan	Santiago de Chile	Yiwu
Berlin	Gauteng	La Paz	São Paulo	Zhengzhou
Bogotá	Gaziantep	Madrid	Sarajevo	
Brasilia	Goyang	Mashhad	Seoul	
Brazzaville	Greater Lyon	Medellín	Shanghai	
	Greater Paris	Mexico City	Shiraz	

## Membership payment status

From 1 January to 31 December, Metropolis cashed in the following fees. This data concerns the banking movements within the above-mentioned period, and not the accounting incomes. The accounting income data is made explicit in the annual accounts, according to accrual criteria:

Total amount cashed in

**486,151.93 €**

Cashed in for 2019 fees

**35,858.62 €**

2019 fees

**9**

Cashed in for 2020 fees

**450,293.31 €**

2020 fees

**78**

Members who have paid

**83**

Member has paid 2 fees

**4**

## Main results

From 1 January to 31 December:

**2,450+**

people engaged in events led or co-led by Metropolis

**400+**

experts with whom we have collaborated

# Execution of the Action Plan

## L1

### Measures

#### L1M1

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.

#### L1M2

That a common political discourse on key metropolitan topics and a common set of principles have been regularly debated, agreed upon, and communicated widely.

#### L1M3

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.

#### L1M5

That a lobbying strategy has been designed that champions Metropolis position on different metropolitan concerns.

### Outcomes and deliverables

#### L1M1D1

Calendar of international events

#### L1M1D3

Political or technical presence at relevant international events

#### L1M2D1

Metropolis position papers on key issues related to metropolitan governance

#### L1M2D2

Political debates within Metropolis annual events regarding major themes

#### L1M3D1

All Metropolis position papers and outcomes on key issues related to metropolitan governance include a gender approach

#### L1M3D2

Gender parity at Metropolis events and debates, especially in terms of speakers

#### L1M3D4

Liaison with other partners to force debates about the inclusion of gender vision into local policies

#### L1M5D1

Lobbying strategy agreed by the Board of Directors

To check the complete Metropolis Action Plan for the 2018-2020 period, with all measures, outcomes and deliverables, please visit our [website](#)

# Execution of the Action Plan

## L1M6

That a global partnership strategy vis-à-vis other networks and actors is established that lays down the broad lines of work.

## L1M6D1

Annual strategic partnership plans (2018-2019-2020)

## L1M7

That Metropolis contributes actively to UCLG and the Global Taskforce, whilst being treated as key partners.

## L1M7D2

Political / Technical presence at UCLG and GTF events

## L1M8

That relations are systematically forged with specialized media to disseminate Metropolis knowledge and positioning.

## L1M8D2

Presence in specialized Media

## L2

### Measures

#### L2M1

That an agreed number of pilot projects are collaboratively implemented by member cities, in accordance with Metropolis vision.

#### L2M2

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 outcomes.

#### 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.

### Outcomes and deliverables

#### L2M1D3

Annual call for pilot projects\*

#### L2M2D5

Establishment of reference frameworks which are helpful for members in governing and managing metropolises

#### L2M3D1

At least one issue paper on key themes related to metropolitan and/or urban governance

#### L2M3D3

One annual event of the Metropolis Observatory

# Execution of the Action Plan

## L2

### Measures

#### L2M4

That the City Managers Community is developed as an interactive platform that encourages debate and allows practitioners to easily connect with each other.

#### 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.

#### 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.

#### 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 knowledge.

#### L2M8

That collaborative forums are developed and supported as the way of bringing together mayors, urban practitioners, research centres and academics.

#### L2M10

That a youth perspective on the metropolitan governance is actively encouraged and integrated into Metropolis thinking and practice.

### Outcomes and deliverables

#### L2M4D1

Annual events of city managers in collaboration with key partners

#### L2M4D2

Recommendations resulting from the key discussions conducted by city managers participating at the annual sessions

#### L2M4D3

Dissemination of the recommendations and outcomes

#### L2M5D1

Annual gender-sensitive and effective plan on learning and capacity building

#### L2M5D2

Calendar of events and training program

#### L2M6D1

Metropolis Observatory and Policy Transfer Platform as a metropolitan governance toolkit

#### L2M7D1

Annual strategic partnership plans (2018-2019-2020)

#### L2M8D1

Political and technical gatherings addressing key issues for our members, particularly annual meetings and triennial congresses

#### L2M10D2

Dissemination of knowledge and experiences of member cities through Metropolis media channels

#### L2M10D3

Actions to share knowledge and experiences among members and partners

# Execution of the Action Plan

## L2M11

That an engagement with the Metropolis Urban Innovation Community, building on the Guangzhou Urban Innovation Award and Institute initiatives, is maintained.

## L2M11D1

Strategic plan between Guangzhou and the SG relations regarding the Urban Innovation Community project

## L2M11D2

Annual financial contribution from Guangzhou to the Secretariat General in the framework of Metropolis Urban Innovation Community agreement

## L3

### Measures

### Outcomes and deliverables

#### L3M1

That the responsibilities of each statutory body of the Association are defined, particularly the role of Regional Secretaries.

#### L3M1D1

Document of Regional Secretaries and Co-presidencies roles

#### L3M2

That five regional agendas are agreed in line with the global strategy of Metropolis.

#### L3M2D1

5 regional agendas on an annual basis designed and implemented by the Regional Secretaries and the Secretariat General

#### L3M3

That a strategy is developed to improve relationships among Metropolis key actors.

#### L3M3D1

Annual communication plan including actions and a calendar

#### L3M3D2

Mapping of partners and potential partners

#### L3M3D3

Communication kit highlighting the benefits of belonging to the association

#### L3M4

That an internal and external communication plans, sensitive to gender relations, are designed and implemented.

#### L3M4D2

Annual communication plan including actions and a calendar

#### L3M5

That a fundraising strategy is laid out and effectively implemented.

#### L3M5D1

Fundraising strategy

#### L3M5D2

Collaboration agreement between the World Secretariat of UCLG and Metropolis in the framework of the operating grant from the European Commission and the strategic partnership agreement

# Execution of the Action Plan

## L3

### Measures

### Outcomes and deliverables

#### L3M6

That the financial and operational activities of the Association are transparent and fair.

#### L3M6D4

Clear and effective administrative procedures manual

#### L3M7

That the re-organization of the Secretariat General in Barcelona is effected aligned with the strategic objectives of the Association.

#### L3M7D1

Metropolis Secretariat General organization chart

#### L3M7D2

Clear job description for each position at the Secretariat General

#### L3M7D3

Internal organisation based on a project management approach

#### L3M7D4

Development of follow-up mechanisms to implement the 2018-2020 Metropolis Action Plan

#### L3M8

That gender-mainstreaming approach is applied across the organization, including in the planning and execution of strategies and activities of the Association, and in the use of gender-inclusive language in official documents and communications.

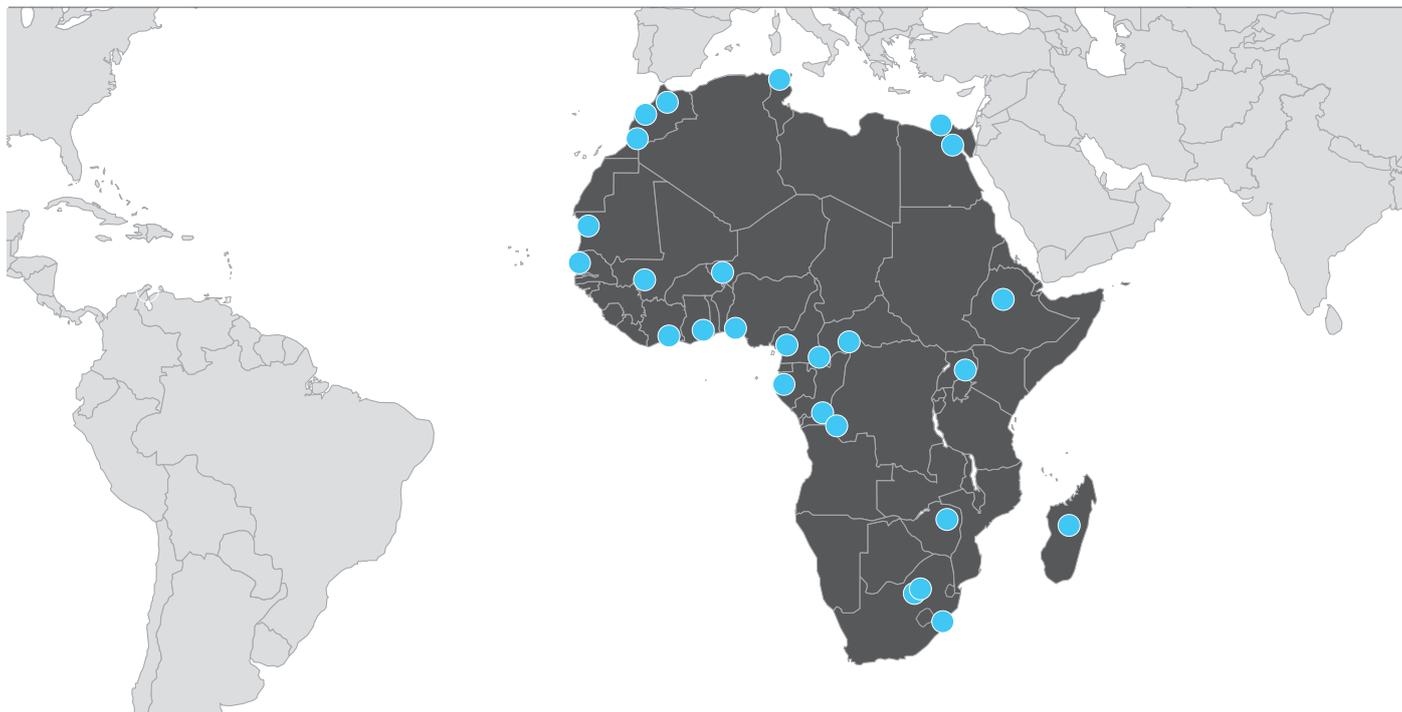
#### L3M8D1

Annual reports highlighting main achievements on the inclusion of gender-mainstreaming in Metropolis

# WHO WE ARE



# AFRICA



ABIDJAN	BRAZZAVILLE	GAUTENG	RABAT
ACCRA	CAIRO	HARARE	TUNIS
ADDIS ABABA	CASABLANCA	JOHANNESBURG	VICTORIA
ALEXANDRIA	COTONOU	LIBREVILLE	YAOUNDÉ
ANTANANARIVO	DAKAR	MARRAKESH	
BAMA KO	DOUALA	NIAMEY	
BANGUI	DURBAN	NOUAKCHOTT	

## Focal Points



**REGIONAL SECRETARIAT**  
Rahmatouca Sow  
Dieye, Dakar



**SECRETARIAT GENERAL**  
H el ene 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

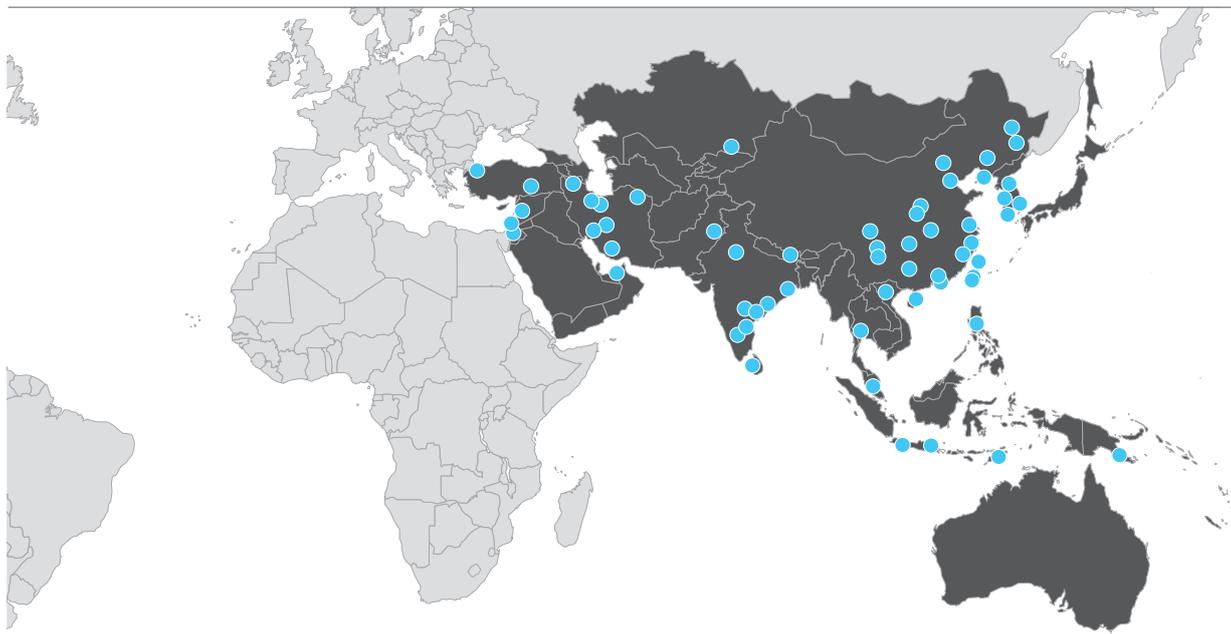
El Wardini Soham, Mayor of Dakar

Fatimetou Abdel Malick, President of Nouakchott Region

Mohamed Sadiki, Mayor of Rabat

\*On 30 November 2020, a new Board of Directors was elected for the 2021-2023 mandate.

# ASIA-PACIFIC



AHVAZ	CHONGQING	GUIYANG	JEMBER	NEW DELHINIUA	TAIPEI
AMMAN	COLOMBO	GUJRANWALA	JILIN	NEW TAIPEI	TEHRAN
BAGHDAD	DAEGU	GWANGJU	JINAN	RAMALLAH	TIANJIN
BANDAR	DAEJEON	GYEONGGI	KAOHSIUNG	SEOUL	ULSAN
BANGKOK	DALIAN	HAIKOU	KARAJ	SHANGHAI	WUHAN
BEIJING	DIYARBAKIR	HANGZHOU	KATHMANDU	SHENZHEN	WUXI
BEIRUT	EAST	HANOI	KUALA	SHIRAZ	XI'AN
BHOPAL	KALIMANTAN	HARBIN	LUMPUR	SIPING	XIAMEN
BOGOR	FAISALABAD	HYDERABAD	KUNMING	SOUTH	YIWU
BUSAN	FUZHOU	INCHEON	LAHORE	TANGERANG	ZHENGZHOU
CHANGCHUN	GAZIANTEP	ISFAHAN	MALE'	SURABAYA	
CHANGSHA	GOYANG	ISTANBUL	MASHHAD	TABRIZ	
CHENGDU	GUANGZHOU	JAKARTA	NANJING	TAICHUNG	

HONORARY MEMBER: CPAFFC

## 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

Seo Jung-hyup, Mayor of Seoul

### MEMBERS

Fengchao Wang, Mayor of Chengdu

Xin Liu, Mayor of Hangzhou

Dr Bonthu Rammohan, Mayor of Greater Hyderabad

Ekrem Imamoglu, Mayor of Istanbul

Pirouz Hanachi, Mayor of Tehran

Xianwang Zhou, Mayor of Wuhan

\*On 30 November 2020, a new Board of Directors was elected for the 2021-2023 mandate.

# EUROPE



BARCELONA (CITY)  
BARCELONA  
(METROPOLITAN AREA)  
BERLIN  
BRUSSELS  
BUCHAREST

GRAND LYON  
GREATER PARIS  
GREATER MANCHESTER  
KAZAN  
LISBON  
MADRID

MOSCOW  
SARAJEVO  
SOFIA  
TURIN  
ZAGREB

## Focal Points



**REGIONAL  
SECRETARIAT**  
Barbara Berninger  
Berlin



**SECRETARIAT  
GENERAL**  
Silvia Llorente

## 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 Martínez-Almeida, Mayor of Madrid

\*On 30 November 2020, a new Board of Directors was elected for the 2021-2023 mandate.

# LATIN AMERICA AND THE CARIBBEAN



BELO HORIZONTE  
BOGOTA  
BRASILIA  
BUENOS AIRES  
CÓRDOBA  
GUARULHOS

GUAYAQUIL  
LA HABANA  
LA PAZ  
MEDELLÍN  
MINAS GERAIS  
MONTEVIDEO

PORTO ALEGRE  
QUITO  
RIO DE JANEIRO  
ROSARIO  
SAN SALVADOR  
SANTIAGO DE CHILE

SÃO PAULO  
VALLE DE ABURRA

## Focal Points



**REGIONAL SECRETARY**  
Nelson Fernández  
Montevideo



**SECRETARIAT GENERAL**  
Oscar Chamat

## Members of the Board of Directors\*

### CO-PRESIDENCIES

Carolina Cosse, 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

Nelson Marchezan, Mayor of Porto Alegre

\*On 30 November 2020, a new Board of Directors was elected for the 2021-2023 mandate.

# NORTH AMERICA



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

\*On 30 November 2020, a new Board of Directors was elected for the 2021-2023 mandate.

# Secretariat General



**Octavi de la Varga**  
Secretary General



**Luca Arbau**  
Project Officer for  
Communication



**Xavier Bermejo**  
Project Officer for  
Communication &  
Compliance



**Guillaume Berret**  
Project Officer for Pilot  
Projects & International  
Calls for Projects



**Agnès Bickart**  
Senior Manager for  
Institutional relations  
& Asia portfolio



**Federica Biondi**  
Head of Administration  
and Finance



**Xavier Borrell**  
Administration  
Officer



**Marta Briones**  
Project Officer for  
Communication



**Lia Brum**  
Project Officer for  
Metropolis Observatory



**Oscar Chamat**  
Project Officer for Research  
& Policy & Focal Point for  
Latin America



**Mara Fernández**  
Administration  
Assistant



**Hélène Jourdan**  
Project Officer for Learning  
& Focal Point for Africa



**Silvia Llorente**  
Project Officer for  
Metropolis Women &  
Focal Point for Europe



**Teresa Oliver**  
Project Officer for  
Statutory Affairs, Strategic  
Partnerships & Focal  
Point for North America



**Mireia Zapata**  
Administration Assistant  
to the Secretary General  
& Support to Action Plan  
Implementation



**Ricardo García**  
Intern – Universitat  
Internacional de  
Catalunya

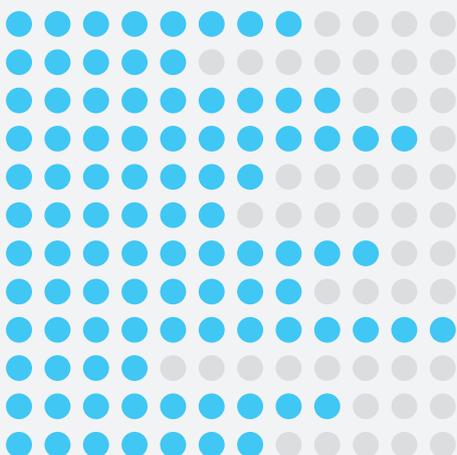


**Joana Marí**  
Intern – Universitat  
Pompeu Fabra



**Clàudia Puig**  
Intern – Universitat  
Ramon Llull - Blanquerna

This report has been edited  
with the financial support of:



**Secretariat General**

Avinyó, 15. 08002 Barcelona (Spain)

Tel. +34 93 342 94 60

[metropolis@metropolis.org](mailto:metropolis@metropolis.org)

[metropolis.org](http://metropolis.org)



**#MetroGovernance**