METROPOLIS
PROGRESS REPORT

April – June

2019

metropolis • world association of the major metropolises
Note from the Secretary General

Activities
Action Line 1
Action Line 2
Action Line 3

Progress
Activated members
Membership payment status
Execution of the Action Plan

Who we are
Africa
Asia-Pacific
Europe
Latin America and the Caribbean
North America
Secretariat General
It’s been a year since we started using the hashtag #MetroGovernance to position our association as the key focal point for metropolitan governance among the ecosystem of local government networks. This coincides with the closure of the first edition of the pilot projects —launched in Montréal two years ago—, which provided us with a first-hand, practical understanding of the policies implemented at an urban and metropolitan level.

The annual meeting of our Board of Directors took place in April and, as a result, three new metropolises from Europe and Asia joined our association, which now gathers 138 members. We can also congratulate ourselves for signing an historic agreement with the city of Guangzhou, which will host the 13th World Congress in 2020, titled: “Metropolises and Cities in Transformation. Leaving no one behind”.

Over the previous few months we took the first steps towards gender equality, and during this quarter we have continued to move further along this path.

Although there is still a lot of work to be done to make the world a better place, I would like to invite you to read this report and take a look at all the progress achieved by our association over the past three months. None of this would have been possible without the constant dedication of our members; and as we always say: “Metropolis does not exist without its members”. I hope this report manages to demonstrate the determination, care and time we all invest in our work.
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
Policy Debate on civil engagement

Montevideo, 6 April

One of the inaugural sessions of the day of statutory meetings of Metropolis and fellow local government networks, this debate brought together eleven political representatives of our Board of Directors in a table of open discussions regarding how metropolises can best develop and implement intersectional initiatives that foster inclusion and empower citizens to act in the places where they live, as well as invoke a sense of shared responsibility with local governments. The debate was co-organized by the Secretariat General, the Governing Mayor of Berlin in his role of President of Metropolis, and the Intendencia of Montevideo as the host of the 2019 Metropolis statutory meetings. Technical inputs from Metropolis’ members were provided by the preliminary outcomes of the Metropolis pilot project “Sustainable Cities Collaboratory”.

Meeting of the Board of Directors

Montevideo, 6 April

The Board of Directors met in the framework of UCLG Executive Bureau, the 3rd UCLG Culture Summit, and the general meeting of the Union of Latin American Capital Cities (UCCI) in Montevideo.

During the Board meeting, three new members were admitted from Asia and Europe (Goyang, Greater Paris and Kazan), the new text for the association’s statutes was approved, and the dates for Metropolis World Congress were confirmed: 27-30 October 2020. It was also decided that the previous list of Metropolis’ representatives at the UCLG governing bodies will be submitted again in Durban next November, where UCLG will convene its World Congress and the renewing of its governing bodies.

Related outcomes
L1M2D2

Activated members
Abidjan, Barcelona (metropolitan area), Berlin, Dakar, Guangzhou, Mashhad, Montevideo, Montréal, Porto Alegre, Santiago de Chile

Related outcomes
L1M1D3
L1M3D2
L1M7D2

Activated members
Abidjan, Barcelona (city), Barcelona (metropolitan area), Berlin, Buenos Aires, Dakar, Gauteng Province, Guangzhou, Madrid, Mashhad, Mexico city, Montréal, Montevideo, Porto Alegre, Santiago de Chile, Tehran
Delegation from Turkey visits the Secretariat General

Barcelona, 7 May

Ten participants coming from Turkey’s Ministry of Foreign Affairs, the Directorate for EU Affairs, the Union of Municipalities of Turkey, the Union of Provinces, and the Ministry of Environment and Urbanization visited the Secretariat General as part of an internship programme of Town Twinning between Turkey and EU carried out by EIPA (European Institute of Public Administration). The delegation was received by Lia Brum, Content Curator & Focal Point for Latin America and Europe, and discussed, among other topics, the possibilities of further activation of our Turkish members and of expansion of our membership in the country.

Visit to Iranian metropolises

Shiraz, Mashhad and Tehran, 1-10 May

The Secretary General and the Senior Manager for Institutional Relations and Asia Portfolio visited Shiraz, Mashhad, and Tehran. They met with all local mayors and decision-makers as well as with partner associations. They gained renewed commitments from members to stay active in the association and got an insight as to their progress and challenges.

Safety and public space: Mapping metropolitan gender policies

17 May

Launch in Spanish of the publication “Safety and public space: Mapping metropolitan gender policies”. The aim of the document’s publication in Spanish is to promote the project’s dissemination and reach a bigger number of members, mainly those belonging to Latin America and the Caribbean. Therefore, we will provide continuity and deepen into the analysis of metropolitan policies to address sexual violence against women and girls in public space.
Urban 20 Mayors Summit (U20)

Tokyo, 20-22 May

The second edition of the Urban 20 Summit brought together 20 participating cities (11 of them being members of Metropolis) and 8 observer cities and allowed representatives to approve a communiqué on the most pressing challenges. The 6 thematic sessions were climate action, circular economy, social inclusion and integration, sustainable economic growth, gender equality, and the Sustainable Development Goals. Metropolis was mainly represented by Mr. Michael Müller, President of the association, and our Secretary General. Our President reminded of the need to focus on active citizenship, to involve citizens in decision making and to support their active engagement.

Related outcomes
L1M1D3, L1M7D2

Activated members
Berlin, Brussels, Buenos Aires, Durban, Jakarta, Johannesburg, Kazan, Madrid, Mexico City, Montréal, Rio de Janeiro, São Paulo, Seoul

UN-Habitat Assembly

Nairobi, 27-31 May

Metropolis Secretariat General contributed to the "Statement of the organized constituency of local and regional governments" promoted by UCLG & the Global Taskforce and released at the occasion of the 1st UN-Habitat Assembly in Nairobi, Kenya.

Related outcomes
L1M1D1, L1M7D1
V European Metropolitan Authorities (EMA)

Grand Lyon, 4-5 June

On its fifth edition, the EMA yearly conference has taken a step further in the discussions about the roles and responsibilities of metropolitan governments, which go beyond the implementation of hard policies and infrastructures. With the theme “European inclusive metropolitan areas facing together social challenges”, the V EMA brought together different models of metropolitan governance for and by citizens. EMA’s 6th edition will take place in October 2020 and will be hosted by the metropolitan area of Oporto.

Related outcomes
L1M1D3
L1M2D2
L3M2D1

Activated members
Barcelona (metropolitan area), Berlin, Brussels, Grand Lyon, Greater Manchester, Madrid, Torino

Subnational finance (WOFI)

Paris, 17 June

The OECD headquarters in Paris were the scene of the analysis and presentation of the WOFI report during an international conference. More than 150 participants from 35 countries attended, including Metropolis, which was represented by Mr. Ahmed Bouazzi (Tunis), Mr. Vincent N’cho (Abidjan), and our Secretary General. This report is a step forward compared to the one presented in 2016, as the sample of countries expands to 122 and grows especially among the least developed countries. The report identifies a strong increase in metropolitan governance structures.

Related outcomes
L1M7D2
L2M6D1

Activated members
Abidjan, Tunis
urban diplomacy and metropolitan advocacy

Metropolis in the media

APRIL

El país - Seres Urbanos
Cities in movement

Urban Gateway
Issue Paper 7

Urban Gateway
MetroAirports

AMB Abroad
MetroAirports

UCLG
use – urban sustainability exchange

PEMB
Issue Paper 7

use
Issue papers

JUNE

CIDOB
Metropolitan indicators

AMB Abroad
link to Metropolis website

AMB Abroad
Metropolitan Indicators

UCLG
Intersectionality LGBTI

EIPA
mention to Metropolis

Paisaje Transversal
Mapping metropolitan gender policies
Pilot projects: Final workshop of “Revitalization strategies through urban projects”

Île-de-France, 1-3 April

The final workshop of the pilot project, “Revitalization strategies through urban projects”, was the occasion to discuss and work on the next milestones towards the finalization of the project. Between 2017 and 2019, the “Revitalization strategies through urban projects” pilot project gave the opportunity to urban officers from our members to work on urban revitalization strategies by collectively producing an analysis on the forms and processes for the city’s transformation. They did this by looking at concrete examples of major urban projects through the analysis of 5 themes: the urban form, the urban design as a continuous process of thoughts and shaping of programs, and the urban spaces, the participation processes, the financing and regulation of the project, the governance and its influence on decision-making, the formalization, and the ownership.

3rd UCLG Culture Summit

Buenos Aires, 3-5 April

Hosted on this third edition by the Government of the City of Buenos Aires, the UCLG Culture Summit is the main meeting point at the global level of cities, local governments and other stakeholders that are committed to the effective implementation of policies and programs on culture and sustainability. Metropolis members were widely represented in the program of the event, which also served as an opportunity for our Secretary General to hold several bilateral meetings.
New agreement with UCLG ASPAC

Montevideo, 6 April

The Secretaries General of Metropolis and United Cities and Local Governments Asia-Pacific (UCLG ASPAC) signed a new collaboration agreement to support both parties to fulfil their roles as sections of UCLG, and therefore contribute to the World Organisation’s mission, to be the united voice and world advocate of democratic local self-government. Metropolis and UCLG ASPAC had been partners since 2007, when a system of joint membership was inaugurated. Among other aspects, the new agreement clarifies the areas of collaboration that may directly benefit our joint members from the region and sets that each party shall nominate a focal point from its staff to observe its accomplishment.

Pilot projects: Final workshop of “Sustainable Cities Collaboratory”

Córdoba, 8-11 April

The final workshop of the pilot project “Sustainable Cities Collaboratory” (SCC) was the occasion to discuss and work on the next milestones towards the finalization of the project. Between 2017 and 2019, the SCC pilot project gave the opportunity to urban officers from Metropolis members to work on sustainability in theory and practice, by collectively producing a series of working papers on the following topics: Circular Economy, Civic Engagement, Local Place Making, Partnerships, Resilience, Quality of Life, Local Place Making, and Formal/Informal practices. All the working papers will be structured around concrete case studies from the different metropolises participating in this project.

Activated members
Berlin, Brussels, Córdoba, Guangzhou, Johannesburg, Montréal, Quito
Pilot projects: Final workshop of “Intersectionality in metropolitan LGBTI policies”

**Berlin, 8-10 May**

The final workshop of the pilot project, "Intersectionality in metropolitan LGBTI policies", was the occasion to coordinate the launch of the “Guide to incorporate intersectionality in sexual and gender diversity policies”, one of the results of the project. This pilot project aimed to produce common knowledge for the incorporation of the intersectional perspective in public policies for LGBTI persons, that is, lesbians, gays, bisexuals, trans, and intersex. Basically, it is the recognition that people are impacted by multiple inequalities. And through this understanding, a new type of discrimination is generated, different from the mere sum of those inequalities.

**Related outcomes**

L2M1D2

**Activated members**

Barcelona, Berlin, Buenos Aires, Medellín, Mexico City, Montevideo

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Metropolis and C40, together for climate action

**Tokyo, 21 May**

Through the signature of a partnership agreement, Metropolis and C40 have agreed to cooperate in areas such as the maximization of joint members, the collaboration on governance issues, particularly on metropolitan governance, work with non-joint members on climate change, and Metropolis participation in C40 events. C40 and Metropolis currently have about 40 members in common, some of them having expressed the wish to maximize network membership and create synergies to avoid duplication of engagement.

The partnership agreement was signed last 21 May in Tokyo by our Secretary General, and David Miller, C40’s director for North America, seizing the occasion of the second Urban 20 Summit (U20).

**Related outcomes**

L2M7D1
Urban Innovation publication - Solutions for and by cities

Nairobi, 29 May

The publication was announced by Mr. Liu Baochun, Mr. Nicholas You and Ms. Emilia Saiz at the session “Peer-reviewed Case of Urban Innovation” during the UN-Habitat Assembly. It features the chronicles of the initiatives that led 15 local and regional governments to be shortlisted for the last edition of the Guangzhou Award. Each case is linked to specific SDGs. In order to enhance the learning processes from these experiences, Metropolis will develop online training modules.

Pritzker Forum on Global Cities 2019

Chicago, 5-7 June

The forum brought together a variety of actors from cities in Europe and the Americas with the many stakeholders interested in cities. Topics of discussion included increased communication between different city networks, crime, migration, and the environment. Our Secretary General was invited to make a key note speech during a workshop on the use of data and digitalization in cities.

Training: Seoul Smart City

Seoul, 9-16 June

The week of training was organized for Seoul officials to showcase smart city projects implemented in the metropolitan space to their peers from Mashhad. The latter delegation went home having learnt a lot, and concluded that the training will definitely have an impact on local citizens’ quality of life, in particular by increasing government transparency and citizen participation.
Forum on Global City Research

**Guangzhou, 20-21 June**

The forum was co-organized by the Guangzhou Academy of Social Science and Metropolis, and provided a platform for researchers and institutions to present their most recent findings. As well as focusing on city rankings and the challenges facing metropolises, it also provided Guangzhou with the opportunity to present its vision for the future.

**Activated members**

Guangzhou, Jinan, Nanjing

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Training: Sustainable Water Management

**Seoul, 23-30 June**

The aim of this training course was twofold. Firstly, to allow the 12 participants to learn the policies that Seoul implemented in the field of water management. Secondly, to provide them a space to share their city policies and exchange their concerns in this field. They had the opportunity to visit the Seoul Waterworks Bureau, the Seonam Sewage Treatment Plant, and the Seoul Water Institute.

**Activated members**

Bangkok, Jakarta, Seoul, Shanghai

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Online training: Global solutions to local inequalities

**Barcelona, 26 June**

Metropolis Secretary General and a representative of Fundació Catalunya Europa (FCE) spoke as part of the webinar on solutions to tackle inequalities. Around 25 people participated. The representative of FCE suggested the importance of trust in democratic institutions, of integrated multilevel governance, as well as many more technical proposals as ways to solve the ever-increasing issue of inequality.

**Activated members**

Barcelona (city), La Paz, Mashhad, Medellín, Torino
Metropolis members come together with academic experts for the official unveiling of the Metropolitan Indicators

**Barcelona, 27 June**

The presentation was part of the programme of the international seminar “Metropolitan policies and indicators of social cohesion”, which also featured panel discussions on metropolitan governance, and was hosted by CIDOB. It led to the conclusion that availability of data is an important tool for successful and sustainable public policy, but government actors need to understand its context in order to effectively put it to use in ever-changing metropolitan spaces.

**Related outcomes**
L1M3D1, L2M2D2, L2M2D4, L2M3D3, L2M6D1

**Activated members**
Barcelona (city), Barcelona (metropolitan area), Brussels, Gauteng, Montréal

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Three new metropolises from Europe and Asia join our association

**Montevideo, 5 April**

Our Board of Directors, gathered during the last annual meeting in Montevideo, ratified the three new members of the association: Kazan, Goyang and Greater Paris. With these new members, Metropolis now brings together 138 governments of major cities and metropolitan areas worldwide.

**Related outcomes**
L2M2D5, L3M3D1

**Activated members**
Goyang, Greater Paris, Kazan
Towards our 13th World Congress 2020: Signing of an historic agreement with the city of Guangzhou

Montevideo, 6 April

Metropolis and the City of Guangzhou set a new framework of collaboration towards the organisation and hosting of our 13th World Congress 2020 to be held in Guangzhou together with the Global Mayors Forum, the Guangzhou International Award for Urban Innovation and the UCLG World Council.

Seizing the occasion of the day of statutory meetings of Metropolis and fellow local government networks held in Montevideo last 6 April, the Secretary General of Metropolis and the city of Guangzhou signed this paramount collaboration agreement to support both parties to fulfil their roles as organizers of the 13th Metropolis World Congress.

Gender Impact Assessment

19 May

Elaboration and launch of the publication “Gender Impact Assessment”, which evaluates the level of implementation of the gender strategy within the association, in relation to the lines and results of Metropolis Action Plan. Therefore, by means of a series of quantitative and qualitative indicators, the achievement of each of the initiatives developed by the association’s projects is analyzed.

As a first result, we can say that there is a firm commitment from the association towards the gender strategy and its double objective of making members aware of gender inequalities and promoting the incorporation of measures to fight the identified inequalities in the political agenda of our members. In this way, the new year’s main actions will be oriented towards:

1. Promotion of gender partnerships;
2. Mainstream gender perspective in Metropolis’s projects;
3. Increase the number of internal governance documents including the gender perspective.

Related outcomes
- L1M1D1
- L2M8D1
- L2M11D1
- L3M3D1
- L3M5D1
- L3M5D3

Related outcomes
- L3M8D1

Activated members Guangzhou
## MEMBERSHIP ACTIVATION

### Bilateral meetings

<table>
<thead>
<tr>
<th>APRIL</th>
<th>MAY</th>
<th>JUNE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Buenos Aires &amp; Montevideo</strong>&lt;br&gt;Members: Barcelona (metropolitan area), Buenos Aires, Fuzhou, Guangzhou, Montevideo, Montréal&lt;br&gt;Potential members: Lima</td>
<td><strong>Mashhad</strong>&lt;br&gt;Members: Mashhad</td>
<td><strong>Chicago</strong>&lt;br&gt;Members: Athens</td>
</tr>
<tr>
<td><strong>Shiraz</strong>&lt;br&gt;Members: Shiraz</td>
<td><strong>Grand Lyon</strong>&lt;br&gt;Members: Barcelona (metropolitan area), Brussels, Grand Lyon, Greater Manchester, Madrid, Torino&lt;br&gt;Potential members: Helsinki, Oporto, Torino, Vienna</td>
<td><strong>Barcelona</strong>&lt;br&gt;Members: Brussels</td>
</tr>
<tr>
<td><strong>Tehran</strong>&lt;br&gt;Members: Tehran</td>
<td></td>
<td><strong>Barcelona</strong>&lt;br&gt;Members: Gauteng</td>
</tr>
<tr>
<td><strong>Barcelona</strong>&lt;br&gt;Members: Barcelona (metropolitan area)</td>
<td></td>
<td><strong>Barcelona</strong>&lt;br&gt;Members: Barcelona (city)</td>
</tr>
<tr>
<td><strong>Barcelona</strong>&lt;br&gt;Members: Barcelona (city)</td>
<td></td>
<td><strong>Barcelona</strong>&lt;br&gt;Members: São Paulo</td>
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<tr>
<td><strong>Barcelona</strong>&lt;br&gt;Members: São Paulo</td>
<td></td>
<td><strong>Barcelona</strong>&lt;br&gt;Members: Gauteng</td>
</tr>
<tr>
<td><strong>Tokyo</strong>&lt;br&gt;Members: Berlin, Buenos Aires, Montevideo, Montréal</td>
<td></td>
<td><strong>Barcelona</strong>&lt;br&gt;Members: Gauteng</td>
</tr>
</tbody>
</table>
Activated members

Abidjan  Greater Manchester  Montréal
Athens    Greater Paris     Nanjing
Bangkok   Guadalajara     Porto Alegre
Barcelona (city) Guangzhou     Quito
Barcelona (metropolitan area) Jakarta     Rabat
Berlin     Johannesburg    Rio de Janeiro
Brussels   Kazan          Santiago de Chile
Buenos Aires La Paz         São Paulo
Córdoba     Libreville    Seoul
Dakar       Lisbon        Shanghai
Durban      Madrid        Shiraz
Fuzhou      Mashhad       Surabaya
Gauteng     Medellin      Tehran
Goyang      Mexico City   Torino
Grand Lyon  Montevideo   Tunis

Membership payment status

Until 30 June 2019

318,455 € collected in membership fees paid by 51 out of our 138 members

Main results

Until 30 June 2019

860+ people engaged in Metropolis events

104 experts with whom we have collaborated
## Execution of the Action Plan

<table>
<thead>
<tr>
<th>Measures</th>
<th>Outcomes and deliverables</th>
</tr>
</thead>
</table>
| **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. | **L1M1D1** Calendar of international events  
**L1M1D3** Political or technical presence at relevant international events |
| **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. | **L1M2D1** Metropolis position papers on key issues related to metropolitan governance  
**L1M2D2** Political debates within Metropolis annual events regarding major themes |
| **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. | **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 |
| **L1M6** That a global partnership strategy vis-à-vis other networks and actors is established that lays down the broad lines of work. | **L1M6D2** Annual strategic partnership reports (2018-2019-2020) |
| **L1M7** That Metropolis contributes actively to UCLG and the Global Taskforce, whilst being treated as key partners. | **L1M7D1** Contributions to the Global Taskforce: events, papers, etc.  
**L1M7D2** Political / Technical presence at UCLG and GTF events |

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

### 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.

**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.

### Outcomes and deliverables

**L2M1D2**
Execution of 6 pilot projects, one per main strategic theme, led by a member and transferred to other metropolises

**L2M2D2**
Metropolis Observatory

**L2M2D4**
Metropolis website

**L2M2D5**
Establishment of reference frameworks which are helpful for members in governing and managing metropolises

**L2M3D3**
One annual event of the Metropolis Observatory

**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)

**L2M7D2**
Calendar of events and training program (2018-2019-2020)
## Execution of the Action Plan

<table>
<thead>
<tr>
<th>Measures</th>
<th>Outcomes and deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>L2M8</strong></td>
<td><strong>L2M8D1</strong></td>
</tr>
<tr>
<td>That collaborative forums are developed and supported as the way of bringing together mayors, urban practitioners, research centres and academics.</td>
<td>Political and technical gatherings addressing key issues for our members, particularly annual meetings and triennial congresses</td>
</tr>
<tr>
<td><strong>L2M11</strong></td>
<td><strong>L2M11D1</strong></td>
</tr>
<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>Strategic plan between Guangzhou and the SG relations regarding the Urban Innovation Community project</td>
</tr>
</tbody>
</table>

### L3

<table>
<thead>
<tr>
<th>L3M2</th>
<th><strong>L3M2D1</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>That five regional agendas are agreed in line with the global strategy of Metropolis.</td>
<td>5 regional agendas on an annual basis designed and implemented by the Regional Secretaries and the Secretariat General</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L3M3</th>
<th><strong>L3M3D1</strong></th>
<th><strong>L3M3D2</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>That a strategy is developed to improve relationships among Metropolis key actors.</td>
<td>Mapping of members according to their involvement, fee payment, etc.</td>
<td>Mapping of partners and potential partners</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L3M5</th>
<th><strong>L3M5D1</strong></th>
<th><strong>L3M5D3</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>That a fundraising strategy is laid out and effectively implemented.</td>
<td>Fundraising strategy</td>
<td>Annual fundraising plans</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L3M8</th>
<th><strong>L3M8D1</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>Annual reports highlighting main achievements on the inclusion of gender-mainstreaming in Metropolis</td>
</tr>
</tbody>
</table>
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, Minister 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
Pirouz Hanachi, Mayor of Tehran
Xianwang Zhou, Mayor of Wuhan

HONORARY MEMBER: CPAFFC
EUROPE

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 Martínez-Almeida, Mayor of Madrid
LATIN AMERICA AND THE CARIBBEAN

Focal Points

REGIONAL SECRETARY
Nelson Fernández
Montevideo

SECRETARIAT GENERAL
Lia Brum

Members of the Board of Directors

CO-PRESIDENCIES
Christian Di Candia, Mayor of Montevideo

REGIONAL VICE-PRESIDENCY
Miguel Ángel Garrido Agüero, President of the Regional Metropolitan Council of Santiago de Chile

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

Ciudades que participan
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
Juan Manuel Gastelum Buenrostro, Mayor of Tijuana
Secretariat General

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

Lia Brum
Content Curator & Focal Point for Latin America and Europe

Mara Fernández
Administration Assistant

Hélène Jourdan
Project Officer for Learning, Strategic Partnerships & Focal Point for Africa

Silvia Llorente
Project Officer for Metropolis Women

Teresa Oliver
Project Officer for Statutory Affairs & Focal Point for North America

Eugeni Villalbí
Project Officer for Metropolis Observatory

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

Nerea Costa
intern (until mid-June)

Miguel García
intern (until end May)

Jesslin Mendoza González
intern (since mid-June)

Elena Reiriz
intern (until end June)

Claire Triquet
intern (since early June)

Octavi de la Varga
Secretary General