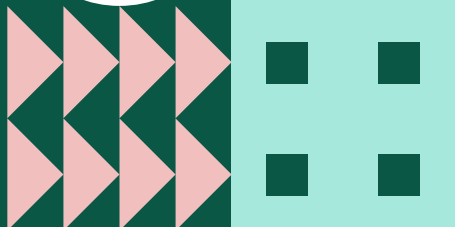
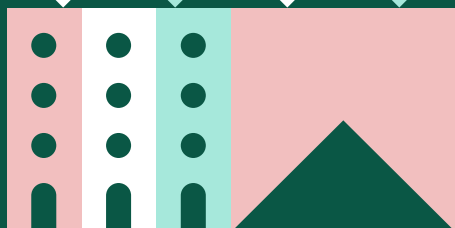
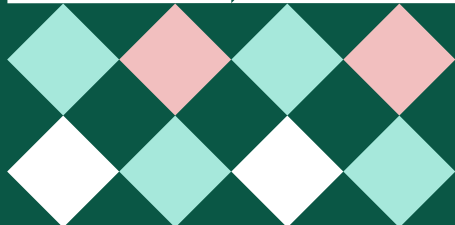
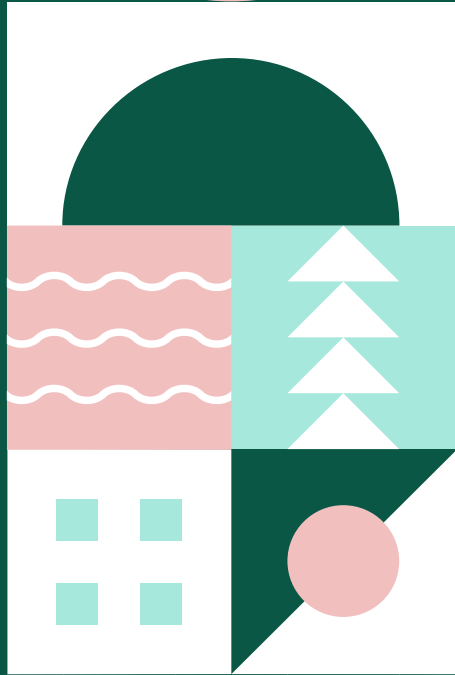
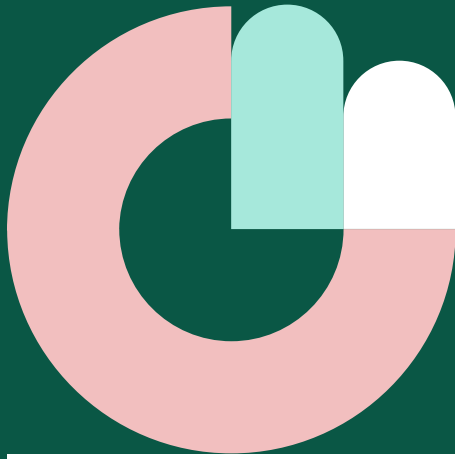




# Monitoring internationalisation strategies in cities and metropolitan areas



## Authors

**SciTech DiploHub:** João Tavares, Alexis Roig, Marta Cortés and Syd Kotar

**Metropolis:** Oscar Chamat-Nuñez

--

## Acknowledgements

This report would not have been possible without the kind collaboration of (in alphabetical order): Nicolas Azocar, Mónica Batlle, Jan Erasmus, Park Hye-ryung, Karen Jones, Caphan Lieu, Felip Roca, Ayanda Roji and Mireia Zapata.

This work is licensed under the Creative Commons Attribution NoComercial-Compartir Igual 4.0 Internacional. To see a copy of this licence visit: <https://creativecommons.org/licenses/by-ncsa/4.0/>

Suggested citation: *Metropolis (2022); Monitoring internationalisation strategies in cities and metropolitan areas*

Metropolitan cities are key players in globalization. They have become central nodes of the transnational systems of trade, innovation, research, culture, finance, and more. The same is not true for global governance: there, local authorities remain secondary players, in a game largely dominated by states. The local governments in charge of managing these major cities, however, do not simply accept a role of policy takers, and will not be satisfied with passive adaptation to global trends: they want to shape and co-create the global futures that will determine the prospects of their cities and citizens. Thus, many of them have embarked in ambitious internationalisation strategies at the service of their cities' political agendas.

However, city and metropolitan authorities are by definition local, and their stretching onto global arenas often faces questioning. The need to understand the impacts of city internationalisation strategies goes, therefore, well beyond their attachment to best practices in policy analysis. Do internationalisation strategies pay off? What are the tangible impacts for the city and its inhabitants? What specific opportunities did a particular city seize thanks to its international activities? Did internationalisation mitigate or amplify negative impacts coming from the global context?

The present study is an attempt to systematize and bring together the practical learnings of five Metropolis' members, and to summarize them in a format that can help other city administrations begin to respond to these questions above. The document identifies the importance of grounding internationalisation within existing metropolitan visions and strategies, of the global vision of local policies, of broad stakeholder involvement, of city-to-city and city networks' action, amongst other key factors. It also stresses the importance of rigorous, indicators-informed systems of monitoring, learning and evaluation. With this report, Metropolis offers metropolitan policy-makers a tool to cast a critical look upon their internationalisation strategies, and to re-design them for success in an evolving global context.



**Jordi Vaquer**  
Secretary General  
Metropolis

Emerging global challenges affect local to international spheres of governance, pressuring urban actors to engage with the international arena actively and strategically. Internationalisation initiatives must connect with key stakeholders (e.g., academic, public sector, private sector, and civil society) and coordinate with other scales of governance (e.g., local, metropolitan, regional, national and international).

This methodological guide aims to provide policymakers in major cities and metropolitan areas with a coherent approach to developing their internationalisation strategies. Previous efforts to monitor the deployment and implementation outcomes of internationalisation strategies remain largely contingent and city specific. This report builds on case studies, interviews and tailor-made indicators in order to support the mainstreaming of internationalisation strategies. It provides a standardised procedure across different urban and metropolitan realities that is flexible to local context while fostering knowledge-sharing and diffusion of best practices.

This report provides a methodology, suggests monitoring practices and identifies inspiring practices for deploying internationalisation strategies major cities and metropolitan areas. Additionally, a framework is outlined to measure the deployment and outcome of internationalisation strategies for policy makers and city managers, including policy recommendations for the deployment and monitoring of internationalisation strategies. The present document has been designed to serve as a guide for urban and metropolitan governments in designing their strategies and policies based on the historical, socio-demographic and governmental context.

This report explores common approaches to internationalisation strategies for major cities and metropolitan areas through content analysis of official documents. By analysing 5 case studies (Barcelona, Santiago Metropolitan Regional Council, Toronto, Seoul and Johannesburg), using academic sources and information from interviews with city officials, this report identifies trends and best practices to inform a calibrated internationalisation strategy framework. As a result, a methodology for developing and monitoring internationalisation strategies is outlined, and actionable policy recommendations are provided for decision-makers in the local and metropolitan levels.

# Table of contents

**06**

---

**Introduction**

**07**

---

**Choosing to Monitor  
Internationalisation  
Strategies with  
Indicators**

**08**

---

**City profiles**

- 09 Barcelona, Spain
- 12 Seoul, South Korea
- 15 Toronto, Canada
- 18 Santiago Metropolitan Regional Council, Chile
- 21 Johannesburg, South Africa

**25**

---

**Deployment  
and Outcome  
Indicators for  
Internationalisation  
Strategies**

**26**

---

**Policy  
Recommendations**

**27**

---

**Conclusion**

**28**

---

**Appendix 1:  
Deployment  
Indicators for the  
internationalisation  
strategies**

**33**

---

**Appendix 2: Outcome  
Indicators for the  
internationalisation  
strategy's deployment**

**37**

---

**References**

Current urbanisation processes have blurred traditional municipal jurisdiction borders as cities have outgrown their past territorial boundaries. Metropolitan structures have become a needed and strategic stakeholder to be considered for economic and political alliances, global knowledge production, and sub-state governance (Parrilla and Berube, 2014). In this context and considering the effects of globalisation in the economic, political, and social spheres, major cities became key actors in the international arena.

Major cities and metropolitan areas have much to gain by engaging with the international sphere, but face the challenge of contextualising global agendas to local action. Moreover, measuring the degree of implementation, the outcome and the impact of internationalisation strategies is challenging, especially given that data collection and analysis practices are not standardised.

Strategies for internationalisation originate from the need for varying levels of institutions or governments to strategically position themselves in the global sphere, and offer opportunities for fostering partnerships towards shared global well-being. Major cities and metropolitan areas developing internationalisation strategies are concerned with the promotion of their local and regional vision, exchanging ideas, experiences, and knowledge, and with the promotion of reciprocal action with governments, international organisations and institutions.

Cities and metropolitan areas approach internationalisation in different levels of engagement, from isolated actions and reactive projects, to developing coherent initiatives and publishing strategic documents. Documentary analysis of published internationalisation strategy plans of cities and metropolitan areas covered in this study (Barcelona City Council, 2020; Seoul City Hall, 2021; City of Johannesburg, 2022; Greater Toronto Area, 2022; Santiago's Regional Metropolitan Government, 2022) indicates the emergence of common sections:

- 1 A diagnosis of the current situation
- 2 An identification of main issues or priorities
- 3 The strategic framework and objectives for the strategy's implementation

In these plans, each priority is broken down into more detailed targets for the sake of periodical monitoring and evaluation of the strategy's impacts. These smaller targets have quantifiable thresholds to determine the level of achievement. Clear priorities for the area are set and synergies between them are encouraged to maximise efficiency and obtain desired results.

With these trends in mind, internationalisation is a long-term process that requires intentional planning and a strong political commitment for its implementation based on public participation and governing leadership. This process also needs to consider barriers to its implementation, in order to overcome this situation, a clear and coordinated guidance should come from the local/metropolitan governance structures. Major cities and metropolitan areas' government systems are highly context dependent and must actively develop methods and standardized practices for data collection. All of this requires a commitment from the institution's adherence to plans to ensure the local population benefits from the implementation of the plan through emerging programs, enforcement, concrete policies or legislation, institutional appointments, data collection, and financing.

Coordinated action in the inception and implementation of internationalisation plans allows for:

- 1 A clear local presence in strategic planning and deployment with attention to the interests of local stakeholders, including governments
- 2 The establishment of a common vision and mission for planned internationalisation across the local ecosystem
- 3 And legitimacy gained through inclusion of multiple local perspectives for implementation of public policies while building upon horizontal cooperation

This report indicates that for an internationalisation strategy to be effective it must be coherently carried out by local stakeholders, aligning the varied agendas emerging from the ecosystem into international priorities and action plans. This document provides case studies for contextualised insights, custom-made deployment and outcome indicators for internationalisation mainstreaming, and actionable policy recommendations for decision-makers in the local and metropolitan scales.

# Choosing to Monitor Internationalisation Strategies with Indicators

Indicators contribute to evidence-based policymaking (Schumann, 2016) through strategic action, standardisation of methodology, and instruments of governance. The use of indicators is directed towards goal setting, metrics development, data collection, and resource mobilisation to address current gaps in the successful coordination, implementation, and systematisation of internationalisation strategies.

We can observe three main challenges in the implementation of internationalisation deployment and monitoring (Escobar-Pemberthy and Ivanova, 2020):

- 1 **Conceptualisation.** This is the conceptual gap in the translation from internationalisation strategies, usually at the national level, into internationalisation strategies at the local level.
- 2 **Evaluation.** A lack in the evaluation of results does not allow for comparison with other actors nor with oneself over time.
- 3 **Methodological.** There is no methodology that can be applied across different issues relating to internationalisation. Therefore, there also exists a lack in monitoring effectiveness.

To tackle these three barriers, this report provides a methodological guide based on state-of-the-art literature, case studies and the identification of international best practices. The result is the creation of Deployment Indicators and Outcome Indicators for internationalisation strategies. It is important to notice that, despite the development of the indicators for this report, they must be actively calibrated to local realities, fostering a crucial dialogue between different levels of governance.

Deployment Indicators assess existing strategies and/or guide the construction of new strategies for internationalisation, providing the guidelines for effective implementation. It ensures that the strategic actions and their overall progress are organised, relevant, and properly tracked. This responds to the need for a standardised monitoring tool for internationalisation strategies at the major city and metropolitan level.

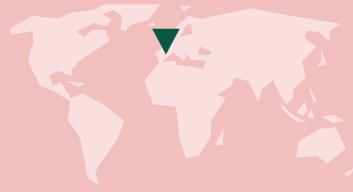
Outcome Indicators support the monitoring of existing strategies and their diverse impacts in different sectors. Throughout all indicators, the idea that internationalisation strategies should support the interests of the local community. Strategies should be complementary to local plans and policies, looking to improve them instead of contradicting them.

As a result, by using both sets of indicators, policy-makers are able to develop ongoing practices for implementation and monitoring. It is crucial that this methodological guide is properly calibrated to the social-economic trends, cultural specificities, institutional arrangements, and political landscapes of the urban context.

# City profiles

City profiles are analysed using literature sources and information from interviews with city officials to gain further insights from professionals working on international relations.





Population (City):  
**1.6m**

Population  
(Metropolitan  
Area):  
**3.3m**

# Barcelona, Spain



Barcelona. Pexels, Aleksandar Pasaric

## Featured Project: Digital Twins, Barcelona and Bologna

Barcelona and Bologna city councils, the Barcelona Supercomputing Center, CINECA in Bologna, and the University of Bologna have signed an agreement to develop an evidence-based public policy model for urban development. This project puts out a pioneering approach to urban planning by simulating urban dynamics in a digital environment through big data, forecasting the results of upcoming public

policies before their implementation. By utilising this tool, local governments can become leaders in digital governance through the creation of a European digital infrastructure for urban policies, thus pushing public institutions towards evidence-based decision making. This exchange of science and technology can push for not only the standardisation of data but the guarantee of European interoperability<sup>1</sup>.

<sup>1</sup> Ajuntament de Barcelona. (2022, July 8). *Agreement with Bologna to develop urban digital twins* | Info Barcelona | Barcelona City Council. Info Barcelona. [https://www.barcelona.cat/infobarcelona/en/agreement-with-bologna-to-develop-urban-digital-twins\\_1193911.html](https://www.barcelona.cat/infobarcelona/en/agreement-with-bologna-to-develop-urban-digital-twins_1193911.html)



## Urban Context

The 1992 Olympic Games, hosted by Barcelona, is often indicated as an international best practice for urban development, influencing cities all around the world interested in urban renewal, building sporting facilities, redesigning neighbourhoods, restructuring urban transport systems, and attracting mega events. This urban development impacted the urban fabric, developing its arts and cultural traditions and aiding its growing tourism sector<sup>2</sup>. Since then, Barcelona has positioned itself in the global sphere, opening itself up to tourism, investment, and technological development.



## Socio-demographic Context

Barcelona's metropolitan area is the largest metropolitan area in the west Mediterranean<sup>3</sup>. While the city of Barcelona occupies 100 km<sup>2</sup> with 10 districts for 1.6 million habitants, the Barcelona Metropolitan Area (AMB) occupies approximately 3,235 km<sup>2</sup> with 36 municipalities and more than 3.3 million inhabitants.



## Governance Context

In the Barcelona's region, the local government and metropolitan area are important levels of governance engaging with internationalisation.

- ① At the local level, Barcelona's International Relations department is responsible for empowering Barcelona's international positioning while providing coordination and support across international initiatives developed in the City Council. Important international projects involve strengthening bilateral cooperation channels, engaging with city networks and serving as a coordination and support node for international organisations, think tanks and research centers located in Barcelona. The overall philosophy of the city's international vision is to act through "progressive municipalism"<sup>4</sup>.

- ② At the metropolitan level there is Barcelona's Metropolitan Area (AMB), which also acts in the global sphere through its International Relations and Cooperation Area. There are two main reasons it does so: the projection of the metropolis abroad and the participation in cooperation projects. The aim is to position the metropolis and its actors in international networks and agendas so that they encompass enough power to lobby for its interests at a supranational level (i.e., the EU)<sup>5</sup>. This connects back to the municipalities and citizens of AMB's area of governance as a complementary tool for local public policies and strategies, as well as acting as a relevant element in the development of competencies related to international positioning (i.e., participation in networks and institutional relations), international cooperation, knowledge sharing, among others<sup>6</sup>.



## Internationalisation Context

Barcelona's City Council has many goals to expand the city's international reach. **Its International Relations Master Plan 2020-2023 (Barcelona City Council, 2020)**, addresses partnerships, prosperity, people, the planet, and peace (the 5Ps) following the principles that uphold the 2030 Agenda. As stated before, progressive municipalism is what drives the plan's goals, along with the will to become a transformative global actor. Furthermore, Barcelona frames it as a claim for a new international relations policy based on social progress and equality, climate justice and technological humanism. This is reflected throughout the 5 goals and 24 lines of work that constitute the plan that the International Relations Department is responsible for. The plan also includes stipulated tools to guarantee its correct implementation following good governance principles such as transparency, accountability, and communication. There's already some work done, as the City Council is part of 41 international networks and associations, works with international congresses set in Barcelona (e.g.

2 Sm tkowski, M., Gorzelak, G., Kozak, M., & Olechnicka, A. (2011). *The European Metropolises and Their Regions: From Economic Landscapes to Metropolitan Networks*.

3 Àrea Metropolitana de Barcelona. (2022b). *Presentation*. <https://www.amb.cat/en/web/amb/la-institucio/presentacio>

4 Barcelona City Council. (2020, July). *Barcelona, Global City International Relations Master Plan 2020-2023*. [https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/bcn\\_ir\\_master\\_plan.pdf](https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/bcn_ir_master_plan.pdf)

5 Àrea Metropolitana de Barcelona. (2022a). *International area*. <https://www.amb.cat/en/web/amb/area-internacional>

6 Àrea Metropolitana de Barcelona. (2022c). *What do we do?* <https://www.amb.cat/en/web/amb/area-internacional/accio-internacional-i-cooperacio/que-fem>

Smart City Expo World Congress, Mobile World Congress) and has presented the Barcelona Green Deal, an urban agenda for the next 10 years tackling global challenges while developing local competitiveness.

## **Barcelona frames its International Relations Master plan as a claim for a new international relations policy based on social progress and equality, climate justice and technological humanism.**

At the metropolitan level, the Barcelona Metropolitan Area's Internationalisation Plan (2021-2025) and the Metropolitan Action Plan (2021-2023) develop goals and actions needed to create a metropolitan model fully aligned with the UN's 2030 Agenda<sup>7</sup> and outlining the importance of focus on internationalisation. In this sense, internationalisation is articulated with providing inhabitants with essential services, political representation in the international sphere, and urban planning processes. Thus, the overall goal of the internationalisation strategic policy is to make sure that all areas of the institution are involved in international initiatives, exchanges with other metropolises, and driving initiatives to attract investment for the metropolitan area.

<sup>7</sup> Ajuntament de Barcelona. (2020, November). *PAM+ 2020-2023 Programa D'actuació Municipal Extraordinari De Resposta A La Pandèmia*. [https://ajuntament.barcelona.cat/premsa/wp-content/uploads/2020/11/PAM\\_BCN\\_v261120-1-1.pdf](https://ajuntament.barcelona.cat/premsa/wp-content/uploads/2020/11/PAM_BCN_v261120-1-1.pdf)

## Highlights

- 1 Barcelona has produced dedicated strategic plans for internationalisation, involving governmental institutions, departments, and non-governmental stakeholders
- 2 Barcelona is a globally relevant city in relation to international connectivity and cooperation through participation in global networks, hosting international congresses, and commitment to global goals
- 3 Barcelona's internationalisation strategy includes local social issues in its action plans
- 4 Barcelona is successful in securing specific governmental budgeting for international relations
- 5 Barcelona is capable of creating communication channels with the public about its internationalisation, including marketing through public planning documents, flyers, and videos

Barcelona has become a globally relevant city for its rich history of urban development and strong commitment to internationalisation. The 1992 Olympic Games catalysed urban development and increase of wealth in the city, mainly supported by industry and tourism. The economic dependencies of the metropolitan area on the region and country have conditioned Barcelona's urban development and international trajectory, affecting the different governance institutions that have emerged. Just like other global cities worldwide, Barcelona faces the crucial challenge of mainstreaming internationalisation initiatives into cohesive policymaking processes, implementing projects that are efficiently targeting its local priorities and, at the same time, coherent with its global strategy.





Population (City):  
**9,44m**

Population  
(Metropolitan  
Area):  
**36m**

# Seoul, South Korea



Seoul. Pexels, Pixabay

## Featured Project: Seoul Friendship Festival

Seoul has a special approach to internationalisation through the “Seoul Friendship Festival”, a cultural event that brings together more than 70 cities from all around the world. This showcases an interesting initiative that strengthens relationships with Seoul’s guests, enables connectivity, provides a platform for experience-sharing and brings a strong sense of global connectivity to its citizens. Additionally,

international cultural events play an important role in international positioning and creates opportunities for nurturing new projects by having a substantial number of government officials from around the globe in the city.



## Urban Context

Seoul is not only a metropolitan city, but has had the status of a Special City since 1949. Following political and territorial boundary realignment and a period of economic instability from the 1940s to 1964, South Korea experienced a redefined commitment to economic growth and industrialisation<sup>8</sup>. The country became an export-oriented economy, trading with many cities across Asia and Europe. Seoul became increasingly urbanised with a large concentration of workers coming from rural areas, meanwhile foreign investment was normalised, and international market access was granted to South Korea<sup>9</sup>, facilitating their access to new markets and material for their industry.



## Socio-demographic Context

Following the downfalls of rapid industrialisation and urbanisation, Seoul developed a **Resilience Strategy** to safeguard local values and to increase people's quality of life<sup>10</sup>. Main challenges in Seoul are population size, cultural preservation, and employment for young, educated citizens. The city of Seoul has a population of over 9 million people, with 36 million in the total metropolitan area. With this large population, the metropolis is balancing globalisation with both achieving national interests and safeguarding local values that preserve the practices of Korea's indigenous culture.



## Governance Context

Although there are other metropolitan areas in South Korea, Seoul is a metropolitan city with the status of a province, which is the highest level of sub-national governance in South Korea. With the grand population size and classification of a Special City, Seoul has farther reaching powers and larger budgets than many other metropolitan areas in the region<sup>11</sup>, with which the city took the opportunity to form its own administrative and governmental structures, with its own globalisation plans.

- 8 Glassman, J., & Choi, Y.-J. (2014). The Chaebol and the US Military—Industrial Complex: Cold War Geopolitical Economy and South Korean Industrialization. *Environment and Planning A: Economy and Space*, 46(5), 1160–1180. <https://doi.org/10.1068/a130025p>
- 9 Lee, S. K., You, H., & Kwon, H. R. (2015). Korea's Pursuit for Sustainable Cities through New Town Development: Implications for LAC. Inter-American Development Bank. <https://publications.iadb.org/publications/english/document/Korea-Pursuit-for-Sustainable-Cities-through-New-Town-Development-Implications-for-LAC-Knowledge-Sharing-Forum-on-Development-Experiences-Comparative-Experiences-of-Korea-and-Latin-America-and-the-Caribbean.pdf>
- 10 Resilient Seoul: A Strategy for Urban Resilience 2019. [https://resilientcitiesnetwork.org/downloadable\\_resources/Network/Seoul-Resilience-Strategy-English.pdf](https://resilientcitiesnetwork.org/downloadable_resources/Network/Seoul-Resilience-Strategy-English.pdf)
- 11 Seoul City Hall. (2022). *Budget*. Seoul Metropolitan Government. <https://english.seoul.go.kr/city-hall/budget/>
- 12 Seoul City Hall. (2022). *Official Website of the Seoul Metropolitan Government*. <https://english.seoul.go.kr/>
- 13 *Resilient Seoul: A Strategy for Urban Resilience 2019*. [https://resilientcitiesnetwork.org/downloadable\\_resources/Network/Seoul-Resilience-Strategy-English.pdf](https://resilientcitiesnetwork.org/downloadable_resources/Network/Seoul-Resilience-Strategy-English.pdf)

Seoul has its own Metropolitan Government with its own elected Mayor (elected in four-year terms by citizens), a city council of 30-50 representatives, 5 offices, 32 bureaus, and 107 divisions. The Metropolitan Government is charged with the tasks of increasing the quality of urban life and fostering investment back into the city. To achieve these goals, it has laid out various plans to carry out its vision of internationalisation<sup>12</sup>, and collaborates with the central government and stakeholders, especially those in the private sector.



## Internationalisation Context

The International Relations Division leads in the internationalisation of the city under the Communications Bureau. The Division mainly focuses on urban diplomacy and develops different plans to advance the urban development and internationalisation of the area. This is detailed in the **Seoul Urban Resilience Plan (2019)**<sup>13</sup>, led by the Chief Resilience Officer in collaboration with the Mayor, the President of 100 Resilient Cities, and other relevant departments. In the plan, they lay out 3 main goals for a smart, safe city for all:

- ① **Governance:** resilience through collaboration
- ② **Community:** stronger and connected community
- ③ **Inclusive growth:** prosperous Seoul for all

The plan highlights the goal of urban resilience as being for all entities within a city (individuals, communities, institutions, businesses) to survive, adapt, and grow despite the complex emergencies that may appear.

Similarly, a second plan, Seoul Urban Planning, was constructed by the Seoul Metropolitan Government including the Seoul Vision 2030 Committee. The Committee consisted of 122 individuals from diverse fields and classes with over 100 in depth conversations and working group meetings. This plan lays out 5 policy direc-

tions: recovery of Seoul's identity, improvement of quality of life, balanced regional development, construction of a sustainable city, and enhancement of competitiveness. The plan also includes a qualitative monitoring methodology for the evaluation of success. This includes a director position for each task, quarterly project evaluation, and close communication and consultation with the city council in the process of finalising, deploying, and implementing the policy tasks<sup>14</sup>.

The metropolis envisioned that it would be ranked among the top 5 cities in the world by 2030<sup>15</sup> through successful organisation attributes, international events, and solving local challenges. The main points that the city is working to address include equal opportunities for education (i.e. through an online platform for children in risk of social exclusion), an increase in mentoring services (i.e. through addressing the youth employment rate, women's participation in economic activities, and seniors' participation in Seoul's lifelong learning program), and addressing other areas such as Foreign Direct Investment (FDI), tourism, culture, health, and stakeholder engagement.

To monitor the success of its internationalisation, Seoul utilises public rankings or contracts private organisations for data collection and analysis. Under the metropolitan government, the Seoul Institute researches, assesses, and creates long-term plans. Another internal department manages indicators and rankings with the goal of capacity building. For example, the metropolis uses the Global Cities Report by Kearney and has even contracted consultants for data collection and analysis.

14 2030 Seoul Plan. (2017). 서울정책아카이브 Seoul Solution. <https://www.seoulsolution.kr/en/content/2030-seoul-plan>

15 Seoul City Hall. (2021). *Joining the World's Leading Financial Cities by Attracting Foreign Investments and Businesses Starting in 2022*. <https://english.seoul.go.kr/joining-the-worlds-leading-financial-cities-by-attracting-foreign-investments-and-businesses-starting-in-2022/>

16 Tonby, O. et. al. (2019). The future of Asia - Asian flows and networks are defining the next phase of globalization. *McKinsey Global Institute*. <https://www.mckinsey.com/featured-insights/future-of-asia/overview>

## Highlights

- ① Local government with a clear governance structure for internationalisation.
- ② Focus on developing communication channels across governmental levels, and participation with non-governmental stakeholders.
- ③ Most of the members working in the International Relations department have been trained in international relations and diplomacy fields.
- ④ Local needs are tackled as the foundation for a citizen-based internationalisation strategy, as seen in the development of urban planning and resilience policies.
- ⑤ Science and technology are considered as driving economic activities to foster the internationalisation of the city at global scale.

Seoul has defined governance structures, mechanisms for the deployment of internationalisation strategies, and plans that address urbanisation, urban resilience, and internationalisation. From the rapid industrialisation leading to rapid internationalisation, the metropolis has grown significantly, prompting the need for internationalisation strategies to achieve its domestic and international goals. Seoul prioritizes the development of cultural diplomacy (i.e. safeguarding local values through internationalisation) and civil society participation (i.e. building a strong local community that works to address issues). Its strong connections with global organisations and international partnerships permit the metropolis to participate in not only bilateral but multilateral diplomacy. Still, Seoul must work to improve immigration perspectives and employment pressures for young adults. Looking forward, the metropolis strives to make South Korea a hub of new North East Asian regional alliances<sup>16</sup>.





Population (City):  
**2.8m**

Population  
(Metropolitan  
Area):  
**6.31m**

# Toronto, Canada



Toronto. Pexels, Luis Ruiz

## Featured Project: One-to-Many Collaboration Schemes

More than a single project, Toronto's leadership in international initiatives has showed a special approach for efficient resource allocation: the shift from a one-to-one mindset to a "one-to-many" focus. This transition in engagement with the international arena shows a proactive approach to the creation of "one-to-many" collaboration schemes that are relevant for Toronto's strategic objectives. This approach is also

important to connect actors and optimize cooperation towards globally shared challenges. This featured portfolio management mindset indicates an important pathway for cities and metropolitan areas that are usually reactive to many one-to-one initiatives and are looking to develop coherent internationalisation strategies.



## Urban Context

From 1953-1998 the Municipality of Metropolitan Toronto governed the metro area led by a Metropolitan Council and the regional government. But as the city continued to expand, more surrounding towns and villages became included in the Municipality. In 1997, the City of Toronto Act led to the 1998 amalgamation of Metropolitan Toronto with its constituents into the City of Toronto. Now the geographical area is known as the City of Toronto or the Toronto Census Metropolitan Area (Toronto CMA)<sup>17</sup>.



## Socio-demographic Context

Rapid development commenced in the late 1990s. Challenges arose with housing, immigration, employment, talent attraction, urban planning, and geographical boundary definitions. With a population of 2.8 million, Toronto is expected to grow by 700,000 by 2051<sup>18</sup>. Surrounding urban expansion will likely be affected by this growth, making the differentiation between the Toronto CMA and the Greater Toronto Area (GTA) prevalent, as the GTA is defined by different boundaries which result in a population of nearly 1.1 million more people<sup>19</sup>.

**One of Toronto's main goals is to build a resilient city for all, focusing on balancing growth and international interaction with local efforts, through the Our Plan Toronto**



## Governance Context

The City Manager's Office supports the City's international activity, providing stewardship in policymaking, oversight mechanisms, and collaboration between departments. Due to its oversight mechanisms, the Office works on city memberships in local, provincial, and international networks. In addition, the City Manager's Office works collaboratively on other international initiatives with other City departments. As an example, the City Manager's Office supports the City's engagement with United Cities and Local Governments (UCLG) and Metropolis international networks. Such, Greater Toronto Area is a multi-layered metropolitan governance system, also working with upper level government institutions and networks such as the Federation of Canadian Municipalities, the Ontario province (i.e. through the Toronto-Ontario Cooperation and Consultation agreement), and regional networks. At this point, important efforts are being made to strengthen the articulation between Toronto, the regional, and the federal governments.



## Internationalisation Context

The city has implemented general indicators of success, city-wide development plans. One of Toronto's main goals is to build a resilient city for all, focusing on balancing growth and international interaction with local efforts, through the **Our Plan Toronto**<sup>20</sup>. Notably, by properly using the city budget the metropolis can resolve challenges and achieve city goals (e.g. cost-sharing programs, road and transit maintenance, and planned spending). Toronto's vision for internationalisation encompasses innovative ways to manage the influx of people into the city in regards to housing and educated employment in the scientific and technical service industries. Strategies laid out in Toronto include developing transportation in existing neighbourhoods to give commuters more options to arrive in the city by expanding already existing systems of transport and incorporating autonomous driving and Artificial intelligence (AI) into daily lives<sup>21</sup>.

17 *The Changing Shape of Ontario: Municipality of Metropolitan Toronto and the Regional Municipality of York*. (2015). Ontario. <http://www.archives.gov.on.ca/en/maps/counties/rm-york.aspx>

18 City of Toronto. (2021). *Our Plan Toronto*. <https://www.toronto.ca/wp-content/uploads/2021/05/904e-CityPlanning-OurPlanTorontoYourGuide-2021.pdf>

19 *Greater Toronto Area (GTA)*. (2022). UReach Toronto. <https://www.ureachtoronto.ca/greater-toronto-area-gta/>

20 City of Toronto. (2021). *Our Plan Toronto*. <https://www.toronto.ca/wp-content/uploads/2021/05/904e-CityPlanning-OurPlanTorontoYourGuide-2021.pdf>

21 <https://www.toronto.ca/services-payments/streets-parking-transportation/transportation-projects/automated-vehicles/draft-automated-vehicle-tactical-plan-2019-2021/>

22 *2030 Districts Project Portal*. (2022). 2030 Districts Network. <https://www.2030districts.org/toronto/about>



## Highlights

- 1 Toronto is active in engaging with international events and congresses
- 2 Toronto developed mechanisms for measuring how well the city is doing for internationalisation goals
- 3 Toronto puts forward a clear metropolitan governance structure with specialised institutions
- 4 Toronto includes different types of stakeholders in internationalisation processes
- 5 Toronto communicates with the public through marketing activities such as booklets and videos
- 6 Toronto also engages in the international arena by participating in city networks

Toronto's vision is leading them to engage with the international arena in an efficient way, committing to tackle global challenges and indigenous people's inclusion. Its diversity, strong finance, business, and science sectors and coherent governance are also important drivers for the region's international positioning. It is environmentally conscious, with programs to transition to clean energy and initiatives to combat climate change, opening important channels for international cooperation. The governance structures in place have legitimacy to the federal and regional levels, and there is cooperation between them, but communication can be improved. Toronto's internationalisation vision place special focus on creating a metropolis that works for all its inhabitants.

To meet the global Paris Climate Agreement targets, a public-private initiative has been launched to work towards a low-carbon future in the city. **The Toronto 2030 District** is a stakeholder network of property owners, managers, tenants, utilities, government, service providers, and citizens within the downtown area of Toronto. This network is one of 22 Districts spanning internationally across Canada and the United States<sup>22</sup>.

Additionally, the city is part of international networks such as C40. Due to Canada's federal system, power is very layered throughout different levels of government and participation in global networks is what allows for municipalities to engage internationally. Such engagement empowers the city as an entity in the global arena, leveraging municipal, regional, and international relationships to continue as a strategic leader at the city and federal level.



Population (City):  
**4.8m**

Population  
(Metropolitan  
Area):  
**7.1m**

# Santiago Metropolitan Regional Council



Santiago Metropolitan Regional Council. Pexels, AlishaLubben

## Featured Project: Seoul Friendship Festival

The proposal for an international convention centre strives to host key infrastructural equipment for the city and the region of Santiago Metropolitan Regional Council. The main predicted outcome is the attraction of visitors through international and academic forums, while stemming from it will also come the development of the local entrepreneurial and business ecosystem. These allow for the city to position itself

as an actor in the international sphere, as well as an innovation and economic hub. Moreover, it will attract thematic tourism which can be properly managed by local institutions and stakeholders through the Strategic Tourism Regional Plan. Both are framed within Santiago's Resilience Strategy<sup>23</sup>.

<sup>23</sup> Elgueta, G., Robertson, C., Huidobro, C., Chavez, A., Durán, D., & Reyes, P. (2017). *Santiago Humano y Resiliente*. <https://santiago resiliente.cl/estrategia/>



## Socio-demographic Context

Santiago Metropolitan Regional Council is the both the capital and largest city within Chile, making it key for national governmental institution placement and private company attraction<sup>24</sup>. The region by which the city is surrounded is also called Santiago, it being one of the smallest regions but also the most populated of the 16 regions in Chile. Santiago's Metropolitan Region represents almost half of Chile's GDP, mainly developed and supported by macroeconomic stable conditions and reliable public institutions<sup>25</sup>. Nonetheless, important challenges such as decreasing productivity rates and social inequality, are still persistent<sup>26</sup>. In general, affordable housing, employment opportunities and inefficient transportation infrastructure, constitute a challenge for the metropolitan public institutions.



## Governance Context

In the local level, the city of Santiago Metropolitan Regional Council engages with the international arena strives for global cooperation. Nonetheless, a systematic planning for international relations emanates from the metropolitan and regional levels. The Metropolitan Regional Government of Santiago (GORE<sup>27</sup>) has a specialised unit for International Relations<sup>28</sup> working to strengthen the metropolitan region's internationalisation engagement. Their interest lies in the development of a cooperation and international relations network so that it functions both as an instrument to other regional plans and as part of the responsibility to contribute to the tackling of global issues that also affect Santiago as a region (e.g. social inequality and climate change). There is a special focus on the promotion of commercial exchanges that allow productive investment to grow, as well as the attraction to all activities that will aid in the region's sustainable development. On the legislative side, the Metropolitan Regional Council of Santiago (CORE) has an International Cooperation Commission<sup>29</sup> that acts as the institutional section in charge of positioning the metropolitan region in the international context and creating public projects of regional impact that are coherent with the carrying out of international action and cooperation.



## Internationalisation Context

Although Santiago Metropolitan Regional Council has established regional governance bodies addressed towards the procurement of international relations, there is no public internationalisation strategy. But, there is a desire for improved international positioning that comes to life through the **metropolitan strategy "Resilient & Human Santiago"**<sup>30</sup>, with a policy line called Santiago Global City, composed of 5 different branches:

- ① A strategic plan to promote the city's brand
- ② A strategic plan for regional tourism
- ③ The building of an international convention centre
- ④ The city-to-city horizontal cooperation program
- ⑤ A strategic plan to become a SMART city

These actions mainly revolve around economic and urban development. Tourism is a main contributor, from the range of cultural activities available in the city to the attraction of business and academic or thematic tourism through infrastructure development to hold international conferences. Besides, Besides, the Region participates in knowledge transfer networks in order to explore best practices (i.e. urban resilience) that can later be applied to its strategies. On top of this, something to take into consideration when tackling the Santiago Region's internationalisation is its status as the access point for the whole country<sup>31</sup>. Lastly, the regional government is also involved in international city networks such as C40 and the 100 Resilient Cities, bilateral projects and other multilateral knowledge-sharing practices.

24 *Datos Geográficos*. (2017). Gobierno Regional Metropolitano de Santiago. <https://www.gobiernosantiago.cl/datos-geograficos/>

25 Fuentes, L. A. (2010). Competitividad urbana y cohesión social en Santiago Metropolitan Regional Council: ¿Dos caras de la misma moneda? *Scripta Nova. Revista Electrónica de Geografía y Ciencias Sociales*, vol. XIV no 331 (67). <http://www.ub.edu/geocrit/sn/sn-331/sn-331-67.htm>

26 Leal, J., Parrilla, J., & Razmilic, S. (2016). *Global Santiago. Análisis de la competitividad y las conexiones internacionales de la región metropolitana*. [https://www.brookings.edu/wp-content/uploads/2016/07/BMPP\\_GCI\\_Santiago\\_Spanish\\_final-LowRes.pdf](https://www.brookings.edu/wp-content/uploads/2016/07/BMPP_GCI_Santiago_Spanish_final-LowRes.pdf)

27 *¿Qué es el Gobierno Regional?* (2022). Gobierno Regional Metropolitano de Santiago. <https://www.gobiernosantiago.cl/que-es-el-gobierno-regional/>

28 *Unidad de Asuntos Internacionales*. (2022). Gobierno Regional Metropolitano de Santiago. <https://www.gobiernosantiago.cl/unidad-de-asuntos-internacionales/>

29 *Cooperación Internacional*. (2022). Consejo Regional Metropolitano. <https://www.coresantiago.cl/comisiones/cooperacion-internacional/>

30 Elgueta, G., Robertson, C., Huidobro, C., Chavez, A., Durán, D., & Reyes, P. (2017). *Santiago Humano y Resiliente*. <https://santiagoresiliente.cl/estrategia/>

31 Leal, J., Parrilla, J., & Razmilic, S. (2016). *Global Santiago. Análisis de la competitividad y las conexiones internacionales de la región metropolitana*. [https://www.brookings.edu/wp-content/uploads/2016/07/BMPP\\_GCI\\_Santiago\\_Spanish\\_final-LowRes.pdf](https://www.brookings.edu/wp-content/uploads/2016/07/BMPP_GCI_Santiago_Spanish_final-LowRes.pdf)

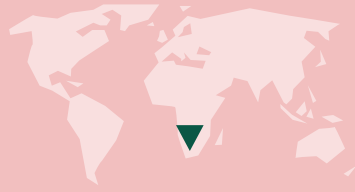
**For the region, there is a special focus on the promotion of commercial exchanges that allow productive investment to grow, as well as the attraction to all activities that will aid in its sustainable development**

## Highlights

- ① The International Relations department, under the metropolitan authority (GORE), has the whole metropolitan areas as its scope of action.
- ② The city is engaged in global city networks and bilateral relationships based on the premise of knowledge-sharing for an improvement in urban quality of life.
- ③ Promotion of cultural activities to connect the metropolitan public
- ④ Engagement with academic institutions for international research collaboration
- ⑤ Creation of international relations policies as first step towards their internationalisation as a major city

All in all, Santiago Metropolitan Regional Council is internationalising despite not having an internationalisation strategy per se. As Chile's capital, Santiago Metropolitan Regional Council's international activities are conditioned by regional and national initiatives. Additionally, having the policy line "Santiago Global City" already in place, Santiago Metropolitan Regional Council's metropolitan developed targets and projects to engage with the international sphere. Finally, its international actions are articulated with public policies focusing on tackling social issues, articulating internationalisation and social development.





Population  
(Metropolitan  
Municipality):  
**6m**

# Johannesburg, South Africa



Johannesburg. Pixabay, Gia Conte-Patel

## Featured Project: The Centre on African Public Spaces

The Centre on African Public Spaces (CAPS) was initially established by the City of Johannesburg in response to a 2018 call from Africities Summit for the creation of a regional knowledge-sharing platform on public spaces. Its vision is to create safe, inclusive, and accessible African cities with public spaces at the core of their development while working to connect

urban practitioners, policymakers, community groups, and scholars to reimagine and advocate for African cities filled with shared public spaces. Even before public spaces are given importance by the United Nations in the Sustainable Development Goals, CAPS has connected these key actors in Africa to facilitate knowledge sharing, collaboration, and cooperation .

32 Dlala Group PTY(LTD). (2022). *The Centre on African Public Spaces*. African Public Spaces. <https://www.africanpublicspaces.org/about/>



## Urban Context

In 1998, Johannesburg was declared a Metropolitan Municipality, as stated in South Africa's Constitution and the Municipal Structures Act<sup>33</sup>, signifying that the city and its conurbation then fell under the same administrative body. The metropolis has reorganised its governing structure<sup>34</sup> to fit the needs of the growing population and territory<sup>35</sup>, expanding to become an economic centre in South Africa (i.e. contributing 16% to national GDP)<sup>36</sup>. Johannesburg occupies a central place in the country's history. Harrison et al (2014) refer to Johannesburg as the 'dynamo' of South Africa's economy and its position remains the epicentre of corporate headquarters and business services. It is also the largest of the nine metropolitan municipalities in the country and continues to attract large numbers of migrants from across the country, as well as the continent<sup>37</sup>.



## Socio-demographic Context

Johannesburg is a large, vibrant, culturally rich and diverse city, and the seat of South Africa's economic heartland. It sprang up with the discovery of gold in 1886 and continues to attract people looking for economic opportunities today, but, like many large cities around the world, it struggles with typical developmental challenges of the global south. Poverty alleviation and the elimination of racial inequalities created during apartheid lie at the centre of development policy in South Africa; but inequality remains a stubborn challenge. In socio-economic terms, black Africans are still disproportionately marginalised. This is also reflected in the city's spatial configuration. There are 7 regions (A-G) which constitute the metropolitan municipality as a whole<sup>38</sup>, and across them the most populated areas, which are also the poorer and the ones holding higher unemployment rates, are Black townships (e.g. Region D, Soweto).

On top of structural challenges, the city faces other singular demands that should be addressed in order to internationalise and become globally competitive: crime levels, quality of governance, unemployment rates, etc. Johannesburg is predicted to experience a fast population growth rate, which generally brings consequences like urban poverty, housing shortages, environmental degradation and political instability<sup>39</sup>.



## Governance Context

During apartheid, the Johannesburg Council was divided into 13 local government administrations separated by race. There were seven white municipal councils and four black local authorities as well as two Coloured and Indian management committees. White administrations had a much stronger tax base and even though they had a smaller population, it was better resourced in order to extend service delivery across its respective administrations, mainly in the north of the City. The period between 1995 and 2000 was an effort in establishing the foundation for local government across the country. Johannesburg was governed by the Greater Johannesburg Metropolitan Council (GJMC) from 1995 to 2000 during the transition between Apartheid and the establishment of the Municipal Structures Act, in which the metropolis became a municipal structure. The GJMC served as a transitional institution, but underwent major changes in its active years, mainly explained through decentralisation and recentralisation cyclic dynamics<sup>40</sup>.

The demands for a one-city government were made during the struggle against apartheid, rooted in the townships and based on mass mobilisation and boycotts of payments to black and civic authorities. Much of the negotiations around the transition period focused on the role of local government to grapple with the challenges facing South African cities<sup>41</sup>.

33 *Local Government: Municipal Structures Act 117 of 1998*. (2022). South African Government. <https://www.gov.za/documents/local-government-municipal-structures-act>

34 Beavon, K. S. O. (1997). Johannesburg: A city and metropolitan area in transformation. In *The Urban Challenge in Africa: Growth and Management of its Large Cities*. United Nations University.

35 City of Johannesburg. (2020). *City of Johannesburg - Metropolitan GAU*. <https://www.cogta.gov.za/ddm/wp-content/uploads/2020/11/City-of-Johannesburg-October-2020.pdf>

36 IHS Markit. (2022). Statistical Overview City of Johannesburg Metropolitan Municipality. *IHS Markit Regional eXplorer version 2294*.

37 Harrison, P., Gotz, G., Todes, A. and C. Wray. (2014). *Changing Space, Changing City: Johannesburg after Apartheid*, Wits Press, Johannesburg

38 [https://www.joburg.org.za/about/\\_regions/Pages/City-of-Johannesburg-regions.aspx](https://www.joburg.org.za/about/_regions/Pages/City-of-Johannesburg-regions.aspx)

39 [https://www.globalfuturecities.org/sites/default/files/2020-07/City%20Context%20Report\\_Joburg.pdf](https://www.globalfuturecities.org/sites/default/files/2020-07/City%20Context%20Report_Joburg.pdf)

40 Sekele, T. I. (2020, February). Change Processes in the Greater Johannesburg Metropolitan Council from 1995 to 1999. <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.997.6236&rep=rep1&type=pdf>

41 Mabin, A. (2005) Suburbanisation, segregation and government of territorial transformations. *Transformation: Critical Perspectives on Southern Africa*. 57(2005). 41-63

In the last two years of the GJMC, Johannesburg's municipality is considered the whole of its metropolitan area. Therefore, the metropolitan governance is the same as the local, which is the system that corresponds to all category A municipalities<sup>42</sup>. The internal structure is decentralised and divided into seven regional administrations who are in charge of delivering a range of services to their local communities (e.g. cultural, social or health services)<sup>43</sup>.



## Internationalisation Context

The overall aim of the City of Johannesburg's International Relations (IR) Strategy<sup>44</sup> for the 2021-2026 period is to ensure that IR activities benefit the city and its citizens whilst promoting Johannesburg's leadership role regionally and globally. Johannesburg, though not the capital, is the leading commercial hub in the Gauteng City Region which is the economic core of South Africa and the broader sub-Saharan African region. Johannesburg is recognised as the leading global city in Africa and given its size, position and economic sophistication must assume a leadership role in respect of city international relations. The priorities reflected in the SDGs, Agenda 2063, the (South Africa) National Development Plan (NDP) and others, resonate with the intentions of the City's long-term strategy, thus making it viable for Johannesburg to achieve its own aspirations while also contributing meaningfully to national and international goals.

The International Relations Unit coordinates all international activities of the city and ensure alignment to the IR Strategy. The Unit reports to the Executive Mayor (political reporting) and the City Manager (administrative reporting). As of 2021, the City is active in seven international networks (UCLG, UCLGA, Metropolis, FMDV, C40, iCleI, U20). These networks remain highly relevant given the City's focus areas in its Growth and Development Strategy. The City has only a few relationships with cities such as Addis Ababa, Birmingham, Montreal, New York, Ramallah, Rio de Janeiro and Windhoek.

In seeking to align its International Relations work along a global continuum, the CoJ envisions the following:

**“Internationalisation of Johannesburg’s local developmental agenda, while realising maximum benefit for the City’s own citizens through a strategically-aligned international relations agenda that fosters increased investment, tourism, knowledge generation, service delivery best practice, cultural exchange and city branding.”**

In 2007, Johannesburg moved away from traditional international diplomacy to pro-active engagement. The first step was an active engagement with the City of Lilongwe, Malawi, to assist them to formulate its own City Development Strategy (CDS). The exercise involved active exchanges, engagements, knowledge and skills transfers, political engagements as well as local stakeholder participation. This process was acknowledged with by the prestigious Guangzhou Award in 2011/12.

It spearheaded the way for the City's first international relations strategy approved in 2012, which was then reviewed and updated every 5 years. The 2021-2026 International Relations Strategy is structured around three strategic objectives namely Promoting economic growth; Positioning Johannesburg as a Leading Global City and Promoting Knowledge Sharing. Thematic focus areas (Inclusive economic growth; Environmental Sustainability and Urban Transformation) were identified and are used as a “lens” through which participation in networks, City-to-City partnerships, and other cooperation are negotiated. As such the thematic areas could be addressed through various mechanisms including lobbying, technical and knowledge exchange, or direct intervention (for instance investment roadshows).

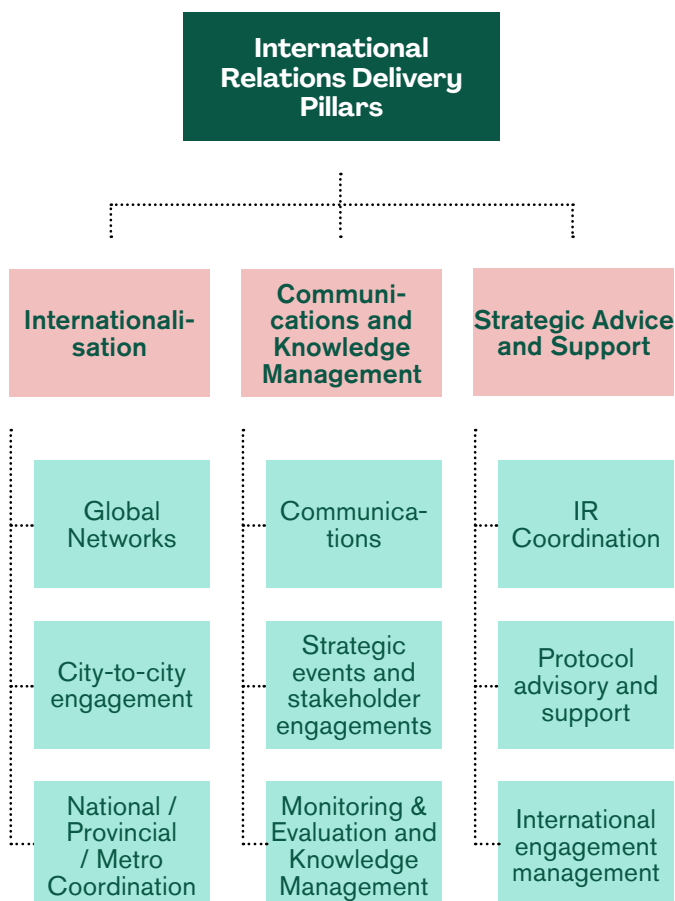
42 City of Johannesburg. (2022). Local Government: Municipal Structures Act 117 of 1998 | South African Government. South African Government. <https://www.gov.za/documents/local-government-municipal-structures-act>

43 City of Johannesburg Metropolitan Municipality. (2006). Academic Dictionaries and Encyclopedias. [https://en-academic.com/dic.nsf/enwiki/1069546#City\\_structure](https://en-academic.com/dic.nsf/enwiki/1069546#City_structure)

44 International Relations Strategy 2021-2026 (2021). Group Strategy, Policy Coordination and Relations, City of Johannesburg

In delivering the International Relations Strategy three delivery pillars were identified namely Internationalisation, Communication and Knowledge Management and Strategic Advice and Support.

Additionally, the city is part of international networks such as C40. Due to Canada's federal system, power is very layered throughout different levels of government and participation in global networks is what allows for municipalities to engage internationally. Such engagement empowers the city as an entity in the global arena, leveraging municipal, regional, and international relationships to continue as a strategic leader at the city and federal level.



Johannesburg derived direct benefits from hosting key events such as the Metropolis Annual Meeting in 2013 and Africities 7 Summit in 2015.

## Highlights

- ① Johannesburg has produced dedicated strategic plans for internationalisation since 2012, aligned to its corporate long term strategic plans
- ② The IR Strategy ensures internal coherence for engaging with international activities
- ③ Participation in a wide variety of global networks, some as a direct outcome of strategizing for future internationalisation
- ④ Knowledge sharing with global networks to develop strategies for internationalisation
- ⑤ Strong vision and actions for business and economic expansion in the international sphere

For South Africa, Johannesburg is an important economic global asset; the metropolis' internationalisation should be considered both at state and metropolitan levels. The economic development of South Africa is directly influenced by the metropolis' resource wealth. South Africa has been part of the BRICS alliance (Brasil, Rusia, India, China and South Africa) since 2011<sup>45</sup> with the goal to strengthen international economic linkages. At the same time, the Gauteng City-Region, where Johannesburg is located, is Africa's best-connected aviation hub<sup>46</sup>. All these elements come together to provide a platform for internationalisation through economic development that should be taken advantage of in the city.

Johannesburg has a strong international cooperation strategy that is executed through: 1) global network participation, 2) partner cities, 3) information-sharing initiatives, and 4) specific cooperation for a project. The International Relations (IR) Unit within the metropolitan municipality's government is the section that can best be linked to action outside of its area, mainly focusing on coordinating international relations activities, both locally among different spheres of government as well as internationally with partner cities and global networks. The IR Unit also coordinates international activities between political and administrative offices and ensures continuous stakeholder engagements regarding international relations issues.

45 Oliver, S. (2013). South Africa's BRICS membership: A win-win situation? *African Journal of Political Science and International Relations*, 7(7), 310–319. <https://doi.org/10.5897/ajpsir2013.0625>

46 Parilla, J., & Trujillo, J. L. (2015). *South Africa's Global Gateway*. The Brookings Institution.



# Deployment and Outcome Indicators for Internationalisation Strategies

This report articulates state-of-the-art literature in urban internationalisation and in-depth case studies, complemented by interviews, identifying emerging trends and best practices, culminating in the elaboration of Deployment Indicators for Internationalisation Strategies (See Appendix 1).

The **Deployment Indicators** indicate best practices for the design and implementation of an internationalisation strategy. These indicators are divided into three dimensions, facilitating focused analysis and monitoring:

- **Structure**, is the dimension that includes the necessary standards for a complete and successful internationalisation. It constitutes the base of the strategy.
- **Resources**, refers to the necessary human and economic resources for the deployment of the strategy. This will dictate the strategy's success and is a key aspect since without the proper resources the strategy deployment is jeopardised.
- **Insertion**, considers the local or metropolitan context where the strategy will be implemented. Proper calibration of best-practices to the local context is critical for meaningful deployment.

The **Outcome Indicators** (see Appendix 2) assess the effectiveness of the internationalisation strategy's implementation. It ensures that the strategic actions and their overall progress are organised, relevant, and properly tracked. This responds to the need for a standardised monitoring tool for internationalisation strategies at the major city and metropolitan level. Because of this, the indicators are divided into sections based on the area they affect.

- **Science, Technology and Innovation (STI)** is a crucial part of internationalisation for it portrays the local capability in coordinating the local STI ecosystem and its engagement with international partners. Indicators in this dimension (e.g. co-published articles and patents) showcase the importance of international collaboration through research, innovation, and institutional.

- **Higher Education Institutions** are key drivers in internationalisation through participation in global networks and attraction of international students and professionals. Indicators in this dimension (e.g. percentage of foreign students and budget for international cooperation) showcase the importance of strategic funds and initiatives being developed in this sector.

- **International connectivity** is a strategic dimension of this set of indicators, suggesting the importance of facilitating international flows through infrastructure (i.e. airport and railway connectivity) and services and systems (i.e. assistance for international resettlement).

- **Cultural Activity** covers international cultural activity, mainly through the local capabilities of hosting events. This is crucial for local internationalisation and positioning for it connects local citizens with the world, through arts, sports, gastronomy among others.

- **Business and Economic Activity** allows the assessment of successful internationalisation since it showcases capabilities related to investment attraction, international partnerships, and innovation potential.

- **Public Outreach's** dimension focuses on elements related to communication and outreach. It is crucial to develop channels to engage with local communities and international audiences. Indicators in this dimension tackle communication focused on strategy and results.

- **Direct Implementation's** dimension assesses the translation between planning and execution. Indicators in this dimension take into account international networks and public policies.

These indicators are recommendations for the major city or metropolis to include and should be adapted upon as necessary based on contextual specificities.

The insights gained from literature review, interviews and case studies indicate the centrality of developing an internationalisation strategy that is contextualized to the vision and goals emanating from local, regional and national levels. A clearly defined governmental structure is recommended for increased organisational capacities for the deployment and monitoring of an internationalisation strategy (i.e. international relations departments, working groups or responsible). A strategic approach to internationalisation is crucial to create more coordination between existing governmental institutions, articulating global challenges and the local context.

**1 Develop a cohesive governance structure that articulates the local, metropolitan, regional and national levels.**

It is crucial that internationalisation is approached as a multi-scalar and multi-actor enterprise that involves different scales of governance, avoiding redundancies, making the most of institutional knowledge and already existing initiatives, and aiming for agenda alignment. This approach maximizes efficiency, facilitates buy-in from key stakeholders and produces a long-term sustainable governance process that withstands short-term political cycles.

**2 Efficiently contextualize international initiatives to the needs of citizens.**

Internationalisation must be understood as a tool to potentialize urban capabilities to tackle local challenges. To preserve local values and protect citizens during the internationalisation process, there should be a plan within the international strategy for the preservation of local culture (e.g., values, physical locations, artefacts, etc.). In addition, urban resilience strategies should be considered in the internationalisation strategy, as they go hand in hand especially in face of current global challenges (i.e., climate change, global pandemics, large scale conflicts).

**3 Create a proactive approach to international initiatives that prioritizes urban/metropolitan strategic goals.**

Major cities or metropolitan government systems benefit from the creation of a proactive strategic vision for internationalisation. Proactivity in strategic planning leads to

effective internationalisation deployment and prioritisation of activities through utilisation of monitoring mechanisms. It is demonstrated that planning ahead is effective for the coordination of different stakeholders (e.g., public and private sectors, academia and civil society) as well as to develop a structured approach to multi-level governance<sup>47</sup>. Prioritising key roles in internationalisation in a proactive way supports government institutions in effective implementation of the strategy, as roles are clearly defined, government institutions are coordinated and they are communicative.

**4 Engage with in the international community by participating in global knowledge-sharing networks, and supporting shared goals.**

According to the UN, 68% of the population is expected to live in urban areas by 2050<sup>48</sup>, signifying the growing importance of city diplomacy and metropolitan positioning advocacy in the international sphere. Major cities and metropolises are increasingly important actors in the international sphere. Global partnerships, international networking, and bidirectional cooperation building leads to more engagement in the global sphere. Consecutively, this engagement in the international arena translates into more influence in decision-making, equipping cities and metropolitan areas with stronger advocacy power.

**5 Provide targeted capacity development opportunities for professionals involved in the internationalisation projects.**

As has been observed, some of the major cities and metropolitan areas featured have the need for training their staff on internationalisation and soft skills for diplomacy (e.g., communication, negotiation or leadership). Training own staff seems to be a critical issue to be addressed by all the governments, no matter if they already have internationalisation strategies, or are planning to implement one. Possible outcomes of capacity development include an improvement on internationalisation planning and deployment, institutionalising good practices and generating innovative processes<sup>49</sup>. Moreso, capacity development is recommended over capacity building, as the first concept comprehends the existence of endogenous knowledge and supports processes that are already taking place<sup>50</sup>.

47 Kearney. (2021). *Global Cities: divergent prospects and new imperatives in the global recovery*. <https://www.kearney.com/global-cities/2021>

48 *68% of the world population projected to live in urban areas by 2050*. (2018). United Nations Department of Economic and Social Affairs. <https://www.un.org/development/desa/en/news/population/2018-revision-of-world-urbanization-prospects.html>

49 *Capacity Development for Local Government*. (2022). United Nations Development Programme. <https://www.undp.org/srilanka/projects/capacity-development-local-government>

50 Zamfir, I. (2017). Understanding capacity-building and capacity development. [https://www.europarl.europa.eu/thinktank/en/document/EPRS\\_BRI\(2017\)599411](https://www.europarl.europa.eu/thinktank/en/document/EPRS_BRI(2017)599411)

Metropolises and major cities that are demonstrated successful initiatives in the international sphere are ones that address local needs, have a clear international relations or internationalisation department within a local or metropolitan government, are a part of one or more global networks, and have a vision for socioeconomic development. Cities that do not meet local needs have local challenges that impact their internationalisation potential. For example, the perpetuation of poverty gaps in metropolises and major cities will only lead to further segregation (e.g., racial, economic, social) of young people in society through generations. Meeting local challenges was seen best accomplished in the case studies through a governance structure with clear communication of objectives with organised local governments. This led to more participation in various global networks, and more international connections. With clear government structures and participation in the international arena, urban actors gain recognition and legitimacy as relevant actors in the global agenda.

This report indicates the crucial need for metropolises and major cities to have governance structures able to develop a coherent strategy and monitoring plan for deployment and outcomes of internationalisation. Therefore, urban performance indicators are relevant; it is necessary to measure the impacts of internationalisation on the local area as well as how the metropolis or major city is competing on the international stage. Also, how information about local and metropolitan action is communicated at the local level and in the international sphere indicates the level of transparency of a government, and is of importance especially as the plan will be more successful with local buy-in.

# Deployment Indicators for the internationalisation strategies

As indicated in the report, Deployment Indicators assess existing strategies and/or guide the construction of new strategies for internationalisation, providing the guidelines for effective implementation. It ensures that the strategic actions and their overall progress are organised, relevant, and properly tracked. This responds to the need for a standardised monitoring tool for internationalisation strategies at the major city and metropolitan level. These indicators were constructed based on the insights gained by documentary analysis of official documents and case studies.

#	Best practice	Yes	No	Partially	Indicator Reasoning
1	The strategy was launched or updated in the last 5 years				Global and metropolitan realities are rapidly changing; thus, the internationalisation strategy must be seen as an ongoing process.
2	There are KPI's defined inside the strategy (e.g., impact assessments, process evaluations, good practice systematisation, score cards)				Monitoring mechanisms are essential in any public policy plan, as it is the phase that allows 1) for evaluation of outcomes and 2) for improvement (or not) to further implement it.
If YES to 2:					
2.1	There are monitoring mechanisms in place (i.e., monitoring the outcome of the internationalisation strategy)				For such evaluation thresholds must be set, whether they be qualitative or quantitative, in order for it to be precise and objective.
2.2	There are thresholds to measure the performance of these monitoring mechanism outcomes				Furthermore, KPIs help set maximised goals to exploit the strategy's potential impact.
2.3	If being a metropolitan space, there is a metropolitan authority, coordination structure or government				The political will of the metropolitan government is seen as legitimate to intervene in global affairs.  The management of the governance structure will affect how well the internationalisation strategy is carried out.
2.4	There is governance structure for the internationalisation strategy				Crucial for internal organisation and accountability.

**3. The governance structure includes some of the following stakeholder groups:**

3.1	Cities and local governments of the metropolitan space/ area				
3.2	Academia (e.g., universities or research centres)				
3.3	Private companies				Higher representation suggests better quality articulation between the Quadruple Helix actors (e.g., government, academia, private sector and civil society).
3.4	Civil society organisations				
3.5	Other metropolitan stakeholders working on internationalisation (e.g., tourism, culture, or trade promotion)				
3.6	International Relation departments of higher scales of government (e.g., regional, provincial, or national)				

**4. The internationalisation strategy contains the following sections:**

4.1	Contextualisation and Diagnosis section				Important for connecting the strategic document with current trends.
4.2	Methodology				A clear explanation of the methodology is necessary for transparency reasons.
4.3	Future vision / Horizon section				Indicating what a successful outcome would look like, must be clear for internal and external alignment.
4.4	Objectives				Explicit, precise and measurable goals are important for the deployment and monitoring of a strategy.
4.5	Key issues OR Core priorities of the metropolitan entity/local government (i.e., including any externalities)				Identification of the main issues and/or priorities (e.g., international cooperation, talent attraction, sustainable development, international positioning, etc.) helps set a comprehensive scheme of the overall strategy.

#	Best practice	Yes	No	Partially	Indicator Reasoning
4.6	<b>Strategic lines of internationalisation</b>				The metropolitan area or major city must provide the priority areas targeted in the internationalisation strategy.
4.7	<b>Appendix(es) with supporting data and analysis and/or references</b>				Providing data sources and citations are key for transparency and replicability.
<b>5. The internationalisation strategy covers the following topics:</b>					
5.1	<b>Socio-demographics of the metropolitan space or major city</b>				Necessary to tackle quality of life standards and equality within the metropolitan area or major city, and helps crafting a contextualised strategy.
5.2	<b>Territorial jurisdiction and area of impact of internationalisation plan</b>				Defining territorial boundaries, and therefore the scope of action, is important for the document's coherence.
5.3	<b>Science, Technology and Innovation landscape of the metropolitan space or major city</b>				STI is a relevant field for business development, talent attraction and foreign investment growth.
5.4	<b>Tourism in the metropolitan space or major city</b>				Tourism is a relevant field for business development, talent attraction and foreign investment growth.
5.5	<b>Business insertion in the metropolitan space or major city</b>				Businesses and other private actors have potential for international partnerships and agreements, bringing networking opportunities, and leads to growing economic investment.
5.6	<b>Local stakeholders of the metropolitan space or major city</b>				Mapping local stakeholders facilitates coordination, mostly in the deployment of the strategy.
5.7	<b>Regional stakeholders of metropolitan area or major city</b>				Mapping regional stakeholders facilitates coordination at different governmental and geographical levels (e.g., regional and national stakeholders).
5.8	<b>International partnerships and networks</b>				The types of international partnerships and membership to networks and other platforms shape the way in which the metropolitan area will develop.



#	Best practice	Yes	No	Partially	Indicator Reasoning
5.9	<b>Strategic landing services for international talent and companies</b>				A structured landing system is crucial for the attraction and retention of international talent.
<b>Resources</b>					
6	<b>There is team with a full time commitment appointed to work on the internationalisation strategy planning, deployment, and monitoring</b>				There are resources allocated specifically to fund the people working on the monitoring process. A more specific personality of the team leader creates new networks, connections, and has a positive effect on the rest of the team.
6.1	<b>If YES to 6, there is a budget for the internationalisation strategy team</b>				Funding directly affects how internationalisation strategies are carried out. Employees on the internationalisation strategy team should be monetarily compensated for their work.
7	<b>There is a physical space for tasks related to the internationalisation strategy to be carried out</b>				Metropolitan coordination across policy sectors affects outcome.
8	<b>There is a budget allocated from the national government to local authorities</b>				Funding directly affects how internationalisation strategies are carried out.
9	<b>There is training available for the team involved in the creation of the internationalisation strategy:</b>				Training provides more effective strategic development, evaluation processes and accountability. These trainings should include the deployment and the monitoring of the internationalisation strategy.
<b>Insertion</b>					
11	<b>The metropolitan internationalisation strategy aligns with any previously existing local internationalisation plans</b>				The internationalisation strategy coexists with other strategies and plans that encompass the metropolis. Compatibility between them is key so that no issues are found in their deployment and efficiency is achieved.
12	<b>The internationalisation strategy aligns with any previously existing regional or national plans</b>				

#	Best practice	Yes	No	Partially	Indicator Reasoning
13	<b>The internationalisation strategy aligns with local initiatives emerging from the civil society</b>				The internationalisation strategy should be synergic with local initiatives.
14	<b>The internationalisation strategy is aligned with a global agenda</b>				The internationalisation strategy should consider a larger global vision taking into consideration transnational initiatives (e.g., The United Nations Sustainable Development Goals, the New Urban Agenda, etc.)
15	<b>The internationalisation strategy process is aligned with other international urban initiatives</b>				Strategic collaboration in international urban initiatives, such as city networks and advocacy networks, are beneficial for international positioning and cooperation.



# Outcome Indicators for the internationalisation strategy's deployment

As indicated in the report, Outcome Indicators support the monitoring of existing strategies and their diverse impacts in different sectors. Throughout all indicators, the idea that internationalisation strategies should support the interests of the local community are intertwined. Strategies should be complementary to local plans and policies, looking to improve them instead of contradicting them. These indicators should be reviewed yearly so that roadblocks or unforeseen results can be readily addressed.

- ① Foster an STI ecosystem, as research and innovation in such fields are usually drivers for internationalisation through co-publishing and research/innovation collaboration (i.e., facilitating for research institutions to be hosted in the metropolis or city, giving institutional support to the ecosystem's events, and/or funding public research).
- ② Promote participation in international networks for higher education institutions (HEI) for contribution to global knowledge and talent attraction (i.e., facilitating a budget for public HEIs to allocate in internationalisation practices and in an international relations department, and/or supporting international mobility opportunities for students and academics).
- ③ Have a well-connected transportation network with the international community to allow for a high mobility rate and benefit internationalisation in business, academic and cultural activities (i.e., fostering intergovernmental relations with other strategic international hubs so that connectivity between both can be easily worked towards).
- ④ Host cultural and sporting events with marketing focused on attracting international visitors to generate economic revenue while supporting soft power expansion.
- ⑤ Facilitate the international vision and action of businesses and startups for greater economic opportunities (i.e., through strategic support from public economic agencies).
- ⑥ Communicate internationalisation plans with the local community and the general public as a way to follow good governance standards such as transparency (i.e., publishing the internationalisation plan and having a public platform where outcomes are periodically updated).
- ⑦ Use the knowledge acquired from the internationalisation strategy and its deployment to create local plans and policies. Learning from internationalisation practices can be beneficial for the local population and goes one step further in the citizen-based approach.

#	Monitoring the deployment	Meets Threshold (YES/NO)	Threshold Reasoning
<b>1. Science, Technology and Innovation</b>			
1.1	<b>There is an increase on co-authored publications with international authors</b>		<p>Academic knowledge creation and sharing transcends territorial boundaries.</p> <p>Promotion of knowledge creation, cultivation, and sharing</p> <p>In tandem with the number of international authors in publications</p> <p>Science is a “universal language”</p>

#	Monitoring the deployment	Meets Threshold (YES/NO)	Threshold Reasoning
1.2	There is an increase of patents co-published with international actors		Patents demonstrate how well an industry is doing in relation to innovation With international co-authors, innovation is shared globally
1.3	There is an increase of the number of research institutions collaborating with international actors OR with international networks		Research institutions drive innovation within a local area and generally work to solve global problems
1.4	There is a network for the city or metropolis talent diaspora		Education and training work force require investments and get assigned a portion of a public institution's budget. Whenever these trained people emigrate, part of that investment is not given back to the local community. Engagement with the talent diaspora is key to avoid this at some level.
1.4.1	If YES to 1.4, there are annual workshops and events for this diaspora		Talent diasporas should be actively engaged by the city to continue collaboration and foster lasting relationships
1.5	There are international congresses and conferences in the city or metropolis		Promotion of international knowledge-sharing environments is crucial for STI ecosystems as it allows for local entities to acquire and retain knowledge.
1.5.1	If YES to 1.5, the number of congresses and conferences has increased during last year		
1.5.2	If YES to 1-5, the number of attendees in congresses and conferences has increased during last year.		
1.3	There is an increase of the number of research institutions collaborating with international actors OR with international networks		Research institutions drive innovation within a local area and generally work to solve global problems

#	Monitoring the deployment	Meets Threshold (YES/NO)	Threshold Reasoning
<b>2. Higher Education</b>			
2.1	There is an increase on the percentage of foreign students enrolled full-time in universities		International students bring knowledge and share new knowledge they have learned with peers in their home countries. Educational programs that attract international students may also facilitate their staying in said country.
2.2	There is an increase on the budget for international cooperation		Universities can collaborate on international projects, fund abroad programs for students, and promote foreign investment
2.3	There is an increase on the percentage of universities participating in international networks		A university's participation in international networks prompts internationalisation and engagement
<b>3. International Connectivity</b>			
3.1	There is an increase in the number of total international tourists and countries of origin		Tourism generates economic value for the metropolis, promotes intercultural communication, and may attract talent
3.2	There is an increase on the number of people passing through the airport (on airport traffic)		Airports are hubs of international connections
3.3	There is an increase in airport connectivity		Strategic local infrastructures are crucial for international connectivity. Connectivity is measured by comparing connections to and from international flights with number of destinations offered by the airport.
3.4	There is an increase in railway connectivity		
3.5	There are strategic services for arriving foreigners, assisting in their resettlement (i.e., administrative services, front-desk, etc.)		Assisting foreigners settle into a new city leads to increased integration
<b>4. Cultural Activity</b>			
4.1	The major city or metropolitan space hosts internationally known art and cultural events		Cultural events promote international interest and attract economic investment while sharing cultural values. These places should be visitable with different language options.

#	Monitoring the deployment	Meets Threshold (YES/NO)	Threshold Reasoning
4.2	There is an increase of international attendees to art, cultural, and sporting events		Promotion of cultural and creative activities is beneficial for the metropolitan or local international positioning
<b>5. Business and Economic Activity</b>			
5.1	There is an increase of trade agreements		Open economies have greater success with promoting their own exports and maintaining best pricing for local consumers.
5.1.1	If NO to 5.1, the effectiveness of trade agreements has improved		
5.2	There is an increase in FDI flows		Foreign Direct Investment is already a key topic in global positioning for metropolitan spaces and major cities
5.3	There is an increase in the number of foreign business partners		Metropolitan attractiveness is positively related to economic revenue and international influence.
5.4	There is an increase in the number of operative startups		Startups represent innovation, advancement, drive of citizens and talent attraction
<b>6. Public Outreach</b>			
6.1	The city or metropolitan space communicates regularly with the public to share the entirety of the plan for the internationalisation strategy		Communication is key for internationalisation strategy outcome success.
6.2	The city or metropolitan space communicates regularly with the public to share all results of the internationalisation strategy		It is important to share the results and specific activities of the strategy with the public as it shows democratic engagement.
<b>7. Direct Implementation</b>			
7.1	There are public policies that will be [or have been] implemented based on the strategy outcomes		An internationalisation strategy should be citizen-based, hence the creation of new public policies that build on the knowledge acquired from them shows action toward said goal.
5.2	The city or metropolis is engaged in global networks as a direct outcome of the internationalisation strategy		Global networking connections support internationalisation

- African Union. (2022). Our Aspirations for the Africa We Want | African Union. <https://au.int/agenda2063/aspirations>
- Ajuntament de Barcelona. (2022, July 8). Agreement with Bologna to develop urban digital twins | Info Barcelona | Barcelona City Council. Info Barcelona. [https://www.barcelona.cat/infobarcelona/en/agreement-with-bologna-to-develop-urban-digital-twins\\_1193911.html](https://www.barcelona.cat/infobarcelona/en/agreement-with-bologna-to-develop-urban-digital-twins_1193911.html)
- Ajuntament de Barcelona. (2019, July 22). Contemporary BCN. Barcelona. <https://www.barcelona.cat/en/discoverbcn/history/contemporary-bcn>
- Ajuntament de Barcelona. (2019a). The population of Barcelona reaches the historical maximum of 20% of residents with foreign nationality. Barcelona Ciutat Global. [https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/en/noticia/the-population-of-barcelona-reaches-the-historical-maximum-of-20-of-residents-with-foreign-nationality\\_844952#:~:text=According%20to%20data%20of%20the,foreign%20people%20of%20179%20nationalities.](https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/en/noticia/the-population-of-barcelona-reaches-the-historical-maximum-of-20-of-residents-with-foreign-nationality_844952#:~:text=According%20to%20data%20of%20the,foreign%20people%20of%20179%20nationalities.)
- Ajuntament de Barcelona. (2019b, July 24). Tourism, between wealth and residents' complaints | Barcelona. Barcelona Metropolis. <https://www.barcelona.cat/metropolis/en/contents/tourism-between-wealth-and-residents-complaints>
- Ajuntament de Barcelona. (2020, November). PAM+ 2020–2023 Programa D'actuació Municipal Extraordinari De Resposta A La Pandèmia. [https://ajuntament.barcelona.cat/premsa/wp-content/uploads/2020/11/PAM\\_BCN\\_v261120-1-1.pdf](https://ajuntament.barcelona.cat/premsa/wp-content/uploads/2020/11/PAM_BCN_v261120-1-1.pdf)
- Àrea Metropolitana de Barcelona. (2022a). International area. <https://www.amb.cat/en/web/amb/area-internacional>
- Àrea Metropolitana de Barcelona. (2022b). Presentation. <https://www.amb.cat/en/web/amb/la-institucio/presentacio>
- Àrea Metropolitana de Barcelona. (2022c). What do we do? <https://www.amb.cat/en/web/amb/area-internacional/accio-internacional-i-cooperacio/que-fem>
- Barcelona City Council. (2020). Barcelona, Global City International Relations Master Plan 2020–2023. [https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/bcn\\_ir\\_master\\_plan.pdf](https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/bcn_ir_master_plan.pdf)
- Barcelona Metropolitan Strategic Plan. (2018). 30 years of the plan. PEMB. [https://pemb.cat/en/30-years-pemb/30\\_years\\_of\\_plan/4/](https://pemb.cat/en/30-years-pemb/30_years_of_plan/4/)
- Capacity Development for Local Government. (2022). United Nations Development Programme. <https://www.undp.org/srilanka/projects/capacity-development-local-government>
- City of Johannesburg Metropolitan Municipality. (2006). Academic Dictionaries and Encyclopedias. [https://en-academic.com/dic.nsf/enwiki/1069546#City\\_structure](https://en-academic.com/dic.nsf/enwiki/1069546#City_structure)
- City of Johannesburg. (2018a). About the City. JoBurg. <https://www.joburg.org.za/about/Pages/About%20the%20City/About%20Joburg/International-Relations.aspx>
- City of Johannesburg. (2018b). About the City: Bilateral to Multilateral Relations. JoBurg. <https://www.joburg.org.za/about/Pages/About%20the%20City/About%20Joburg/Bilateral-to-Multilateral.aspx>
- City of Johannesburg. (2018c). About the City: Intergovernmental Relations. JoBurg. <https://www.joburg.org.za/about/Pages/About%20the%20City/About%20Joburg/Intergovernment-Relations.aspx>
- City of Johannesburg. (2020). City of Johannesburg - Metropolitan GAU. <https://www.cogta.gov.za/ddm/wp-content/uploads/2020/11/City-of-Johannesburg-October-2020.pdf>
- City of Johannesburg. (2022). Local Government: Municipal Structures Act 117 of 1998 | South African Government. South African Government. <https://www.gov.za/documents/local-government-municipal-structures-act>
- City of Toronto. (2021). Our Plan Toronto. <https://www.toronto.ca/wp-content/uploads/2021/05/904e-CityPlanning-OurPlan-TorontoYourGuide-2021.pdf>
- Cooperación Internacional. (2022). Consejo Regional Metropolitano. <https://www.core-santiago.cl/comisiones/cooperacion-internacional/>
- Datos Geográficos. (2017). Gobierno Regional Metropolitano de Santiago. <https://www.gobiernosantiago.cl/datos-geograficos/>

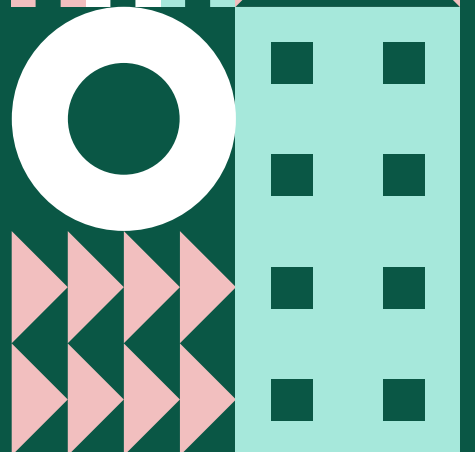
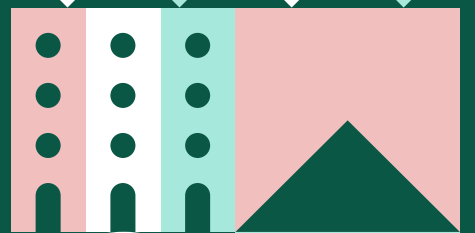
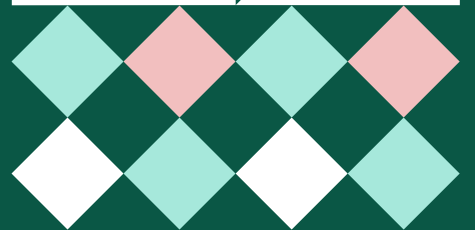
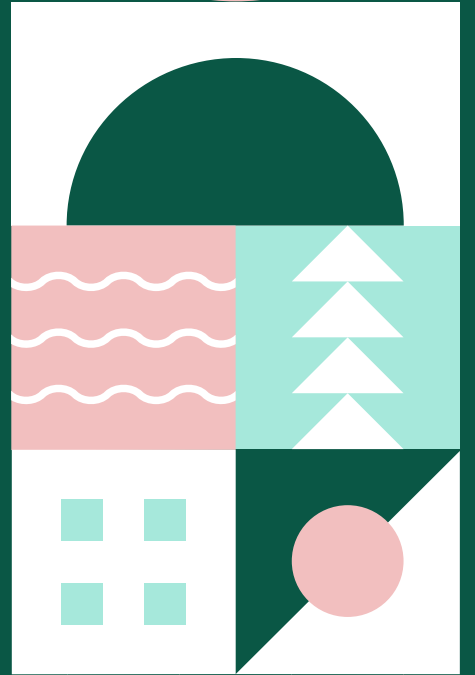
- Dlala Group PTY(LTD). (2022). The Centre on African Public Spaces. African Public Spaces. <https://www.africanpublicspaces.org/about/>
- Elgueta, G., Robertson, C., Huidobro, C., Chavez, A., Durán, D., & Reyes, P. (2017). Santiago Humano y Resiliente.
- Escobar-Pemberthy, N., & Ivanova, M. (2020). Implementation of Multilateral Environmental Agreements: Rationale and Design of the Environmental Conventions Index. *Sustainability*, 12(17), 7098. <https://doi.org/10.3390/su12177098>
- Frederiksen, P. et. al. (2011). Policy Influence of Indicators - POINT. <https://ec.europa.eu/eurostat/cros/system/files/S20P1.pdf>
- Fuentes, L. A. (2010). Competitividad urbana y cohesión social en Santiago Metropolitan Regional Council: ¿Dos caras de la misma moneda? *Scripta Nova. Revista Electrónica de Geografía y Ciencias Sociales*, XIV(no 331 (67)). <http://www.ub.edu/geocrit/sn/sn-331/sn-331-67.htm>
- Gobierno Regional Metropolitano de Santiago. (2022). ¿Qué es el Gobierno Regional? <https://www.gobiernosantiago.cl/que-es-el-gobierno-regional/>
- Gómez-Álvarez, D., Rajack, R., López-Moreno, E., & Lanfranchi, G. (2017). Steering the metropolis: Metropolitan governance for sustainable urban development. Inter-American Development Bank. <https://publications.iadb.org/en/steering-metropolis-metropolitan-governance-sustainable-urban-development>
- Greater Toronto Area (GTA). (2022). UReach Toronto. <https://www.ureachtoronto.ca/greater-toronto-area-gta/>
- Head of the Corporate Research and Knowledge Management Department at the City of Johannesburg's Parks and Zoo agency, online interview, July 7th 2022
- International Alliance Program. (2021, 22 enero). City of Toronto. <https://www.toronto.ca/business-economy/business-operation-growth/international-alliance-program/>
- Kearney. (2021). Global Cities: divergent prospects and new imperatives in the global recovery. <https://www.kearney.com/global-cities/2021>
- Leal, J., Parrilla, J., & Razmilic, S. (2016). Global Santiago. Análisis de la competitividad y las conexiones internacionales de la región metropolitana. [https://www.brookings.edu/wp-content/uploads/2016/07/BMPP\\_GCI\\_Santiago\\_Spanish\\_final-LowRes.pdf](https://www.brookings.edu/wp-content/uploads/2016/07/BMPP_GCI_Santiago_Spanish_final-LowRes.pdf)
- Lee, S. K., You, H., & Kwon, H. R. (2015). Korea's Pursuit for Sustainable Cities through New Town Development: Implications for LAC. Inter American Development Bank. <https://publications.iadb.org/publications/english/document/Korea-Pursuit-for-Sustainable-Cities-through-New-Town-Development-Implications-for-LAC-Knowledge-Sharing-Forum-on-Development-Experiences-Comparative-Experiences-of-Korea-and-Latin-America-and-the-Caribbean.pdf>
- Local Government: Municipal Structures Act 117 of 1998. (2022). South African Government. <https://www.gov.za/documents/local-government-municipal-structures-act>
- Métropole de Lyon. (2019). Lyon's International Action. <https://www.metropolis.org/sites/default/files/2019-01/Lyon%27s%20International%20Action.pdf>
- Oliver, S. (2013). South Africa's BRICS membership: A win-win situation? *African Journal of Political Science and International Relations*, 7(7), 310–319. <https://doi.org/10.5897/ajpsir2013.0625>
- Parrilla, J., & Trujillo, J. L. (2015). South Africa's Global Gateway. The Brookings Institution.
- Parrilla, Trujillo, Berube, & Ran. (2014). Global Metropolitan Monitor: An Uncertain Recovery. The Brookings Institution.
- KOSIS, Ministry of Public Administration and Security.(2022). Status of resident registered population.
- Schumann, A. (2016), "Using Outcome Indicators to Improve Policies: Methods, Design Strategies and Implementation", OECD Regional Development Working Papers, No. 2016/02, OECD Publishing, Paris, <https://doi.org/10.1787/5jm5cgr8j532-en>
- Sekele, T. I. (2020, February). Change Processes in the Greater Johannesburg Metropolitan Council from 1995 to 1999. <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.997.6236&rep=rep1&type=pdf>



- Seoul City Hall. (2021). Joining the World's Leading Financial Cities by Attracting Foreign Investments and Businesses Starting in 2022. Official Website of The. <https://english.seoul.go.kr/joining-the-worlds-leading-financial-cities-by-attracting-foreign-investments-and-businesses-starting-in-2022/>
- Seoul City Hall. (2022). Budget. Seoul Metropolitan Government. <https://english.seoul.go.kr/city-hall/budget/>
- Seoul City Hall. (2022). Official Website of the Seoul Metropolitan Government. Official Website of The. <https://english.seoul.go.kr/>
- Sm tkowski, M., Gorzelak, G., Kozak, M., & Olechnicka, A. (2011). The European Metropolises and Their Regions: From Economic Landscapes to Metropolitan Networks.
- The Changing Shape of Ontario: Municipality of Metropolitan Toronto and the Regional Municipality of York. (2015). Ontario. <http://www.archives.gov.on.ca/en/maps/counties/rm-york.aspx>
- Tonby, O. (2019). The future of Asia - Asian flows and networks are defining the next phase of globalization. McKinsey Global Institute. <https://www.mckinsey.com/featured-insights/future-of-asia/overview>
- Toronto's Competitive Advantages. (2017, 22 agosto). City of Toronto. <https://www.toronto.ca/business-economy/invest-in-toronto/competitive-city/torontos-competitive-advantages/>
- UN-Habitat, International Growth Center, & United Kingdom Built Environment Advisory Group. (2018). Johannesburg City Context Report. <https://www.globalfuturecities.org/republic-south-africa/cities/johannesburg>
- Unidad de Asuntos Internacionales. (2022). Gobierno Regional Metropolitano de Santiago. <https://www.gobiernosantiago.cl/unidad-de-asuntos-internacionales/>
- Work in Joburg. Economic Hub. (2018). City of Johannesburg. [https://www.joburg.org.za/work\\_/Pages/Work%20in%20Joburg/Key%20Sectors/Links/Economic-Hubs.aspx](https://www.joburg.org.za/work_/Pages/Work%20in%20Joburg/Key%20Sectors/Links/Economic-Hubs.aspx)
- Zamfir, I. (2017). Understanding capacity-building and capacity development. [https://www.europarl.europa.eu/thinktank/en/document/EPRS\\_BRI\(2017\)599411](https://www.europarl.europa.eu/thinktank/en/document/EPRS_BRI(2017)599411)
- 2030 Districts Project Portal. (2022). 2030 Districts Network. <https://www.2030districts.org/toronto/about>
- 2030 Seoul Plan. (2017, 10 febrero). 서울정책 아카이브 Seoul Solution.







With the support of



**World Association of  
the Major Metropolises**

Avinyó, 15. 08002 Barcelona (Spain)

Tel. +34 93 342 94 60

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

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

