INDEX

PAGE 3 → NOTE FROM THE SECRETARY GENERAL

PAGE 4 → ACTIVITIES
Action Line 1 (L1)
Action Line 2 (L2)
Action Line 3 (L3)
Metropolis in the media

PAGE 22 → ACTIVE LISTENING
Membership engagement
Collaboration with alliances
Bilateral meetings

PAGE 25 → PROGRESS
Main results
Metropolitan challenges
Implementation of the Strategic Action Plan

PAGE 29 → WHO WE ARE
Africa
Asia-Pacific
Europe
Latin America and the Caribbean
North America
Secretariat General
NOTE FROM THE SECRETARY GENERAL

Nearly two years after the pandemic hit, it's time to rebuild and rethink metropolitan spaces. Not everything can be solved locally, but big cities and metropolitan spaces are certainly at the forefront of responding to complex emergencies like the Covid-19 crisis.

During the first year of implementing the Strategic Action Plan 2021-2023 we at Metropolis have focused our work on four critical challenges we hear from our members that local leaders are facing: urban growth, resilience, public legitimacy, and digital disruption.

The last trimester of 2021 has been marked by two big milestones that went along the lines of reviewing and seeking solutions to all the challenges posed by the pandemic: the World Metropolitan Day campaign: “Resilience for all: creating caring metropolises beyond COVID-19”, which offered an opportunity to contemplate the importance of creating a caring society that places people’s needs at the heart of decision-making and reflects the diversity of our metropolitan spaces; and our 13th Metropolis World Congress: “Metropolises and cities in transformation” which demonstrated the urgent need for metropolitan spaces around the world to deepen mutually beneficial cooperation and work together to tackle challenges.

On behalf of the Secretariat General, I thank our members for placing their trust in Metropolis and their continued belief in what the association has to offer.

OCTAVI DE LA VARGA
Metropolis Secretary General
ACTIVITIES

**ACTION LINE 1**
L1 Metropolitan diplomacy and advocacy

**ACTION LINE 2**
L2 Capacities for metropolitan governance

**ACTION LINE 3**
L3 Internal governance culture

**METROPOLIS IN THE MEDIA**
Since springtime, the Fondazione Giangiacomo Feltrinelli has been organising “OK Europe 2021”: a series of workshops that aim to encourage debate between relevant stakeholders working on city and regional transformations, based on two main questions: How can we build trust in Europe? And how can we promote a political project of integration? On 22nd September, Metropolis was invited to be part of the Barcelona workshop, titled “City Centre/Suburbs”.

From all the interesting ideas shared during the debate, it is worth highlighting the need to foster a new territorial scale for taking decisions and policymaking that understands the actual city where we live: a city where we often have to cross intercity borders to work, play sports or go to the university. This new scale fits perfectly with what a metropolitan space can offer to both policymakers and citizens to create an inclusive and sustainable urban reality.

However, it also involves the challenge of finding the appropriate trade-off between working on a regional scale flexible enough to adapt to local needs without losing the perspective of a broader territorial scale.
LEARNING COURSE “THE METROPOLITAN GOVERNANCE IN AFRICA”

In the framework of their sound partnership and collaboration, both Metropolis and UCLG-Africa decided to design the launch of a learning program on “Metropolitan Governance in Africa”. Based on a pedagogical content designed by Metropolis “Rethinking Metropolitan Governance”, this learning program structured around 4 webinars aims to introduce the metropolitan reality and how metropolitan governance with a gender perspective can be the key to face the challenges and threats that surround our metropolises, with a special focus on African cities.

The first webinar, which took place on 1st October, explored the elements that characterise metropolitan governance models and strategies to promote a gender-sensitive form of metropolitan governance. The programme of the session, led by City Insight experts, was divided into two parts: for the first, they related the theoretical framework to the African context, and then analysed the implementation of a gender approach.

The second webinar was held on 29th October and addressed the importance of reconsidering the Right to the City in a metropolitan context that reflects the current reality of urban dynamics. We analysed four different manifestations of the Right to the city in the African context: the right to housing; the right to public space; the right to urban security from a feminist perspective; and the right to metropolitan mobility.

During the penultimate webinar which was held on 9th December, in the framework of the 5th edition of the African Forum of Territorial Managers and Training Institutes (FAMI), it has been an opportunity to first understand the issues of sustainability, resilience and urban intelligence, then to elucidate how they can be applied in the future and finally, to focus on the challenges and obstacles that African cities and metropolises face in deploying resilience strategies and innovative digital solutions.

Representatives from both Metropolis and UCLG Africa membership participated in all three sessions and shared their views and experiences on the challenges African metropolises face because of Urban growth.

Members
Abidjan, Bangui, Casablanca, Cotonou, Dakar, Durban, Gauteng, Johannesburg, Nouakchott, Rabat.

Outcomes
L1A3D1

Metropolitan challenges
1.4 Basic infrastructure and services
3.1 Gender mainstreaming
4.1 Promoting digital rights

Alliances
UCLG Africa
**World Metropolitan Day is the leading global campaign led by Metropolis and UN-Habitat promoting collective action to build more equitable, resilient, and prosperous metropolises. It commemorates, on October 7th, the adoption of the Montreal Declaration on Metropolitan Areas.**

Since 2018, Metropolis and UN-Habitat promote a better urban future by advancing World Metropolitan Day in the framework of Urban October.

+25 events and activities were organised from 1st to 12th October all over the world to commemorate World Metropolitan Day.

+30 cities, metropolitan areas, universities, and international organisations arranged activities to celebrate World Metropolitan Day.

Most events had a global perspective and engaged organisations, local and metropolitan governments, civil society, and urban thinkers from all over the globe.

For more information, you can read the [report](#).

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**3rd World Forum Cities and Territories of Peace**

The Cities of Peace Forum is a global, collective, and horizontal process of reflection and advocacy, which seeks to provide solutions at the political level and in the implementation of policies for the construction of coexistence and peace in the territories. The third edition took place in Mexico City accompanied by more than 20 international institutions and organisations, including Metropolis.

The third edition of the Cities of Peace Forum has been conceived as a process of global, collective, and horizontal reflection, whose main objectives are: to offer solutions at the political level and in the implementation of peacebuilding policies in various territories; to generate an open process of reflection and debate to place the culture of peace on local and global agendas; as well as to promote more effectively and efficiently the values of coexistence and peace building. Metropolis followed the different sessions via social media and highlighted the main interventions.

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**Outcomes**

L1A2D1, L1A2D2

**Metropolitan challenges**

2.1 Social resilience
2.2 Economic resilience
2.3 Climate resilience

**Alliances**

UN-Habitat

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**Members**

Ciudad de México

**Outcomes**

L1A2D1, L1A2D2, L1A2D3, L1A2D4, L2A1D1

**Metropolitan challenges**

1.1 Combating inequalities and segregation
3.1 Gender mainstreaming
Hosted by Guangzhou, China, the 13th edition of the Metropolis World Congress was jointly organised by Metropolis and the People’s Government of Guangzhou Municipality. It also hosted the Global Mayors’ Forum and the 5th Guangzhou International Award for Urban Innovation. An important three-in-one event that promoted the development of policies in the fields of: safe and healthy public spaces, mobility strategies, energy transition, affordable housing, work and technology, innovative urban management, green infrastructure, and basic social services.

As a result, the 13th Metropolis World Congress seeks to present a bold statement for global agendas: that thinking and acting on a metropolitan scale is key to fostering social inclusion, economic development and environmental sustainability, ensuring quality of life and leaving no one behind.

Members

Outcomes
L1A1D1, L1A1D2, L1A2D1, L1A3D3

Alliances
Guangzhou Award

PILOT PROJECT SESSION AT THE METROPOLIS WORLD CONGRESS

Comparing urban planning tools, public participation processes and governance methods, Montréal, Brussels-Capital region, Paris, and Grand Lyon shared the results of the pilot project “Revitalisation through Urban Projects”, during the Metropolis World Congress, offering specific examples on the revitalisation process of cities and metropolitan areas.
The Metropolis Through Children’s Eyes initiative was launched by Metropolis to convey children’s opinions, experiences, and suggestions—expressed through drawings—to local and regional governments across their network. Over 1,200 children between 5 and 14 years old from more than 33 cities called for their needs to be considered when designing urban spaces. The results show how children imagine cities free of pollution and danger, where technology and nature help us to provide opportunities for everyone.

Members
Ahvaz, Barcelona (metropolitan area), Barcelona (city), Beijing, Bogotá, Buenos Aires, Changsha, Durban, Fuzhou, Gauteng, Gaziantep, Guangzhou, Guayaquil, Guiyang, Haikou, Hangzhou, Harare, Johannesburg, Kaohsiung, Karaj, Kazan, Madrid, Mashhad, Monterrey, Nanjing, New Taipei, Quito, Shiraz, Tabriz, Taipei, Tehran, Wuhan, Xi’an.

Metropolitan challenges
3.3 Engaged Citizenship

Outcomes
L1A1D1

The meetings of the World Council took place on 16th–18th November 2021. Under the theme Smart Cities and Territories, Pillars of the Common Agenda, the World Council brought together over 500 mayors and councillors who shaped the work plan and strategic priorities of the organisation, and it was arranged in an hybrid format in the framework of the Smart City Expo World Congress.

The summit was the occasion to renew UCLG leadership towards the 2022 UCLG World Congress, and the shaping of the collaboration with partners to deliver a Pact for the Future that is aligned with UCLG Common Agenda.

Members
Antananarivo, Berlin, Cairo, Douala, Istanbul, Johannesburg, Lisboa, Montevideo, Tehran

Outcomes
L1A3D1

Alliances
Smart City Expo, UCCI, UCLG Africa, UCLG ASPAC, CIB, UCLG Eurasia, UCLG MEWA, UCLG CCRE/CEMR
In the framework of the 25th November, International Day for the Elimination of Violence against women, the second phase of the project “Safety and public space: Mapping metropolitan gender policies” was launched. The document analyses more than 60 metropolitan initiatives to combat sexual violence against women and girls in public space. The research included the production of a series of factsheets with the main regional initiatives, as well as a video presentation with key messages.

The campaign followed in the footsteps of UN Women’s 16 Days of Activism against Gender-Based Violence initiative.
To highlight the challenges and threats that cities must face in order to remain economically, socially and disaster resilient, Metropolis jointly with SHRDC, UCLG and with the collaboration of ASPAC organised a three-week online training called “Resilient City”.

Metropolis organised the second session of this course, which was based on the experiences of Tehran, Berlin, and Istanbul, who gave testimonies and share their experiences providing tools to contribute to the creation of policies for a more resilient metropolitan space. The cases that were presented consisted in Waste management (Tehran), the case of Earthquakes in the Izmit area (Istanbul), and Blackout in Köpenick (Berlin).
A private workshop for the Metropolis City Managers Community was held with the objectives of learning about and exchanging different perspectives and working solutions to questions of costs, services distribution, sectoral focus, and steps of implementation of 5G technology in the world’s major cities and metropolitan spaces. It was an interactive online activity facilitated by Alexander Heichlinger, Senior Expert and Consultant in city management, who applied a problem-driven and solution-oriented methodology.

All participants were encouraged to share their inspiring experiences, the difficulties of their routines, and their most pressing doubts, in a safe environment of trust among peers, which fostered the collective elaboration of innovative and creative solutions. Participants explored both how such a favourable market environment could be created, and which roles local and regional governments, along with their private partners, can and shall assume.

Members
Barcelona (Metropolitan Area), Barcelona (City), Madrid, Medellín

Outcomes
L2A2D4

Metropolitan challenges
4.1 Promoting digital rights
2 November–16 December
SURVEY REGARDING DIGITALIZATION OF LOCAL GOVERNMENTS

In order to start a research about metropolitan policies to reduce the digital gap and foster the digital inclusion, a series of 10 cities were selected based on the geographic location and size, and its membership in Metropolis and/or in the Cities Coalition for Digital Rights.

While initially 10 cities were selected, the search was finally carried out with 8 of the selected cities due to a lack of response from some of them. Finally, the cities under the study are (in alphabetic order): Barcelona, Bordeaux, Buenos Aires, Johannesburg, Montréal, New York, São Paulo, and Sydney. The interviews were carried out between 2nd November and 16th December (2021).

Members
Barcelona (city), Buenos Aires, Johannesburg, Montréal, São Paulo

Outcomes
L2A1D3

Metropolitan challenges
1.4 Basic infrastructure and services
2.1 Social Resilience
2.2 Economic Resilience
2.3 Climate Resilience

10 November
LAUNCH OF THE ASIAN METROPOLITAN REPORT

The second edition of Metropolis regional reports which build on the data provided by our 38 metropolitan indicators launched in 2019 was launched with a session organised in the online programme of the 13th Metropolis World Congress hosted by Guangzhou.

Titled “Asia in the metropolitan era: trends and projections”, the session promoted an open debate regarding the current and future state of metropolitan spaces in Asia, seeking to inspire decision-makers and practitioners in the Asia region to explore innovative, sustainable, and inclusive solutions to metropolisation phenomena.

The session will consist on rounds of questions and answers between the authors of the Asian Metropolitan Report and representatives from the Metropolis membership in the four Asian sub-regions.

Members
Gaziantep, Guangzhou, Kathmandu, Surabaya

Outcomes
L2A1D3
The session “5G in metropolitan spaces: opportunities for local and regional governments” was organised as part of the Digital Program of the Smart City Expo World Congress 2021. It brought together representatives from our membership in Barcelona metropolitan area, Guangzhou and Medellín, as well as some of their partners from technology companies (Nokia and WeRide.ai), for a showcase on applications of 5G technology on public services, which range from free access to high-speed Internet in metropolitan beaches to street lighting, autonomous vehicles, and education, among others.

First of the six webinars organised as part of the CLEARING HOUSE project and aimed at providing knowledge insights showcasing results from the project. The main aim of this first webinar event was to promote research findings on Urban Forest Nature-Based Solutions (UF-NBS) that had been undertaken during the first stage of CLEARING HOUSE.

Speakers from the European Research Executive Agency, the Chinese Academy of Forestry, the European Forest Institute (EFI) and the Humboldt Universität Berlin presented their research at this event that counted on the virtual presence of more than 60 participants.

This project has received funding from the European Union’s Horizon 2020 Research and Innovation Program under Grant Agreement 821242.
In the framework of the 25th November, International Day for the Elimination of Violence against women, the second phase of the project “Safety and public space: Mapping metropolitan gender policies” was launched. The document analyses more than 60 metropolitan initiatives to combat sexual violence against women and girls in public space. The research included the production of a series of factsheets with the main regional initiatives, as well as a video presentation with key messages.

The campaign followed in the footsteps of UN Women’s 16 Days of Activism against Gender-Based Violence initiative.

The latest seminar by Learning from Cities, the joint collaboration between Metropolis and UNDP, focused on the ways that biodiversity can improve quality of life in metropolitan spaces, and how governments are responding to the pressure that urban growth places on its immediate surroundings.

The metropolitan areas of Barcelona and the Valle de Aburrá both took part in the seminar. Despite the geographical differences between the two cities, they shared similar reflections on how biodiversity can be incorporated into urban design in cities.
As part of the project carried out between Metropolis and Barcelona City Council, a webinar was held to provide insights into the importance of international action in city transformation. The kick-off point for the discussion was the question “Why is internationalisation important for metropolises?” Barcelona, Mexico City and Buenos Aires were all invited to share their views alongside the NGO Paradiplomacia.

We have teamed up with Paradiplomacia.org, a non-profit organisation that studies the emergence of new ways of managing local government in a global, intelligent, and humane way, to elaborate the contents of our next metropolitan comparative study, dedicated to theme of internationalisation.

The team of Paradiplomacia.org has carried out research about the internationalisation profiles of the metropolises of Barcelona, Casablanca, Guangzhou, Montréal, and Medellín-Valle de Aburrá, and delivered the final text of the publication in Spanish. The contents are now being translated and designed, and the publication will be available to the public in 2022.
PREPARATION OF THE REPORT OF THE CITY MANAGERS COMMUNITY 2021

29 December

Alexander Heichlinger, Senior Expert and Consultant in city management, who was hired by Metropolis to develop the structure and contents, as well as to facilitate all the activities of the City Managers Community in 2021, has delivered the final contents of the project’s annual report, titled “The deployment of the 5G technology on metropolitan scales”.

The report is having its layout finalised and shall be released for the general public on the Metropolis website, in English and Spanish, in the first quarter of 2022, after the internal approval of the featured members.

Metropolitan challenges
4.3 Adapting to the shared economy

Outcomes
L2A2D4

Members
Barcelona (Metropolitan Area), Barcelona (City), Busan, Dakar, Gauteng, Guangzhou, Kaohsiung, Madrid, Medellín, Ramallah, São Paulo, Seoul

Outcomes
L2A2D5, L2A2D6

38 indicators
70 metropolitan spaces
67 members
2661 data points

MEET WITH THE CONSULTANT JORDI SERRATOSA

Metropolis hired the consultant Jordi Serratosa, in charge of the multimedia company Punt Zero, to work on the improvement in the access of contents from the website indicators.metropolis.org, including better data visualization, integration to our members’ profiles on the Metropolis website, the inclusion of data of 15 new metropolitan spaces, and updates of data from gender equality indicators and indicators disaggregated by sex. The improvements will be visible to the general public in the first quarter of 2022.

METROPOLITAN INDICATORS WEBSITE IMPROVEMENTS

29 December
HR STRATEGY PHASE 3: PERSONAL DEVELOPMENT PLANS AND PROCESSES

Having previously designed the organisation chart with a matrix of 4 interacting areas and 14 roles, with specific responsibilities, in Phase 3 we then moved on to strengthening the new design, to produce the expected value, streamlining the flow of activities in the process. To achieve this, we worked simultaneously on processes and people. We hence designed Personal Development Plans for each person working at the SG, which are reviewed every 6 months. People need to be developed in skills and motivation, so that they can take on the responsibilities included in their role.

Processes need to be optimised in through a continuous improvement perspective. We worked on the main processes, which are the operating mechanisms of an organisation.

The primary objective in this third phase was to identify the main processes and make sure they are constantly optimised, in order to reduce redundant and duplicated activities, streamline workflows, inside and between functional areas, improve internal communication and the flow of information, and make the whole organisation more agile, lean and ready to tackle changes. The focus was on efficiency, to reduce waste and recover time to devote to high-value activities.

Outcomes
L3A5D1

REGIONAL VICE PRESIDENCIES MEETING WITH THE PRESIDENT

The Regional Vice Presidencies join a meeting with the President for the first time after they were appointed during the General Assembly of Members on the 30th November 2020. The meeting aimed at sharing the current situation in each of the 5 different regions, so the basis of the association’s joint work was set and cooperation among the regions was fostered in order to understand the priorities of each one of them.

Members
Abidjan, Bruxelles, Guangzhou, Mashhad, Rosario, Seoul

Outcomes
L3A1D3

Metropolitan challenges:
1.3 Advancing mobility
2.1 Social resilience
3.3 Engaged citizenship
4.1 Promoting digital rights
8 November

BOARD OF DIRECTORS MEETING 2021

The Board of Directors meeting 2021 took place online with great success. 26 members out of the 32 were present at the meeting and 13 were political representatives which showed the great commitment of the members of the Board.

The highlights of the meeting were the addition of 3 new members to the network (Pelambang, Semarang and IMEPLAN Guadalajara), the resigning of the current Secretary General, the approval of the city of Bogotá as the host city for the next Board of Directors’ meeting in July 2022 and the approval of the launch of candidatures for the 2023 Metropolis World Congress to be approved at the next Board of Directors in 2022.

9 November

2021 POLICY DEBATE: “NOVEL SOLUTIONS THAT CAN TRANSFORM METROPOLITAN SPACES IN THE LONG TERM”

Representatives from Asia, Europe, Africa, and the Americas from different political, territorial and cultural backgrounds, put their heads together to reflect on “Novel solutions that can transform metropolitan spaces in the long term” during the Policy Debate.

The discussion intended to caucus a wide variety of political perspectives and propose insights and solutions to rethink our metropolitan spaces with an actionable and long-term vision.

Members

Guangzhou, Tehran, Mashhad, Kathmandu, Madrid, Brussels, Barcelona (Metropolitan Area), Rabat, Rosario, São Paulo, Ciudad de México and Montreal

Outcomes

L3A1D2, L3A3D3

Members

Abidjan, Barcelona (metropolitan area), Barcelona (city), Belo Horizonte, Berlin, Bogotá, Bruxelles, Buenos Aires, Chengdu, Ciudad de México, Dakar, Fuzhou, Gauteng, Grand Paris, Guangzhou, Hangzhou, Harbin, Istanbul, Johannesburg, Madrid, Mashhad, Medellín, Montevideo, Montréal, Rabat, Rosario, San Salvador, Sao Paulo, Seoul, Shiraz, Tehran, Wuhan

Outcomes

L3A1D4, L3A2D2
The award ceremony of the 5th Guangzhou Award has been the last major event of the 2021 Global Mayors’ Forum Event Series. During the award ceremony, five Winning Cities, one Online Popular City, and ten winners of the Medal of Honor of the 5th Guangzhou Award were announced and awarded in grand fashion.

At the end of the ceremony, a closing speech was delivered by Wen Guohui, President of Metropolis and Mayor of Guangzhou, which marked the conclusion of the 13th Metropolis World Congress.
METROPOLIS IN THE MEDIA

**September**
- Brasilia–Distrito Federal
  Metropolis Through Children’s Eyes
- UN Habitat
  Metropolis Through Children’s Eyes
- UCLG
  Learning Program: Resilient City

**October**
- UCLG
  Metropolis World Congress
- DeLoG
  World Metropolitan Day
- Gobierno de la Ciudad de Corrientes
  World Metropolitan Day

**November**
- Ciudad de Mendoza
  World Metropolitan Day
- Cadena de Radios
  World Metropolitan Day
- Urban Resilience Hub
  World Metropolitan Day
- Intendencia Montevideo
  World Metropolitan Day
- El País–Blog Seres Urbanos
  World Metropolitan Day
- Urban October
  World Metropolitan Day
- Urban Policy Platform
  World Metropolitan Day
- Urban Agenda Platform
  World Metropolitan Day
- Ciudad Sostenible
  World Metropolitan Day
- Deia
  World Metropolitan Day
- METREX
  World Metropolitan Day
- SCA
  World Metropolitan Day
- Observatorio Metropolitano
  World Metropolitan Day
- DeLoG
  Metropolis World Congress
- Cities Today
  Metropolis World Congress
- Cities Today
  Guangzhou Award

**December**
- Cities Today
  Humanising Guangzhou Award
- News Guangdong
  Metropolis World Congress
- Cision Pr Newswire
  Metropolis World Congress
- Cities4Children
  Metropolis Through Children’s Eyes
- News GD.com
  Guangzhou Award
- El Objetivo
  Smart City Expo World Congress 2021
- ISOCARP
  Metropolis Through Children’s Eyes
ACTIVE LISTENING

MEMBERSHIP ENGAGEMENT

COLLABORATION WITH ALLIANCES

BILATERAL MEETINGS
COLLABORATION WITH ALLIANCES

BILATERAL MEETINGS

<table>
<thead>
<tr>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
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<tbody>
<tr>
<td><strong>Online</strong></td>
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<td><strong>Members</strong></td>
<td><strong>Members</strong></td>
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<td><strong>Members</strong></td>
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<td>Barcelona (metropolitan area), Guangzhou, Bruxelles, Montevideo</td>
<td>Barcelona (metropolitan area), Barcelona (city), Bogotá</td>
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<td>Belo Horizonte</td>
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<tr>
<td><strong>On-site</strong></td>
<td><strong>On-site</strong></td>
<td><strong>On-site</strong></td>
<td><strong>Online</strong></td>
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PROGRESS

MAIN RESULTS

METROPOLITAN CHALLENGES

IMPLEMENTATION OF THE STRATEGIC ACTION PLAN
MAIN RESULTS

From 1st September to 31st December:

+1,412 people engaged in events led or co-led by Metropolis

+148 experts with whom we have collaborated

66% women
34% men

METROPOLITAN CHALLENGES

From 1st September to 31st December:

1.1 Combating inequalities and segregation
1.3 Advancing mobility
1.4 Basic infrastructure and services

2.1 Social resilience
2.2 Economic resilience
2.3 Climate resilience

3.1 Gender mainstreaming
3.2 Transparency and accountability
3.3 Engaged citizenship

4.1 Promoting digital rights
4.3 Adapting to the shared economy
# Implementation of the Strategic Action Plan

To check the Metropolis Strategic Action Plan 2021-2023, please visit our website

## L1 Strengthen global leadership on metropolitan diplomacy and advocacy

<table>
<thead>
<tr>
<th>L1A1 Common political metropolitan narrative</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1A1D1 Policy recommendations on issues critical to the metropolitan future</td>
</tr>
<tr>
<td>L1A1D2 Policy debates to inform and define positions on current and emerging topics</td>
</tr>
<tr>
<td>L1A1D3 Incorporating gender equality in every dimension of metropolitan issues</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L1A2 Metropolitan perspective in global agendas</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1A2D1 Champion Metropolis position at international arena and forums</td>
</tr>
<tr>
<td>L1A2D2 Bring the metropolitan governance perspective to debates around global and regional agendas</td>
</tr>
<tr>
<td>L1A2D3 Active participation in global and regional political events to impact and foster urban diplomacy</td>
</tr>
<tr>
<td>L1A2D4 Support metropolitan leaders in making their voices heard at the international level</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>L1A3 Global alliances strategy vis-à-vis other networks and actors</th>
</tr>
</thead>
<tbody>
<tr>
<td>L1A3D1 Contribute to UCLG activities and debates as the metropolitan section</td>
</tr>
<tr>
<td>L1A3D2 Collaboration with multilateral actors, local government networks, think tanks, international agencies, and other stakeholders</td>
</tr>
</tbody>
</table>

## L2 Build adaptive capacities for metropolitan governance

<table>
<thead>
<tr>
<th>L2A1 Shared vision of the metropolises of the future</th>
</tr>
</thead>
<tbody>
<tr>
<td>L2A1D1 Prospective analysis on how to build the metropolises of the future</td>
</tr>
<tr>
<td>L2A1D3 Research on metropolitan and urban topics, including gender issues</td>
</tr>
</tbody>
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<tr>
<th>L2A2 Support for the development and implementation of metropolitan governance structures, policies, services, and planning</th>
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<tbody>
<tr>
<td>L2A2D2 Online platforms for knowledge exchange</td>
</tr>
<tr>
<td>L2A2D3 Learning and capacity-building activities for senior managers and practitioners</td>
</tr>
<tr>
<td>L2A2D4 Innovative projects and working groups on specific metropolitan issues</td>
</tr>
<tr>
<td>L2A2D5 Reference frameworks for urban planning in metropolitan areas</td>
</tr>
<tr>
<td>L2A2D6 Systematising and capitalising on existing expertise and knowledge within the association</td>
</tr>
<tr>
<td>L2A2D7 Tools to mainstream gender in metropolitan policies</td>
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<tr>
<th>L2A3 Localising global agendas at the metropolitan scale, in particular the 2030 Agenda and its Sustainable Development Goals</th>
</tr>
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<tbody>
<tr>
<td>L2A3D2 Capacity building so that public servants can implement policies and actions to achieve the global agendas</td>
</tr>
</tbody>
</table>
IMPLEMENTATION OF THE STRATEGIC ACTION PLAN

To check the Metropolis Strategic Action Plan 2021-2023, please visit our website

Foster within Metropolis an accountable and sustainable internal governance culture

L3A1 Caring organization
L3A1D2 Close relationships with our members (considering regional specificities)
L3A1D4 Clear and empathetic communication with members and other stakeholders

L3A2 Financially sustainable association
L3A2D2 Diversified funding sources

L3A3 Transparency and accountability
L3A3D3 Maintaining existing compliance system

L3A5 Resilient association
L3A5D1 Risk-aware and adaptive management to be able to respond to emergencies, or other unexpected events
WHO WE ARE

AFRICA

ASIA-PACIFIC

EUROPE

NORTH AMERICA

LATIN AMERICA AND THE CARIBBEAN

SECRETARIAT GENERAL
WHO WE ARE

AFRICA

Abidjan
Accra
Addis Ababa
Alexandria
Antananarivo
Bamako
Bangui
Brazzaville
Cairo
Casablanca
Cotonou
Dakar
Douala
Durban
Gauteng
Harare
Johannesburg
Libreville
Marrakech
Niamey
Nouakchott
Rabat
Tunis
Victoria
Yaoundé

Focal Points

REGIONAL SECRETARY
Sithole Mbanga
Gauteng

SECRETARIAT GENERAL
Hélène Jourdan
Regional Officer

Members of the Board of Directors

CO-PRESIDENCY
David Makhura
Premier of Gauteng Province

REGIONAL VICE-PRESIDENCY
Robert Beugré Mambe
Governor of Abidjan

MEMBER
Soham El Wardini
Mayor of Dakar

MEMBER
Jolidee Matongo
(until 18th September)

MEMBER
Mpho Phalatse
(from 22nd November)
Executive Mayor of Johannesburg

MEMBER
Mohammed Sadiki
(until 24th September)

MEMBER
Asmaa Rhlalou
(since 24th September)
Mayor of Rabat
**WHO WE ARE**

**ASIA-PACIFIC**

**Regional Focal Points**
- **Regional Secretary**
  - Decun Zhan
  - Regional Officer, Guangzhou

- **Secretariat General**
  - Agnès Bickart
  - Regional Officer

**Members of the Board of Directors**

- **Presidency**
  - Wen Guohui
  - Mayor of Guangzhou

- **Co-Presidency**
  - Alireza Zakani
  - Mayor of Tehran

- **Regional Vice-Presidencies**
  - Mohammad Reza Kalaei
    - (until 15th September)
    - Mayor of Mashhad

  - Arjaei Seyed Abdullah
    - (since 15th September)
    - Mayor of Mudhad

  - Oh Se-Hoon
    - Mayor of Seoul

- **Honorary Member**
  - CPAFFC

- **Regional Vice-Presidencies**
  - Mohammad Reza Kalaei
    - (since 20th October)
    - Mayor of Mashhad

- **Member**
  - Wu Xiande
    - (since 20th October)
    - Mayor of Fuzhou

- **Member**
  - Sun Zhe
    - Mayor of Harbin

- **Member**
  - Cheng Yongwen
    - Mayor of Wuhan

- **Member**
  - Mohammad Ali Razi
    - Mayor of Shiraz

- **Member**
  - Ekrem Imamoglu
    - Mayor of Istanbul

- **Member**
  - You Mengjun
    - (until 20th October)

- **Member**
  - Liu Xin
    - Mayor of Hangzhou

- **Member**
  - Wang Fengchao
    - Mayor of Chengdu

**Regional Secretariat**
- Ahvaz
- Amman
- Baghdad
- Bandar
- Bangkok
- Beijing
- Beirut
- Bhopal
- Bogor
- Busan
- Changchun
- Changsha
- Chengdu
- Chongqing
- Daegu
- Daejeon
- Dalian
- Diyarbakir
- East Kalimantan
- Faisalabad
- Fuzhou
- Gaziantep
- Goian
- Guangzhou
- Guiyang
- Gudiramala
- Gwangju
- Gyeonggi
- Haikou
- Hangzhou
- Hanoi
- Harbin
- Hyderabad
- Incheon
- Isfahan
- Jakarta
- Jember
- Ji’an
- Jinan
- Kaohsiung
- Karaj
- Kathmandu
- Kuala Lumpur
- Kunming
- Lahore
- Male’
- Mashhad
- Nanjing
- Nanning
- New Delhi
- New Taipei
- NiUA
- Palangbang
- Ramallah
- Seoul
- Shanghai
- Shenzhen
- Shiraz
- Siping
- South Tangerang
- Surabaya
- Tabriz
- Taichung
- Taipei
- Tehran
- Tianjin
- Ulsan
- Wuxi
- Xi’an
- Xiamen
- Yiwu
- Zhengzhou
Focal Points

REGIONAL SECRETARY
Barbara Berninger
Berlin

SECRETARIAT GENERAL
Silvia Llorente
Regional Officer

Members of the Board of Directors

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

Michael Müller
(untill 21st December)

Franziska Giffey
(since 21st December)
Governing Mayor of Berlin

CO-PRESIDENCY
Pascal Smet
Secretary of State of the Brussels-Capital Region

REGIONAL VICE-PRESIDENCIES

Pascal Smet
Secretary of State of the Brussels-Capital Region

Jean-Luc Vanraes
Councilor of Uccle Brussels-Capital Region and former Minister of Finance

Franziska Giffey
(since 21st December)
Governing Mayor of Berlin

TREASURY
Patrick Ollier
President of Greater Paris

MEMBER
Laura Pérez Castaño
Deputy Mayor of Social Rights, Global Justice, Feminisms and LGTBI, Barcelona City Council, and President of Metropolis Women

MEMBER
José Luis Martinez-Almeida
Mayor of Madrid

MEMBER
Patrick Ollier
President of Greater Paris

Regional Officer

EUROPE

Barcelona (city)
Barcelona (metropolitan area)
Berlin
Brussels
Bucharest
Greater Lyon
Greater Paris
Kazan
Lisbon
Madrid
Moscow
Sarajevo
Sofia
Torino
Zagreb
Focal Points

REGIONAL SECRETARY
Hugo Salomão França
Belo Horizonte

SECRETARIAT GENERAL
Oscar Chamat
Regional Officer

Members of the Board of Directors

CO-PRESIDENCY
Carolina Cosse
Mayor of Montevideo

REGIONAL VICE-PRESIDENCY
Pablo Javkin
Mayor of Rosario

MEMBER
Claudia López Hernández
Mayor of Bogotá

MEMBER
Horacio Rodríguez Larreta
Head of the Government of the Autonomous City of Buenos Aires

MEMBER
Daniel Quintero Calle
Mayor of Medellín

MEMBER
Mario Durán
Mayor of San Salvador

MEMBER
Ricardo Nunes
Mayor of São Paulo
NORTH AMERICA

Guadalajara
Guadalajara (IMEPLAN)
Mexico City
Monterrey
Montréal
Puebla
Tijuana
Toronto

Focal Points

REGIONAL SECRETARY
Mariana Flores
Mexico City

SECRETARIAT GENERAL
Teresa Oliver
Regional Officer

Members of the Board of Directors

CO-PRESIDENCY
Valérie Plante
Mayor of Montréal

MEMBER
Claudia Sheinbaum
Head of Government of Mexico City
## SECRETARIAT GENERAL

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Octavi de la Varga</td>
<td>Secretary General</td>
<td></td>
</tr>
<tr>
<td>Xavier Bermejo</td>
<td>Communications Manager</td>
<td></td>
</tr>
<tr>
<td>Guillaume Berret</td>
<td>Research &amp; Policy and Pilot Projects Officer</td>
<td></td>
</tr>
<tr>
<td>Agnès Bickart</td>
<td>Senior Manager for Institutional Relations and Asia Regional Officer</td>
<td></td>
</tr>
<tr>
<td>Federica Biondi</td>
<td>Director of Shared Services</td>
<td></td>
</tr>
<tr>
<td>Xavier Borrell</td>
<td>Shared Services Officer</td>
<td></td>
</tr>
<tr>
<td>Marta Briones</td>
<td>Communications Officer</td>
<td></td>
</tr>
<tr>
<td>Lia Brum</td>
<td>Research &amp; Policy Officer</td>
<td></td>
</tr>
<tr>
<td>Oscar Chamat</td>
<td>Research &amp; Policy and Latin America Regional Officer</td>
<td></td>
</tr>
<tr>
<td>Mara Fernández</td>
<td>Shared Services Assistant</td>
<td></td>
</tr>
<tr>
<td>Hélène Jourdan</td>
<td>Learning and Africa Regional Officer</td>
<td></td>
</tr>
<tr>
<td>Silvia Llorente</td>
<td>Research &amp; Policy and Europe Regional Officer</td>
<td></td>
</tr>
<tr>
<td>Teresa Oliver</td>
<td>Statutory Affairs, Learning and North America Regional Officer</td>
<td></td>
</tr>
<tr>
<td>Júlia Palmarola</td>
<td>Administrative assistant for Learning and Shared Services</td>
<td></td>
</tr>
<tr>
<td>Laura Valdés</td>
<td>Research &amp; Policy and Communications Officer</td>
<td></td>
</tr>
<tr>
<td>Israel Barroso</td>
<td>Administrative Officer</td>
<td></td>
</tr>
<tr>
<td>Claudia Ros</td>
<td>Interns</td>
<td>Institut Barcelona Estudis Internacionals (IBEI)</td>
</tr>
<tr>
<td>Magdalena Orfila</td>
<td>Interns</td>
<td>Pompeu Fabra University (UPF)</td>
</tr>
</tbody>
</table>

**WHO WE ARE**

- **Octavi de la Varga**: Secretary General
- **Xavier Bermejo**: Communications Manager
- **Guillaume Berret**: Research & Policy and Pilot Projects Officer
- **Agnès Bickart**: Senior Manager for Institutional Relations and Asia Regional Officer
- **Federica Biondi**: Director of Shared Services
- **Xavier Borrell**: Shared Services Officer
- **Marta Briones**: Communications Officer
- **Lia Brum**: Research & Policy Officer
- **Oscar Chamat**: Research & Policy and Latin America Regional Officer
- **Mara Fernández**: Shared Services Assistant
- **Hélène Jourdan**: Learning and Africa Regional Officer
- **Silvia Llorente**: Research & Policy and Europe Regional Officer
- **Teresa Oliver**: Statutory Affairs, Learning and North America Regional Officer
- **Júlia Palmarola**: Administrative assistant for Learning and Shared Services
- **Laura Valdés**: Research & Policy and Communications Officer
- **Israel Barroso**: Administrative Officer
- **Claudia Ros**: Interns
- **Magdalena Orfila**: Interns