

**metropolis** ● world association of the major metropolises

# **METROPOLIS ANNUAL REPORT 2019**



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# 1 ● Introduction

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Metropolis does not exist without its membership, 138 large cities and metropolitan spaces around the world that, although very different, share great challenges and opportunities linked to an urban and metropolitan context in constant growth and transformation. The Annual Report that you have in your hands includes the joint effort with political leaders and technical representatives of our metropolitan diversity. A year of shared work that responds to the commitment to promote and facilitate a metropolitan governance that incorporates an intersectional and integrating vision, aimed at improving the quality of life of all people, without leaving anyone behind.

2019 has been the halfway point of the Metropolis Action Plan 2018-2020. It is a crucial time to establish the lines of action defined in the current mandate and to continue adding to the work already done in terms of promoting the interests and operation of the metropolises.

Throughout this year, we have made great progress towards the commitments of the Sustainable Development Goals and the New Urban Agenda, on which our Action Plan has been built. We have strengthened and extended strategic relations with other actors and international organisations. Furthermore, to prior work we have added a wide range of initiatives based on exchange and cooperation, which provide us with better practical knowledge about metropolitan government, always from a perspective of sustainable urban development, innovation and gender equality.

As Secretary General, I would like to express my sincere thanks to all the members and partners, because without their commitment the work below would not have been possible. Thank you for trusting Metropolis and for continuing to believe in what the association has to offer.

Octavi de la Varga  
Metropolis Secretary General



## 2. Main results

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We are **138 governments of major cities and metropolitan areas** and **1 honorary member** working together to find common answers to the challenges posed by metropolisation

### ACHIEVEMENTS IN 2019:

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**3**

new members:  
**2** from Europe  
**1** from Asia

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**2000+**

people engaged in congresses,  
forums, workshops and other  
international events

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**57%**

of our membership  
actively involved

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**42**

Metropolis congresses,  
forums, seminars, workshops  
and other international events

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**250+**

experts with whom we  
collaborated  
(**37% women, 63% men**)

## 2.1. Action Line 1.

# Conducting urban diplomacy and advocacy on metropolitan issues

Active participation in **38 global events** organised by the UN, the GTF, UCLG, and other global networks and leading organisations (**5** of the events were **organised or co-organised by UCLG and/or the GTF**)

Contribution to and endorsement of **8 policy statements**

Providing support to **6 international campaigns**

Collaboration with the **World Metropolitan Day campaign** promoted through events held by **8 members** and **3 local and regional governments**.

We worked together with **33 partner organisations**

**Agreements signed with 9 partners**

**100 mentions** in **44 media channels**

**27000+ followers** on social media

### 2.2. Action Line 2.

# Strengthening capacities for metropolitan governance

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**58 metropolitan areas** were benchmarked, with the involvement of **69 members (50 % of our membership)** from all regions, based on **38 metropolitan indicators with a gender perspective**

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#### 11 pilot projects

- **23 members** engaged in pilot projects
  - **9 workshops** held in the framework of these pilot projects.  
**383 participants (44 % women, 56 % men)**
- 

**1 city managers debate** on the digital transformation of metropolises:  
**23 participants (35 % women, 65 % men)** representing **11 members** and **2 other local governments**

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**2 new issue papers** published on key metropolitan issues

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Leadership and contribution to **3 global observatories**

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#### Learning and training

- **11 training courses** were organised, **3** of which were **webinars**
  - **400+ people** received training (**51 % women, 49 % men**)
  - Representatives of **24 members** from all regions participated in training programs
  - We counted on **55 experts** to deliver training activities (**29 % female, 71 % male**).
- 

#### Use Platform

- **345 urban practices** are available online (a **23 %** increase in one year), of which **49.3 %** come from our **members**
  - **365 international experts are registered** (**38 %** more than in 2018)
  - In 2019, **19 members** shared **29 new urban practices**
-



## 2.3. Action Line 3.

### Developing a strong, consultative and sustainable internal governance culture

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**1****Board of Directors meetings**

- **64% participation** at the Board of Directors held in Montevideo

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**2****regional secretariats meetings**

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**1****governance committee meeting**

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**1****executive committee meeting**

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**Agreements signed with 4 members** to finance projects and activities

**Agreements signed with 3 members** to finance pilot projects

Metropolis, operating as metropolitan section of **UCLG**, has participated in **7 events** organised by UCLG.

# 10 Main results

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1

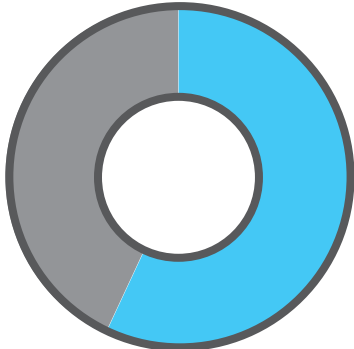
internal planning meeting

Training to the staff:

- 4 individual and 2 group training in various fields relating to Metropolis' core activity
- 1 technical visit

14 professionals working at the Secretariat General

- Women ..... 8
- Men ..... 6



12

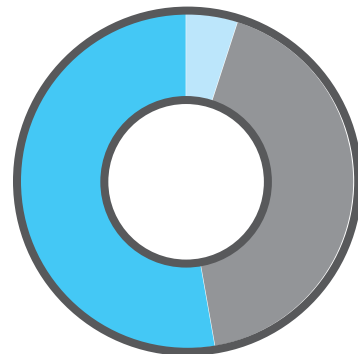
interns

- 7 women
- 5 men

**Where the funds are from**

- Membership fees..... 53%
- Partnerships with members..... 42%
- Partnerships with others..... 5%

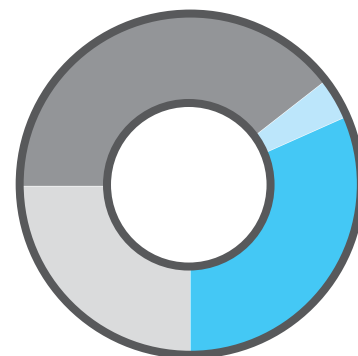
**926.635 €**



**Where the funds are from  
(including payments in-kind  
from members)**

- Membership fees..... 40%
- Partnerships with members..... 32%
- Partnerships with others..... 4%
- Payments in kind from members ..... 25%

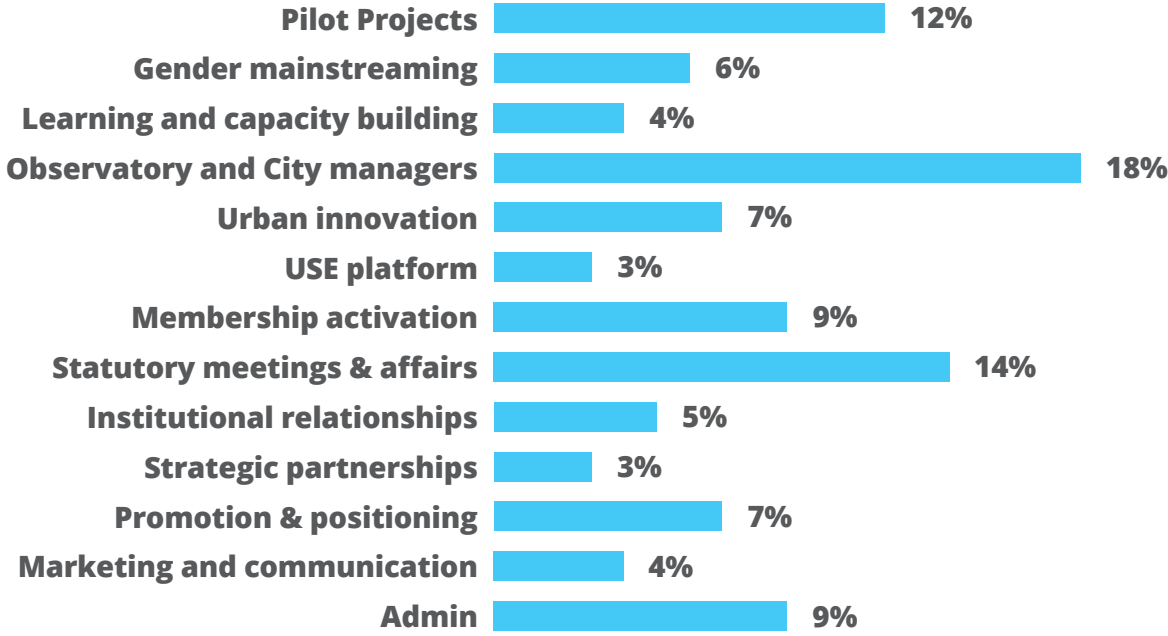
**1.228.259 €**



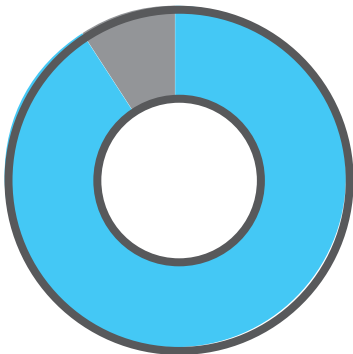
# 12 Main results

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## How the funds are used



## How the funds are used (total)



\*Note to the reader : At the time of printing, the 2019 balance and accounts were not approved by our Board of Directors, and so the figures in Euros are approximate.

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## 2.4. Gender equality highlights

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**17** new **members** involved in the gender mainstreaming strategy

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### **L1 Urban diplomacy and metropolitan advocacy**

**8** activated collaborators

**7** debates organized or in which we have participated as speakers

**3** campaigns

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### **L2 Capacities for metropolitan governance**

**1** online training program

**12** gender metropolitan indicators improved

**13** out of the **13** Metropolis publications released have gender vision:

- **10** include a gender perspective
  - **4** of them, focused on gender mainstreaming
- 

### **L3 Internal governance culture**

**15.2 %** of our **members** are **governed by women**

**21.4%** of the representatives of **our Board of Directors** (in total there are 28 members on the Board) are women

**3** out of **5** Metropolis **regional secretaries** are **women**

**8** gender agreements signed with members, organisations and other international actors

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**1** training seminar on gender and **global agendas for the Secretariat General team**

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# 3. Implementation of the Action Plan 2018-2020

## L1

Measures	Outcomes and deliverables	
<b>L1M1</b> That global political events, themes, and issues have been closely followed, and responses have been assessed and prioritized for taking up through focused urban diplomacy.	<b>L1M1D1</b> Calendar of international events	✓
	<b>L1M1D2</b> Publications “Voice of the Mayors” as samples of the legacy from the mayors of the major metropolises	✗
	<b>L1M1D3</b> Political or technical presence at relevant international events	✓
<b>L1M2</b> That a common political discourse on key metropolitan topics and a common set of principles have been regularly debated, agreed upon, and communicated widely.	<b>L1M2D1</b> Metropolis position papers on key issues related to metropolitan governance	✓
	<b>L1M2D2</b> Political debates within Metropolis annual events regarding major themes	✓
<b>L1M3</b> That Metropolis both influences the global agenda championing metropolitan governance with a gender perspective and incorporates the main ideas of the gender global agenda in its political agenda.	<b>L1M3D1</b> All Metropolis position papers and outcomes on key issues related to metropolitan governance include a gender approach	✓
	<b>L1M3D2</b> Gender parity at Metropolis events and debates, especially in terms of speakers	○
	<b>L1M3D3</b> At least one specific event on gender included in the program of Metropolis annual meetings	✗
	<b>L1M3D4</b> Liaison with other partners to force debates about the inclusion of gender vision into local policies	✓

<p><b>L1M4</b> That a youth-sensitive perspective is taken in entering into Metropolis debates and outcomes on metropolitan governance and governance from a metropolitan approach.</p>	<p><b>L1M4D1</b> Liaison with partners and potential partners aiming to advocate for the inclusion of youth perspective in urban policies</p>	<p>✘</p>
<p><b>L1M5</b> That a lobbying strategy has been designed that champions Metropolis position on different metropolitan concerns.</p>	<p><b>L1M5D1</b> Lobbying strategy agreed by the Board of Directors</p>	<p>✔</p>
<p><b>L1M6</b> That a global partnership strategy vis-à-vis other networks and actors is established that lays down the broad lines of work.</p>	<p><b>L1M6D1</b> Annual strategic partnership plans (2018-2019-2020)</p>	<p>✔</p>
	<p><b>L1M6D2</b> Annual strategic partnership reports (2018-2019-2020)</p>	<p>✔</p>
<p><b>L1M7</b> That Metropolis contributes actively to UCLG and the Global Taskforce, whilst being treated as key partners.</p>	<p><b>L1M7D1</b> Contributions to the Global Taskforce: events, papers, etc.</p>	<p>✔</p>
	<p><b>L1M7D2</b> Political / Technical presence at UCLG and GTF events</p>	<p>✔</p>
<p><b>L1M8</b> That relations are systematically forged with specialized media to disseminate Metropolis knowledge and positioning.</p>	<p><b>L1M8D1</b> Institutional promotion kit taking into account regional specificities and targets</p>	<p>✘</p>
	<p><b>L1M8D2</b> Presence in specialized Media</p>	<p>○</p>

## L2

Measures	Outcomes and deliverables	
<p><b>L2M1</b> That an agreed number of pilot projects are collaboratively implemented by member cities, in accordance with Metropolis vision.</p>	<p><b>L2M1D1</b> Annual narrative and financial reports of the 6 approved pilot projects and a final report</p>	<p>✔</p>
	<p><b>L2M1D2</b> Execution of 6 pilot projects led by a member and transferred to other metropolises</p>	<p>✔</p>
	<p><b>L2M1D3</b> Annual call for pilot projects</p>	<p>✘</p>

## 16 Implementation of the Action Plan 2018-2020

<p><b>L2M2</b></p> <p>That the outcomes of all Metropolis projects and initiatives are actively considered as a whole through a process choreographed by the Metropolis Secretariat General to ensure the transferability and dissemination of those outcomes.</p>	<p><b>L2M2D1</b></p> <p>Knowledge management strategic plan</p>	○
	<p><b>L2M2D2</b></p> <p>Metropolis Observatory</p>	✓
	<p><b>L2M2D3</b></p> <p>Policy Transfer Platform</p>	✓
	<p><b>L2M2D4</b></p> <p>Metropolis website</p>	✓
	<p><b>L2M2D5</b></p> <p>Establishment of reference frameworks which are helpful for members in governing and managing metropolises</p>	✓
<p><b>L2M3</b></p> <p>That the Metropolis Observatory and the Policy Transfer Platform are placed at the centre of the association as key means to learn and share models and specific experiences, as well as tools about engaged metropolitan governance.</p>	<p><b>L2M3D1</b></p> <p>At least one issue paper on key themes related to metropolitan and/or urban governance</p>	✓
	<p><b>L2M3D2</b></p> <p>Progress updates of the Policy Transfer Platform in terms of: number of case studies from members as well as number of new experts and interactions among them</p>	✓
	<p><b>L2M3D3</b></p> <p>One annual event of the Metropolis Observatory</p>	✓
	<p><b>L2M3D4</b></p> <p>Metropolis Observatory website</p>	✓
<p><b>L2M4</b></p> <p>That the City Managers Community is developed as an interactive platform that encourages debate and allows practitioners to easily connect with each other.</p>	<p><b>L2M4D1</b></p> <p>Annual events of city managers in collaboration with key partners</p>	✓
	<p><b>L2M4D2</b></p> <p>Recommendations resulting from the key discussions conducted by city managers participating at the annual sessions</p>	○
	<p><b>L2M4D3</b></p> <p>Dissemination of the recommendations and outcomes</p>	○
<p><b>L2M5</b></p> <p>That a full gender-sensitive and effective plan on learning and capacity building (including Metropolis International Training Institute) is created, framed by the Metropolis vision and using Metropolis tools.</p>	<p><b>L2M5D1</b></p> <p>Annual gender-sensitive and effective plan on learning and capacity building</p>	○
	<p><b>L2M5D2</b></p> <p>Calendar of events and training program</p>	✓



<p><b>L2M6</b> That an agreed set of metropolitan governance tools are made available to city members, and support is actively given for their use in monitoring and assessing quality of life in those cities.</p>	<p><b>L2M6D1</b> Metropolis Observatory and Policy Transfer Platform as a metropolitan governance toolkit</p>	<p>✓</p>
<p><b>L2M7</b> That partnerships are set up with thematic networks, key research centres and academics, and that these relationships are active and engaged, contributing to systematizing existing Metropolis knowledge, and creating new knowledge.</p>	<p><b>L2M7D1</b> Annual strategic partnership plans (2018-2019-2020)</p>	<p>✓</p>
	<p><b>L2M7D2</b> Calendar of events and training program</p>	<p>✓</p>
<p><b>L2M8</b> That collaborative forums are developed and supported as the way of bringing together mayors, urban practitioners, research centres and academics.</p>	<p><b>L2M8D1</b> Political and technical gatherings addressing key issues for our members, particularly annual meetings and triennial congresses</p>	<p>✓</p>
<p><b>L2M9</b> That central knowledge spaces are created and fostered concerning gender-sensitive policies.</p>	<p><b>L2M9D1</b> Gender-sensitive technical and academic events within the framework of annual events</p>	<p>✗</p>
<p><b>L2M10</b> That a youth perspective on the metropolitan governance is actively encouraged and integrated into Metropolis thinking and practice.</p>	<p><b>L2M10D1</b> Mapping of members with regard to projects of generational change in metropolitan governance and ways to include youth perspective in the design of local policies</p>	<p>✗</p>
	<p><b>L2M10D2</b> Dissemination of knowledge and experiences of member cities through Metropolis media channels</p>	<p>✗</p>
	<p><b>L2M10D3</b> Actions to share knowledge and experiences among members and partners</p>	<p>✗</p>
<p><b>L2M11</b> That an engagement with the Metropolis Urban Innovation Community, building on the Guangzhou Urban Innovation Award and Institute initiatives, is maintained.</p>	<p><b>L2M11D1</b> Strategic plan between Guangzhou and the SG relations regarding the Urban Innovation Community project</p>	<p>✗</p>
	<p><b>L2M11D2</b> Annual financial contribution from Guangzhou to the Secretariat General in the framework of Metropolis Urban Innovation Community agreement</p>	<p>✗</p>

# 18 Implementation of the Action Plan 2018-2020

## L3

Measures	Outcomes and deliverables	
<b>L3M1</b> That the responsibilities of each statutory body of the Association are defined, particularly the role of Regional Secretaries.	<b>L3M1D1</b> Document of Regional Secretaries and Co-presidencies roles	<b>v</b>
<b>L3M2</b> That five regional agendas are agreed in line with the global strategy of Metropolis.	<b>L3M2D1</b> 5 regional agendas on an annual basis designed and implemented by the Regional Secretaries and the Secretariat General	<b>v</b>
<b>L3M3</b> That a strategy is developed to improve relationships among Metropolis key actors.	<b>L3M3D1</b> Mapping of members according to their involvement, fee payment, etc.	<b>v</b>
	<b>L3M3D2</b> Mapping of partners and potential partners	<b>o</b>
	<b>L3M3D3</b> Communication kit highlighting the benefits of belonging to the association	<b>o</b>
<b>L3M4</b> That an internal and external communication plans, sensitive to gender relations, are designed and implemented.	<b>L3M4D1</b> Internal communication plan containing process map	<b>o</b>
	<b>L3M4D2</b> Annual communication plan including actions and a calendar	<b>v</b>
<b>L3M5</b> That a fundraising strategy is laid out and effectively implemented.	<b>L3M5D1</b> Fundraising strategy	<b>v</b>
	<b>L3M5D2</b> Collaboration agreement between the World Secretariat of UCLG and Metropolis in the framework of the operating grant from the European Commission and the strategic partnership agreement	<b>v</b>
	<b>L3M5D3*</b> Annual fundraising plans*	<b>v</b>

<p><b>L3M6</b> That the financial and operational activities of the Association are transparent and fair.</p>	<p><b>L3M6D1</b> Financial, management and accountability systems fully implemented</p>	<b>v</b>
	<p><b>L3M6D2</b> Compliance strategy and system</p>	<b>o</b>
	<p><b>L3M6D3</b> Metropolis Ethical Code</p>	<b>v</b>
	<p><b>L3M6D4</b> Clear and effective administrative procedures manual</p>	<b>v</b>
	<p><b>L3M6D5</b> Biannual and Annual financial reports and strategic budgets</p>	<b>v</b>
	<p><b>L3M6D6</b> Annual budget forecast</p>	<b>v</b>
<p><b>L3M7</b> That the re-organization of the Secretariat General in Barcelona is effected aligned with the strategic objectives of the Association.</p>	<p><b>L3M7D1</b> Metropolis Secretariat General organization chart</p>	<b>v</b>
	<p><b>L3M7D2</b> Clear job description for each position at the Secretariat General</p>	<b>v</b>
	<p><b>L3M7D3</b> Internal organisation based on a project management approach</p>	<b>v</b>
	<p><b>L3M7D4</b> Development of follow-up mechanisms to implement the 2018-2020 Metropolis Action Plan</p>	<b>v</b>
<p><b>L3M8</b> That gender-mainstreaming approach is applied across the organization, including in the planning and execution of strategies and activities of the Association, and in the use of gender-inclusive language in official documents and communications.</p>	<p><b>L3M8D1</b> Annual reports highlighting main achievements on the inclusion of gender-mainstreaming in Metropolis</p>	<b>v</b>

# 4. Mapping of members

## 4.1. Engagement of our membership

MEMBER	2019 fee payment	Activated members*	Participation in Board of Directors meetings	Hosting Metropolis events	Bilateral meetings	Pilot Projects (leader (L) / partner (P))	Members analysed (Metropolitan Indicators System) during the year	Learning and capacity building
<b>Total members</b>	<b>79</b>	<b>79</b>	<b>18</b>	<b>12</b>	<b>26</b>	<b>23</b>	<b>69</b>	<b>24</b>
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24</b>	<b>65</b>	<b>-</b>	<b>-</b>	<b>52</b>
Abidjan		Yes	1				Yes	
Accra		Yes					Yes	1
Addis Ababa		Yes					Yes	
Ahvaz								
Alexandria								
Amman		Yes					Yes	1
Antananarivo							Yes	
Athens		Yes			1		Yes	
Atlanta		Yes				P	Yes	
Baghdad								
Bamako	1	Yes					Yes	
Bangkok	1	Yes					Yes	1
Bangui	1							
Barcelona (city)	1	Yes	1	5	3	P	Yes	1
Barcelona (metropolitan area)	1	Yes	1	3	6	L	Yes	1
Beijing	1	Yes					Yes	
Belo Horizonte	1							
Berlin	1	Yes	1	2	2	L / P	Yes	

MEMBER	2019 fee payment	Activated members*	Participation in Board of Directors meetings	Hosting Metropolis events	Bilateral meetings	Pilot Projects (leader (L) / partner (P))	Members analysed (Metropolitan Indicators System) during the year	Learning and capacity building
Beirut								
Bhopal								
Bogor	1						Yes	
Bogota	1	Yes				P	Yes	1
Brasilia	1							1
Brazzaville		Yes					Yes	
Brussels	1	Yes	1		4	L / P	Yes	
Bucharest							Yes	
Buenos Aires	1	Yes	1		2	P	Yes	
Busan	1							
Cairo	1	Yes		1			Yes	1
Casablanca		Yes					Yes	
Changchun	1							
Changsha	1							
Chengdu	1	Yes		1	2			3
Chongqing	1							
Colombo								
Cordoba		Yes		1		P		1
Cotonou								
Daegu	1							
Daejeon	1							
Dakar	1	Yes	1		3	P	Yes	
Dalian								
Diyarbakir								
Douala							Yes	
Durban	1	Yes		1			Yes	
East Kalimantan								
Faisalabad								
Fuzhou	1	Yes			3			
Gauteng	1	Yes	1		3		Yes	
Gaziantep	1							
Goyang (N)	1	Yes					Yes	
Grand Lyon (N)		Yes			1	P	Yes	
Greater Manchester	1	Yes			1		Yes	
Greater Paris	1	Yes						
Guadalajara		Yes						



MEMBER	2019 fee payment	Activated members*	Participation in Board of Directors meetings	Hosting Metropolis events	Bilateral meetings	Pilot Projects (leader (L) / partner (P))	Members analysed (Metropolitan Indicators System) during the year	Learning and capacity building
Montevideo	1	Yes	1	1	4	L / P	Yes	
Montréal	1	Yes	1		3	P	Yes	
Moscow	1	Yes					Yes	
Nanjing	1	Yes			1	P		
Nanning	1							
New Delhi-NIUA		Yes					Yes	
New Taipei	1	Yes		1		L	Yes	
Niamey								
Nouakchott		Yes					Yes	
Porto Alegre		Yes	1					
Puebla								
Quito	1	Yes				P	Yes	3
Rabat	1	Yes					Yes	
Ramallah	1	Yes						
Rio de Janeiro		Yes					Yes	2
Rosario		Yes				P	Yes	
San Salvador	1	Yes					Yes	
Santiago de Chile	1	Yes	1				Yes	
Sao Paulo	1	Yes		1	1	L	Yes	
Sarajevo								
Seoul	1	Yes		6	3		Yes	8
Shanghai	1	Yes					Yes	4
Shenzhen	1	Yes						
Shiraz		Yes			1			1
Sofia								
South Tangerang	1						Yes	
Surabaya	1	Yes						
Tabriz								
Taichung	1	Yes						
Taipei	1	Yes					Yes	
Tehran	1	Yes			2		Yes	
Tianjin								
Tijuana	1					L	Yes	
Torino	1	Yes			1		Yes	1
Toronto	1						Yes	
Tunis		Yes					Yes	

## 24 Mapping of members

MEMBER	2019 fee payment	Activated members*	Participation in Board of Directors meetings	Hosting Metropolis events	Bilateral meetings	Pilot Projects (leader (L) / partner (P))	Members analysed (Metropolitan Indicators System) during the year	Learning and capacity building
Ulsan	1							
Valle de Aburrá	1	Yes					Yes	
Victoria		Yes						
Wuhan	1	Yes	1					
Xiamen	1	Yes						
Xi'an	1	Yes						
Yaoundé	1							
Yiwu	1	Yes						
Zagreb								
Zhengzhou	1	Yes						

In blue, members of the Board of Directors

(N) New member

\* Activated members: see 4 Progress reports 2019



## 4.2. Members mentioned on our website

MEMBER	News published on the Metropolis website	Publications in the Metropolis website library	Members mentioned in our publications available on our website	Cases published on USE in 2019
<b>Total members</b>	<b>125</b>	<b>10</b>	<b>48</b>	<b>19</b>
<b>Total</b>	<b>479</b>	<b>13</b>	<b>71</b>	<b>29</b>
Abidjan	5		1	
Accra	1		1	
Addis Ababa	1		1	
Ahvaz				
Alexandria	3			
Amman	3			
Antananarivo	1		1	
Athens	4			
Atlanta	3		1	
Baghdad	1			
Bamako	5		1	
Bangkok	4			
Bangui				
Barcelona (city)	18		5	
Barcelona (metropolitan area)	18	1	5	
Beijing	4			
Belo Horizonte				
Berlin	12		3	1
Beirut			1	
Bhopal	2			
Bogor	2			
Bogota	2		1	6
Brasilia	1			
Brazzaville	3		1	
Brussels	11			2
Bucharest	1			
Buenos Aires	9	1	2	
Busan	3			1
Cairo	6		1	
Casablanca	3		1	

## 26 Mapping of members

MEMBER	News published on the Metropolis website	Publications in the Metropolis website library	Members mentioned in our publications available on our website	Cases published on USE in 2019
Changchun	2			
Changsha	2			
Chengdu	3			
Chongqing	2			
Colombo	1			
Cordoba	4		1	
Cotonou				
Daegu	1			
Daejeon	2			
Dakar	9		2	
Dalian	1			
Diyarbakir				
Douala	1		1	
Durban	1		2	
East Kalimantan	1			
Faisalabad	2			
Fuzhou	2			
Gauteng	5	2	1	
Gaziantep	1			
Goyang (N)	4			
Grand Lyon	6		1	
Greater Manchester	4	1	1	
Greater Paris (N)	4			
Guadalajara	5		1	1
Guangzhou	13		2	1
Guarulhos	1			
Guayaquil	1			
Gujranwala	1			
Gwangju	3			
Gyeonggi	2			
Haikou	2			
Hangzhou	2			
Hanoi	3			
Harare	1		1	
Harbin	1			
Hyderabad	2			
Incheon	3			
Isfahan				1
Istanbul	3			
Jakarta	5			

MEMBER	News published on the Metropolis website	Publications in the Metropolis website library	Members mentioned in our publications available on our website	Cases published on USE in 2019
Jilin	1			
Jinan	3			
Johannesburg	7	1	1	
Kaohsiung	1			
Karaj	1			
Kathmandu	2			
Kazan (N)	6		1	
Kuala Lumpur	4		1	1
Kunming	1			
La Habana				
La Paz	7	2	1	
Lahore	1			
Libreville	1		1	
Lisbon	6			
Madrid	9	2		
Male'	1			
Marrakech	1			
Mashhad	1			
Medellín	9		4	1
Mexico City	1		2	
Minas Gerais	1			
Monterrey				
Montevideo	15		3	4
Montréal	15		2	1
Moscow	2			1
Nanjing	2			
Nanning	1			
New Delhi-NIUA	3			
New Taipei	3		1	
Niamey				
Nouakchott	4		1	
Porto Alegre	2			
Puebla	1			
Quito	5		2	1
Rabat	4		1	
Ramallah	3		1	
Rio de Janeiro	3			
Rosario	4		1	
San Salvador	4			1
Santiago de Chile	3		1	

## 28 Mapping of members

MEMBER	News published on the Metropolis website	Publications in the Metropolis website library	Members mentioned in our publications available on our website	Cases published on USE in 2019
Sao Paulo	7	1		
Sarajevo				
Seoul	13		2	2
Shanghai	3			
Shenzhen	4	1		
Shiraz	1			
Sofia				
South Tangerang	2			
Surabaya	7		1	1
Tabriz				
Taichung	2			
Taipei	3	1		
Tehran	4			
Tianjin	1			
Tijuana	1		1	
Torino	4			1
Toronto	2			
Tunis	4		1	
Ulsan	2			
Valle de Aburrá	3		1	
Victoria	2			
Wuhan	4		1	1
Xiamen	2			
Xi'an	2			
Yaoundé	1			
Yiwu	4		1	1
Zagreb				
Zhengzhou	3			

In blue, members of the Board of Directors

(N) New member

\* Activated members: see 4 Progress reports 2019

# 5. Annexes

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## New members:

- **Asian members**
  - **Goyang.** Goyang City Government
- **European members**
  - **Grand Paris.** Métropole du Grand Paris
  - **Kazan.** Municipality of Kazan



Goyang



Grand Paris



Kazan

**Membership actively involved:** (see “Mapping of members”)

**Metropolis events:** (see “Calendar of events 2019”)

## CALENDAR OF EVENTS 2019

Global events organised by others	Metropolis events	Day	Month	Title	Location
1		11-15	Feb-19	<b>UCLG Retreat and Campus</b>	Barcelona, Spain
	1	11-12	Feb-19	<b>Governance committee Meeting + Regional Secretaries Meeting</b>	Barcelona, Spain
1		13	Feb-19	<b>International Ageing Conference</b>	Manchester, United Kingdom
1		18-21	Feb-19	<b>UCLG Africa Retreat</b>	Rabat, Morocco
	1	28-1	Feb-19	<b>Pilot Projects: Final workshop of the MEGA Pilot Project</b>	Barcelona, Spain
	1	6	Mar-19	<b>Launch of the use platform. International knowledge-transfer on sustainable urban development</b>	Berlin, Germany
1		11-12	Mar-19	<b>Seminario Ciudades, estado y globalización</b>	Barcelona, Spain
	1	19	Mar-19	<b>Training: The consequences of inequalities</b>	online
1		26	Mar-19	<b>Accelerated Innovation: The New Challenge from China</b>	Barcelona, Spain
	1	28	Mar-19	<b>Issue Paper #7: Gentrification and impoverishment in the metropolis</b>	Barcelona, Spain
	1	28-29	Mar-19	<b>Pilot Projects: MetroAirports #4 Final Workshop</b>	Barcelona, Spain
	1	1-4	Apr-19	<b>Pilot Projects: Revitalization strategies through urban projects #3 Final Workshop</b>	Paris, France
1		4-6	Apr-19	<b>UCLG Executive Bureau + UCLG Culture Summit</b>	Buenos Aires and Montevideo
	1	5	Apr-19	<b>Metropolis Executive Committee</b>	Montevideo, Uruguay
	1	6	Apr-19	<b>Metropolis Board of Directors Meeting + Policy Debate</b>	Montevideo, Uruguay
	1	8-11	Apr-19	<b>Pilot projects: SCC workshop #2. 2nd Interface-Meeting Sustainable Cities Collaboratory</b>	Córdoba, Argentina
	1	8-10	May-19	<b>Pilot Projects: Interseccionalidades en las políticas LGTBI. Final Workshop</b>	Berlin, Germany
1		20-22	May-19	<b>II Urban 20 Summit (U20 Summit)</b>	Tokyo, Japan
1		29	May-19	<b>First session of the UN-Habitat Assembly: "Innovation for Better Quality of Life in Cities and Communities" "Peer-reviewed Case Studies of Urban Innovation"</b>	Nairobi, Kenya
1		6-7	Jun-19	<b>V European Metropolitan Authorities Conference</b>	Lyon, France
1		5-7	Jun-19	<b>2019 Pritzker Forum on Global Affairs</b>	Chicago, US
	1	6	Jun-19	<b>2019 Pritzker Forum on Global Affairs Workshop: Too much data</b>	Chicago, US
	1	9-16	Jun-19	<b>Training: Smart City</b>	Seoul + Mashhad

Global events organised by others	Metropolis events	Day	Month	Title	Location
1		17	Jun-19	<b>International Conference of World Observatory on Subnational Government Finance and Investment</b>	Paris, France
1		21	Jun-19	<b>2019 Guangzhou Forum on Global Cities: Ranking, Trend and Practice</b>	Guangzhou, China
	1	23-30	Jun-19	<b>Training: Sustainable Water management</b>	Seoul, South Korea
	1	26	Jun-19	<b>Webinar: Proposals to fight against inequalities</b>	online
	1	27	Jun-19	<b>Seminario internacional: Políticas metropolitanas de cohesión social</b>	Barcelona, Spain
1		2-3	Jul-19	<b>10e rencontres de l'action locale à l'action internationale</b>	Paris, France
	1	3	Jul-19	<b>10e rencontres de l'action locale à l'action internationale</b> Side-event: « Sécurité et espace public : un exemple de cartographie des politiques publiques incluant une approche de genre »	Paris, France
1		4-5	Jul-19	<b>Seminari sobre acció internacional d'Àrees Metropolitanas</b>	Barcelona, Spain
1		9-10	Jul-19	<b>6th UCLG-MEWA Congress</b>	Amman, Jordan
1		15-17	Jul-19	<b>HLPF 2019. The Local and Regional Governments' Day and Local 2030 event</b>	New York, US
	1	7-8	Aug-19	<b>Pilot Projects: Public Innovation Labs</b>	Sao Paulo, Brasil
	1	27-28	Aug-19	<b>Pilot Projects: Final Workshop Surplus Food Network</b>	New Taipei, Taiwan
	1	29-30	Aug-19	<b>Pilot Projects: Metrópolis en movimiento #2</b>	Medellín, Colombia
1		5-6	Sep-19	<b>2019 UCLG ASPAC Council Meeting and Disaster Risk Reduction and Management Forum</b>	Makati, Phillipines
	1	5	Sep-19	<b>2019 UCLG ASPAC Council Meeting and Disaster Risk Reduction and Management Forum: Forum of Asia-Pacific metropolises</b>	Makati, Phillipines
1		8	Sep-19	<b>Conversations Between Spain and China</b>	Madrid, Spain
	1	18-19 20-22	Sep-19	<b>Pilot project: urbanismo táctico</b>	Barcelona & Paris
	1	22-29	Sep-19	<b>Training: Sustainable Urban management</b>	Seoul, South Korea
1		23	Sep-19	<b>UN Climate Action Summit 2019</b>	New York, US
1		24-25	Sep-18	<b>High-level Political Forum (HLPF) under the 74th Session of the General Assembly, and Local and Regional Governments Forum (Local2030)</b>	New York, US
1		25-27	Sep-19	<b>CIB Annual Meeting</b>	Vienna, Austria
	1	30-2	Sep-19	<b>Training: Resilient cities: proactive resilience for Arab and African cities</b>	Cairo, Egypt

## 32 Annexes

Global events organised by others	Metropolis events	Day	Month	Title	Location
1		1-3	Oct-19	<b>Marmara Urban Forum   Cities Developing Solutions</b>	Istanbul, Turkey
1		3	Oct-19	<b>MetroAirports</b>	Brussels, Belgium
1		3-4	Oct-19	<b>Second Annual Meeting of the Malaga Global Coalition for Municipal Finance:</b> Towards a financial ecosystem that works for local governments and municipalities	Málaga, Spain
1		7-11	Oct-19	<b>Ecocity World Summit 2019</b>	Vancouver, Canada
1		15	Oct-19	<b>2nd seminar on Local Government Networks</b>	Barcelona, Spain
1		15-17	Oct-19	<b>7th Asia-Pacific Urban Forum (APUF-7)</b>	Penang, Malaysia
	1	13-19	Oct-19	<b>Training: Smart City Program</b>	Seoul, South Korea
1		17-18	Oct-19	<b>SHRDC International Forum</b>	Seoul, South Korea
1		17-19	Oct-19	<b>Reunión de Expertos (EGM) Reporte del Estado Global de las Metrópolis</b>	Medellín, Colombia
1		31-1	Oct-19	<b>Guangzhou Sister City Commemorative Meeting Programme</b>	Guangzhou, China
1		30-31	Oct-19	<b>Committee Foro Violencias Urbanas</b>	CDMX, México
1		9-11	Nov-19	<b>Global Parliament of Mayors. Annual summit</b>	Durban, South Africa
	1	10-17	Nov-19	<b>Training: Sustainable mobility</b>	Seoul, South Korea
1		11-15	Nov-19	<b>UCLG Congress. World Summit of Local and Regional Leaders</b>	Durban, South Africa
	1	12	Nov-19	<b>UCLG Congress</b> Training on sustainable mobility	Durban, South Africa
	1	12	Nov-19	<b>UCLG Congress</b> Metropolis Regional Secretaries meeting	Durban, South Africa
	1	13	Nov-19	<b>UCLG Congress</b> Metropolis Executive & Financial Committee meeting	Durban, South Africa
	1	13	Nov-19	<b>UCLG Congress</b> Forum of African metropolises - Launch of the African Metropolitan Report	Durban, South Africa
	1	14	Nov-19	<b>UCLG Congress</b> Embrace the metropolitan vision / Assembly on Public Space and Demographic Challenges	Durban, South Africa
	1	15	Nov-19	<b>UCLG Congress</b> Digital networking on sustainable urban and regional development. How online tools facilitate international knowledge exchange and joint policy making	Durban, South Africa



Global events organised by others	Metropolis events	Day	Month	Title	Location
	1	15	Nov-19	<b>UCLG Congress</b> Governance for Public Spaces: Challenges and Difficulties from an Inclusive, Diverse, and Equality Point of View	Durban, South Africa
1		19-21	Nov-19	<b>Smart City Expo World Congress</b>	Barcelona, Spain
	1	19	Nov-19	<b>SCEWC: Agora Unlock Energy Governance</b>	Barcelona, Spain
	1	19	Nov-19	<b>SCEWC: use platform</b>	Barcelona, Spain
	1	20	Nov-19	<b>SCEWC: Presentation of Issue Paper #8: The digital transformation of metropolises</b>	Barcelona, Spain
	1	20-21	Nov-19	<b>SCEWC: City Managers Meeting</b>	Barcelona, Spain
	1	25-27	Nov-19	<b>Metropolis Strategic Meeting 2021-2023</b>	Barcelona, Spain
	1	28-29	Nov-19	<b>Jornadas de planificación 2020</b>	Barcelona, Spain
1		2-6	Dec-19	<b>Thought Leaders Forum +Launch of Guangzhou Metropolis new Regional ASPAC Office + prep visit MWC2020</b>	Guangzhou, China
	1	4	Dec-19	<b>Training: Webinar "Proposals to address inequalities"</b>	online
1		7-10	Dec-19	<b>19ª Conferencia del Observatorio Internacional de Democracia Participativa (OIDP)</b>	CDMX, México
	1	9-14	Dec-19	<b>Training: Governance for sustainable urban development</b>	Seoul, South Korea
1		10	Dec-19	<b>Presentation Re-City Report: The inequalities in the Metropolitan Area of Barcelona</b>	Barcelona, Spain
1		12	Dec-19	<b>Los retos de las metrópolis y la agenda de la Unión Europea</b>	Barcelona, Spain
	1	19	Dec-19	<b>Issue paper #9: Internationalization of metropolitan spaces</b>	Barcelona, Spain

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**5 Metropolis statutory meetings: Board of Directors, Regional secretaries, etc.**

**11 Training courses**

3 Online training courses

8 On-site training courses

**9 Pilot Project workshops**

**3 Presentations of issue papers**

**9 Side-events organised in the framework of global events**

1 Side-events on gender equality

8 Side-events on other subjects

**1 City Managers event**

**4 Other events**

### 5.1. Action Line 1.

# Conducting urban diplomacy and advocacy on metropolitan issues

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**Participation in global events** (see “Calendar of events 2019”)

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#### **Policy statements**

1. Seville Commitment. Local leadership, global transformation. February
  2. Tokyo - 2019 Urban 20 Tokyo Mayors Summit Communiqué. May
  3. Nairobi - 1st UN-Habitat Assembly - Statement of the Global Taskforce of Local and Regional Governments. May
  4. EMA 2019 - 5th European Metropolitan Authorities Political Declaration. June
  5. Local Authorities major group, gathered within the Global Taskforce of Local and Regional Governments position paper to the 2019 HLPF. July
  6. Statement of the organized constituency of local and regional governments at the occasion of the SDG Summit. September
  7. Declaration of metropolitan areas. Global State of metropolis. October
  8. The Durban Political Declaration - Outcome Document of the World Assembly of Local and Regional Governments Durban Formal Session". November
- 

#### **International campaigns**

- International Women’s Day: Right to equality in our metropolises. 8 March
  - World Water Day, 22 March
  - Metropolitan Day, 7 October
  - World Cities Day: Changing the World: Innovations and Better Life for Future Generations. 31 October
  - Make the Shift: Together for the right to housing. 31 October
  - International Day for the Elimination of Violence against Women. 25 November
-

## Partner organisations:



Partners with whom we signed agreements:



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**Mentions in media channels:**

1. AMB Abroad
  2. CIDOB
  3. Cities Today
  4. Ciudad Sostenible Magazine
  5. Diario El Universal
  6. EIPA
  7. El país - Seres Urbanos
  8. e-mujeres.net
  9. EU Commission
  10. Guangzhou Daily
  11. Guangzhou Municipality
  12. IAU-IdF
  13. IERMB
  14. Il mercoledì
  15. La Tribune
  16. London School of Economics
  17. LSE Cities
  18. Meeting of the Minds
  19. NEXOBUS
  20. Notizie Piemonte
  21. Paisaje Transversal
  22. PEMB
  23. PlanningTank
  24. The Barefoot Facilitator
  25. UCLG ASPAC
  26. UCLG CIB Working Group
  27. UCLG
  28. UITP
  29. UOC
  30. Urban Gateway
  31. UrduPoint
  32. use
  33. World Urban Campaign
  34. Architektur Aktuell
  35. Cities Today
  36. Ciudad Sostenible
  37. Cobe News
  38. Connective Cities
  39. German Architects
  40. Institute for Sustainable Urbanism
  41. La Vanguardia
  42. Labor für Kunst und nachhaltige Bildung
  43. Localizing the SDGs
  44. World Architects
-

## 5.II. Action Line 2. Strengthening capacities for metropolitan governance

Members analysed, benchmarked and included in the **Metropolitan Indicators System** (see “Mapping of members”)

### PILOT PROJECTS

	Project Name	Leader	Partners	Workshops
1	<b>Metropolis Energy Governance</b>	Barcelona (metropolitan area)	Grand Lyon Montevideo	Final workshop: 28/02/2019 – 1/03/2019
2	<b>Revitalization strategies through urban projects</b>	Brussels	Grand Lyon Île-de-France Montréal	Final workshop: 01/04/2019 – 04/04/2019
3	<b>Sustainable Cities Collaboratory</b>	Berlin	Dakar Johannesburg Mexico City	Final workshop: 8/04/2019 - 11/04/2019
4	<b>MetroAirports</b>	Barcelona (metropolitan area)	Atlanta Île-de-France	Final workshop: 28/03/2019 – 29/03/2019
5	<b>Intersectionality in LGBTI policies</b>	Montevideo	Barcelona (city) Berlin Buenos Aires Medellin	Final workshop: 8/05/2019 – 10/05/2019
6	<b>Surplus Food Network</b>	New Taipei City	Medellín Quito	Final workshop: 27/08/2019 – 28/08/2019
7	<b>Metropolis in movement</b>	Tijuana	Medellin Quito Rosario	2 <sup>nd</sup> workshop: 29/08/2019 – 30/08/2019
8	<b>Public Innovation Labs</b>	Sao Paulo	Montevideo Montréal	1 <sup>st</sup> workshop: 7/08/2019 – 08/08/2019
9	<b>Tactical urban planning</b>	Medellin	Barcelona (city) Mexico City	1 <sup>st</sup> workshop: 18/09/2019 – 22/09/2019
10	<b>Integrated water management</b>	Bogota	Barcelona (metropolitan area) Quito	To be started
11	<b>Participatory democracy</b>	Cordoba	Barcelona (metropolitan area) Madrid Montréal	To be started

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**City managers debate.** Activated members:

- Barcelona (city)
- Barcelona (metropolitan area)
- Brussels
- La Paz
- Lisbon
- Montevideo
- Montréal
- Quito
- Ramallah
- Sao Paulo
- Seoul

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**Issue papers** on key metropolitan issues:

- Issue paper 8. *The digital transformation of metropolises.*  
(Presented in Barcelona on 20 November)
- Issue paper 9. *The internationalisation of metropolitan spaces*  
(Presented in Barcelona on 19 December)

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**Global observatories:**

- Leadership of Metropolis Observatory
- Collaboration with:
  - The Global Observatory on Local Democracy and Decentralization
  - The World Observatory on Subnational Government Finance and Investment (SNG-WOFI)

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**Learning and training** (see “**Calendar of events 2019**” for training courses and “**Mapping of members**” for members participating in training programs)

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**Use platform** (see “Members mentioned on our website”)

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## 5.III. Action Line 3. Developing a strong, consultative and sustainable internal governance culture

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**Board of Directors meetings** (see “Calendar of events 2019” and “Mapping of members”)

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**Events organised by UCLG:** (see “Calendar of events 2019”)

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**Staff at the Secretariat General:**



**Octavi de la Varga**  
Secretary General



**Luca Arbau**  
Project Officer for  
Communication



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



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



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



**Federica Biondi**  
Head of Administration  
and Finance



**Xavier Borrell**  
Administration Officer



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



**Mara Fernández**  
Administration Assistant



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



**Silvia Llorente**  
Project Officer for  
Metropolis Women



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



**Eugeni Villalbí**  
Project Officer for  
Metropolis Observatory



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

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**Interns:**

Luca Arbau



Nicolas Bicchi



Pol Bragulat



Nerea Costa



Carolina Gallés



Miguel García



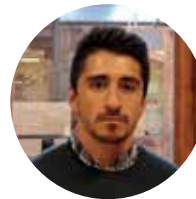
Jesslin Mendoza



Paula Ayelén Prieto



Elena Reiriz



Cristian Salinas



Claire Triquet



Alexandra Vidal

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**Training to the staff:**

Presentation of the Strategic metropolitan plan of Barcelona

Local agendas from a gender perspective

Rethinking the metropolitan governance.

Gender indicators and open data: diagnosis, monitoring and evaluation

Program to help the professionalization of NGOs

Postgraduate in Fundraising

Technical visit to Barcelona Institute of Technology for the Habitat (BIT Habitat)

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**Members** with whom we signed agreements to finance projects and activities:

1. Ajuntament de Barcelona
2. Àrea Metropolitana de Barcelona
3. Chengdu Municipal People's Government
4. People's Government of Guangzhou Municipality

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**Members** with whom we signed agreements to finance Pilot Projects:

1. Mexico City
  2. Sao Paulo
  3. Tijuana
-

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## 5.IV. Gender equality highlights

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### Activated collaborators

1. UCLG Women
  2. CUF
  3. OIDP
  4. CIDOB
  5. PEMB
  6. Col·lectiu Punt 6
  7. Digital Fems
  8. cambiaMO COOP
- 

### Debates organized, co-organized or in which we have participated as speakers:

1. Metropolitan digitalisation, IP8. SCEWC. Barcelona
  2. Forum of African Metropolises. UCLG Congress. Durban
  3. Governance for Public Spaces. UCLG Congress. Durban
  4. Safety Policies in Public Space. CUF. Paris
  5. Gentrification in the metropolis, IP7. Barcelona
  6. Launching research: Safety and Public space. UCLG Retreat. Barcelona
  7. Co-creando políticas públicas. OIDP Congress. Iztapalapa
- 

### Campaigns

1. 8M. International Women's Day
  2. 1S. Gender Lens on Mobility
  3. 25N. International Day for the Elimination of Violence against Women
-

## L2 Capacities for metropolitan governance

### online training program

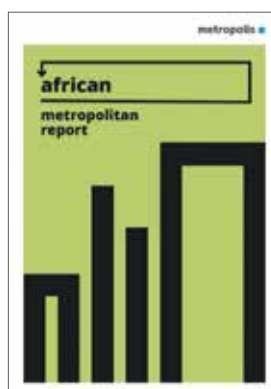
### gender metropolitan indicators

1. Share of elected women
2. Women in workforce
3. Enrolment of female school-aged population
4. Legislation enforcing gender equality
5. Gender Pay Gap
6. Literacy Rate
7. Higher Education Enrolment
8. Life Expectancy
9. Unemployment
10. Poverty Rate
11. Accessibility to public transport
12. Femicide

### Metropolis publications released:



*GOLD V. Metropolitan chapter*



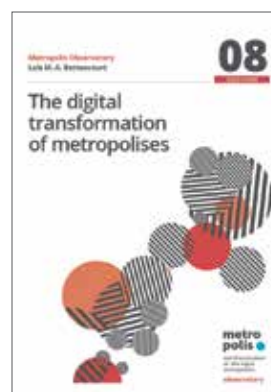
*African Metropolitan Report*



*Progress Report*



*Issue paper 7: Gentrification and impoverishment in the metropolises*



*Issue paper 8: The digital transformation of metropolises*



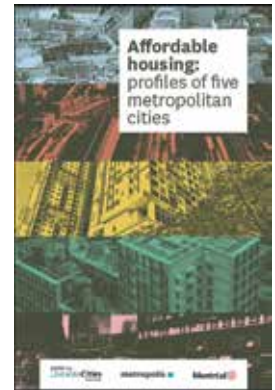
*Gender Keys 1: Do metropolises have a gender?*



*Gender Keys 2: Women and girls in public spaces*



*Safety and Public space: Mapping metropolitan gender policies*



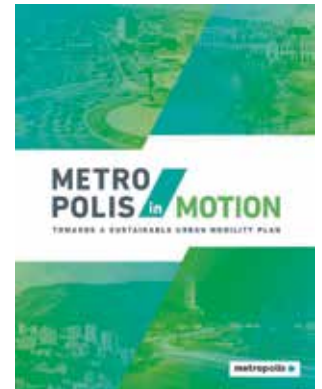
*Affordable housing: profiles of five metropolitan cities*



*Gender Impact assessment 2018*



*Guide to incorporate intersectionality in gender and sexual diversity policies*



*Metropolis in Motion. Towards a sustainable urban mobility plan*

### L3 Internal governance culture

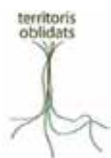
**Members governed by women** (as of 31 December 2019): Antananarivo, Atlanta, Baghdad, Barcelona (metropolitan area), Barcelona (city), Bucharest, Mexico City, Colombo, Dakar, Gaziantep, Guayaquil, Malé, Montréal, Nouakchott, Puebla, Sofia, South Tangerang, Surabaya, Taichung, Turin, Tunis

**Members represented by women** at the **Metropolis Board of Directors**: Barcelona (city), Mexico City, Dakar, Montréal, Nouakchott, Metropolis Women

**Regional secretaries:**

Mr. Liu Baochun, Ms. Barbara Berninger, Mr. Nelson Fernández, Ms. Mariana Flores, Ms. Rahmatouca Sow Dieye

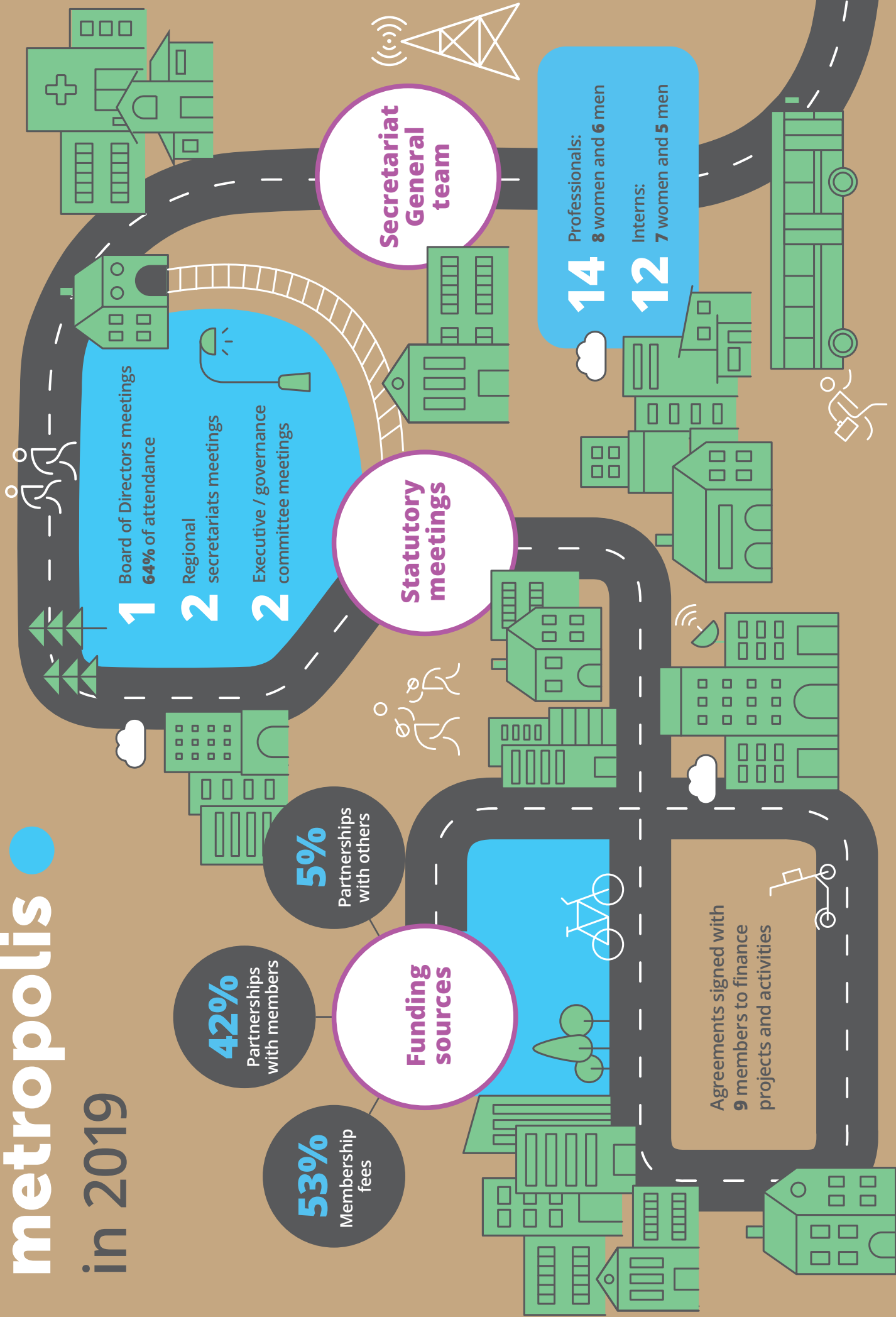
**Members, organisations and other international actors** with whom we signed an agreement with a gender approach:





# metropolis

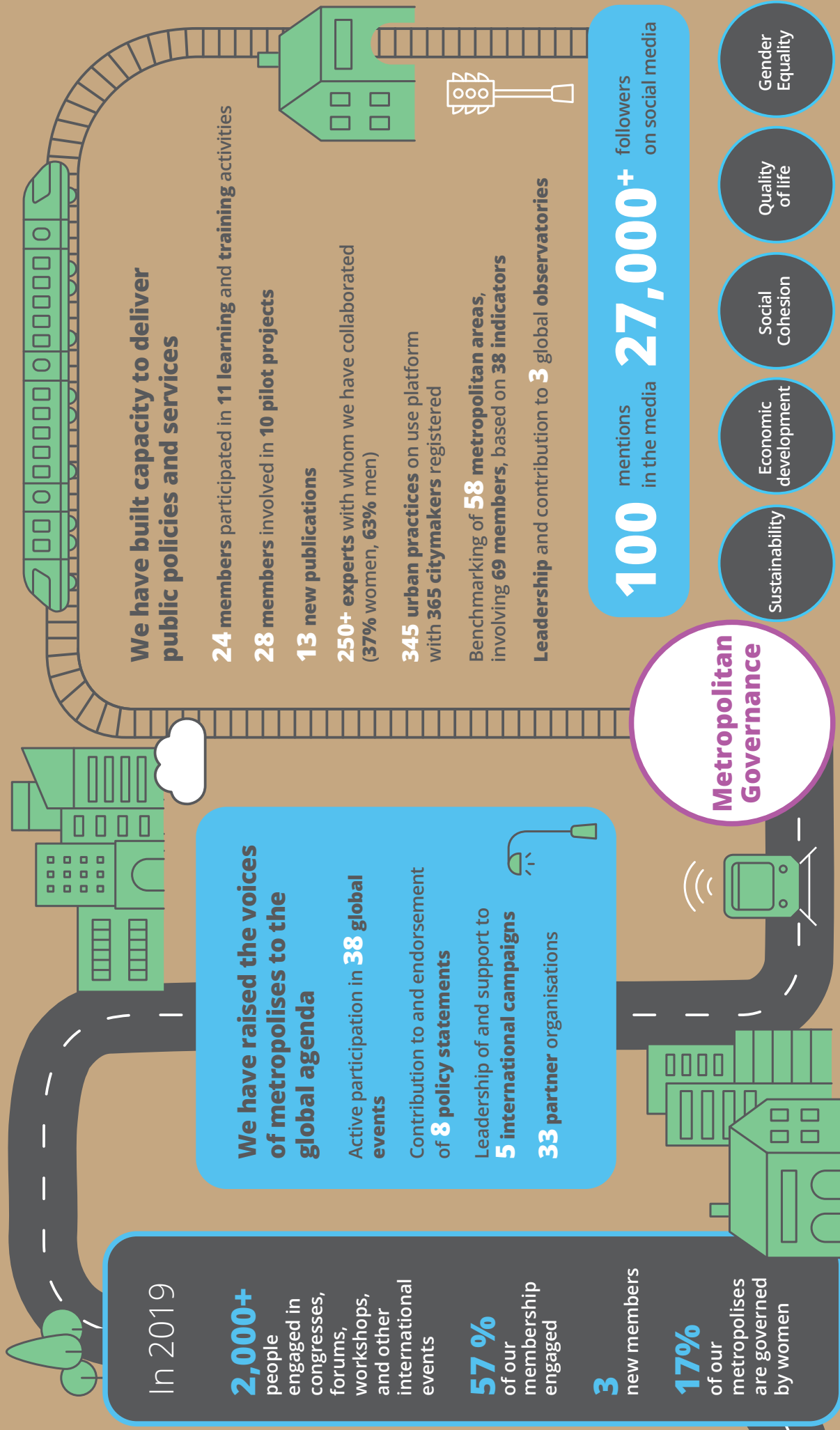
## in 2019





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