

THREE-YEAR REPORT: SUMMARY

A New Outlook
for Rethinking
Metropolitan Spaces

Implementation of the Action Plan 2018-2020

Between 2018 and 2020, Metropolis had 65 outcomes to deliver. In short,

- ✓ Attained: 49
- In progress: 10
- ✗ Not developed: 6

ACTION LINE 1^(L1) Conducting urban diplomacy and advocacy on metropolitan issues

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

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

ACTION LINE 2 ^(L2) Strengthening capacities for metropolitan governance

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

<p>L2M2</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>L2M2D1</p> <p>Knowledge management strategic plan</p>	○
	<p>L2M2D2</p> <p>Metropolis Observatory</p>	✓
	<p>L2M2D3</p> <p>Policy Transfer Platform</p>	✓
	<p>L2M2D4</p> <p>Metropolis website</p>	✓
	<p>L2M2D5</p> <p>Establishment of reference frameworks which are helpful for members in governing and managing metropolises</p>	✓
<p>L2M3</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>L2M3D1</p> <p>At least one issue paper on key themes related to metropolitan and/or urban governance</p>	✓
	<p>L2M3D2</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>L2M3D3</p> <p>One annual event of the Metropolis Observatory</p>	✓
	<p>L2M3D4</p> <p>Metropolis Observatory website</p>	✓
<p>L2M4</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>L2M4D1</p> <p>Annual events of city managers in collaboration with key partners</p>	✓
	<p>L2M4D2</p> <p>Recommendations resulting from the key discussions conducted by city managers participating at the annual sessions</p>	✓
	<p>L2M4D3</p> <p>Dissemination of the recommendations and outcomes</p>	✓
<p>L2M5</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>L2M5D1</p> <p>Annual gender-sensitive and effective plan on learning and capacity building</p>	○
	<p>L2M5D2</p> <p>Calendar of events and training program</p>	✓

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

ACTION LINE 3 ^(L3) Developing a strong, consultative and sustainable internal governance culture

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

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

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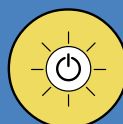
Thanks to the implementation of our Action Plan 2018-2020, we contributed particularly to delivering on the following Sustainable Development Goals:



3. GOOD HEALTH AND WELL-BEING



5. GENDER EQUALITY



7. AFFORDABLE AND CLEAN ENERGY



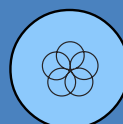
11. SUSTAINABLE CITIES AND COMMUNITIES



13. CLIMATE ACTION



16. PEACE, JUSTICE AND STRONG INSTITUTIONS



17. PARTNERSHIPS

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