



METROPOLIS PROGRESS REPORT.

September → December 2021

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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 3

L3 Internal governance
culture



ACTION LINE 2

L2 Capacities for
metropolitan governance



METROPOLIS IN THE MEDIA



30 September

LAUNCH OF MULTILEVEL EMERGENCY GOVERNANCE: ENABLING ADAPTIVE AND AGILE RESPONSES

This is the fourth in a series of regular publications that complement the more data-driven Analytics Notes. Policy Briefs focus on forward-looking propositions, reform agendas, governance innovation and critical perspectives.

This policy brief 'Multilevel Emergency Governance: Enabling Adaptive and Agile Responses' was prepared in consultation with representatives from city and regional governments facilitated by a series of workshops that were held between April and June 2021.



Members

Santiago de Chile, Medellín, Rosario, Johannesburg, Berlin, Ciudad de México, Cairo, Ramallah, Bogotá, Barcelona (city), Madrid, Belo Horizonte



Metropolitan challenges

- 1.1 Combating inequalities and segregation
- 1.4 Basic infrastructure and services
- 2.1 Social resilience
- 2.2 Economic resilience
- 2.3 Climate resilience



Outcomes

L1A1D1, L2A1D1



Alliances

UCLG, London School of Economics and Political Science, UNDP

22 September

ARE WE WITNESSING THE EMERGENCE OF A NEW CITY MODEL?

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 hyper local needs and expectations and reaching the



appropriate balance between working on a regional scale flexible enough to adapt to local needs without losing the perspective of a broader territorial scale.



Outcomes

L1A2D1, L2A3D2



Metropolitan challenges

- 1.1 Combating inequalities and segregation
- 3.3 Engaged citizenship



1 October–9 December

LEARNING COURSE “THE METROPOLITAN GOVERNANCE IN AFRICA”

The metropolitan governance in Africa:

Right to the Metropolitan City in the Framework of the New Urban Agenda and the 2030 Agenda



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 are embodied at the metropolitan scale, considering 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

Abdijan, 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





7 October

WORLD METROPOLITAN DAY 2021

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](#).



Outcomes

L1A2D1, L1A2D2



Metropolitan challenges

- 2.1 Social resilience
- 2.2 Economic resilience
- 2.3 Climate resilience



Alliances

UN-Habitat



26–28 October

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.



Members

Ciudad de México



Outcomes

L1A2D2, L1A2D3, L1A2D4, L2A1D1



Metropolitan challenges

- 1.1 Combating inequalities and segregation
- 3.1 Gender mainstreaming



8–13 November

13TH METROPOLIS WORLD CONGRESS



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

Abidjan, Accra, Antananarivo, Bamako, Barcelona (metropolitan area), Barcelona (city), Beijing, Belo Horizonte, Berlin, Bogor, Bogotá, Brasília, Brussels, Buenos Aires, Cairo, Changchun, Changsha, Chengdu, Ciudad de México, Córdoba, Daejeon, Dakar, Dalian, Durban, Fuzhou, Gaziantep, Grand Lyon, Grand Paris, Guangzhou, Guiyang, Haikou, Hangzhou, Isfahan, Jakarta, Johannesburg, Kathmandu, Kazan, Kuala Lumpur, Libreville, Madrid, Male’, Montevideo, Montréal, Nanjing, Porto Alegre, Quito, Rabat, Ramallah, San Salvador, Seoul, Taichung, Tehran, Wuxi, Xi’an, Xiamen, Yiwu, Zhengzhou.



Outcomes

L1A1D2, L1A1D3, L1A2D1, L1A3D3



Alliances

Guangzhou Award

10 November

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.



Members

Bruxelles, Grand Lyon, Montréal



Outcomes

L1A1D1



12 November

METROPOLIS THROUGH CHILDREN'S EYES. AWARDS CEREMONY



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

16–18 November

UCLG WORLD COUNCIL & EXECUTIVE BUREAU 2021



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



25 November

CAMPAIGN 25-N VIOLENCE



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 [j1]" 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.



Members

Bamako, Bangkok, Barcelona, Beijing, Berlin, Bogota, Bruxelles, Buenos Aires, Cairo, Casablanca, Durban, Gauteng, Grand Lyon, Guangzhou, Hanoi, Hyderabad, Istanbul, Johannesburg, Kolkata, La Paz, Madrid, Marrakech, Mashhad, Medellín, Ciudad de México, Montevideo, Montreal, New Delhi, New Taipei, Nouakchott, Porto Alegre, Quito, Rabat, Rio de Janeiro, Rosario, Santiago de Chile, San Salvador, Seoul, Shanghai, Tehran, Tijuana, Toronto and Valle de Aburra.



Outcomes

L1A1D3



Metropolitan challenges

3.1 Gender mainstreaming

6–24 September

LEARNING PROGRAM "RESILIENT CITY"



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).



Members

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



Outcomes

L2A2D3



Metropolitan challenges

2.1 Social resilience
2.3 Climate resilience



Alliances

UCLG, Seoul Human Resource Development Center (SHRDC)

18 September

LAUNCH PILOT PROJECT "ASSESSING WELL-BEING IN METROPOLISES"

Internal virtual launch of the project, where the participants shared their expectations on the investigation of the project, reviewed the work calendar for the next 2 years and defined what would be the optimum outcome of this pilot project.



Members

Barcelona (City), Bruxelles, Montréal



Outcomes

L2A2D3, L2A2D4



Metropolitan challenges

2.1 Social resilience



20 October

A FRANK CONVERSATION BETWEEN PUBLIC AND PRIVATE STAKEHOLDERS FOR 5G DEPLOYMENT



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), Guangzhou, Madrid, Medellín



Outcomes

L2A2D4



Metropolitan challenges

4.1 Promoting digital rights

21 October

ACTIONS FOR BRINGING NATURE BACK INTO THE METROPOLITAN SPACES

Metropolis organised an online exchange session with support from the Barcelona Metropolitan Area (AMB) and collaboration from ICLEI. The main aim of this event was to promote the launch of a new metropolitan comparative study, titled "Nature in and across cities: metropolitan approaches for biodiversity conservation". The session was also part of the Cities with Nature webinar series, an initiative started by ICLEI, The Nature Conservancy, and the International Union for the Conservation of Nature. The event was also held within the framework of COP-15, also known as the United Nations Biodiversity Conference 2020.

The session was moderated by Lia Brum, Research and Policy Officer at the Metropolis Secretariat General, and discussed the different policy mechanisms that can be implemented to reduce biodiversity loss and increase nature in urban areas. The discussion was complemented by a showcase of different initiatives implemented by several Metropolis members that aim to bring nature back into the city.



Members

Barcelona (Metropolitan Area), Ciudad de México, Durban, Kathmandu, Montréal, Rio de Janeiro



Outcomes

L2A1D1, L2A1D3, L2A3D2



Metropolitan challenges


2.3 Climate resilience



Alliances

ICLEI



 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



📅 17 November

WEBINAR N°1 CLEARING HOUSE "UFNBS STATE OF THE ART"

The poster features the CLEARING HOUSE logo (中歐城市森林應對方案) and the event details: WEDNESDAY 17th NOVEMBER 2021, URBAN FORESTS AS NATURE-BASED SOLUTIONS STATE OF THE ART, 09:00 - 10:30 CET // 16:00 - 17:30 CHINA. It includes social media handles for @clearinghouse_n2020, @CLEARINGHOUSE, and CLEARINGHOUSE, and a website link www.clearinghouseproject.eu. A small text at the bottom mentions funding from the European Union's Horizon 2020 Research and Innovation Program.

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.



Members
Barcelona (Metropolitan Area),
Bruxelles, Guangzhou



Outcomes
L2A2D4, L3A2D2



Metropolitan challenges
2.3 Climate resilience

📅 17 November

LAST EVENT OF THE CITY MANAGERS COMMUNITY IN 2021

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.



Members
Barcelona (Metropolitan Area),
Guangzhou, Medellín



Outcomes
L2A2D4



Metropolitan challenges
4.1 Promoting digital rights



Alliances
Smart City Expo

The banner features the logos for 'metropolis' and 'AMB Àrea Metropolitana de Barcelona'. The main text reads 'CITY MANAGERS COMMUNITY 2021'. The background shows a group of people holding smartphones, suggesting a digital or community event. A small photo credit 'photo: Robin Worrell on Unsplash' is visible on the right side.



 25 November

MAPPING PHASE II

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.



Outcomes
L2A2D7



Metropolitan challenges
1.1 Combating inequalities and segregation
3.1 Gender mainstreaming

Safety and Public Space:
Mapping Metropolitan Gender Policies
Phase II

metropolis ●



 13 December

LEARNING FROM CITIES: BIODIVERSITY AND URBAN DEVELOPMENT



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.



Members
Barcelona (Metropolitan Area),
Valle de Aburrá



Outcomes
L2A2D2, L1A3D3



Metropolitan challenges
1.4 Basic infrastructure and services
2.3 Climate resilience



Alliances
UNDP



 15 December

STRATEGIES FOR METROPOLITAN INTERNATIONALISATION: MOVING TOWARDS PUBLIC POLICY AT THE SERVICE OF THE PEOPLE



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.



Members

Barcelona (City), Buenos Aires, Ciudad de México, Johannesburg



Outcomes

L2A2D3, L2A3D2



Metropolitan challenges

1.4 Basic infrastructure and services
3.3 Engaged citizenship

 29 December

FIVE METROPOLITAN APPROACHES TO INTERNATIONAL ACTION

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.



Members

Barcelona (City), Barcelona (Metropolitan Area), Casablanca, Guangzhou, Medellín, Valle de Aburrá



Outcomes

L2A2D5, L2A3D6



Metropolitan challenges

3.2 Transparency and accountability
3.3 Engaged citizenship



29 December

PREPARATION OF THE REPORT OF THE CITY MANAGERS COMMUNITY 2021



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.



Members

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



Outcomes

L2A2D4



Metropolitan challenges

4.3 Adapting to the shared economy

29 December

METROPOLITAN INDICATORS WEBSITE IMPROVEMENTS

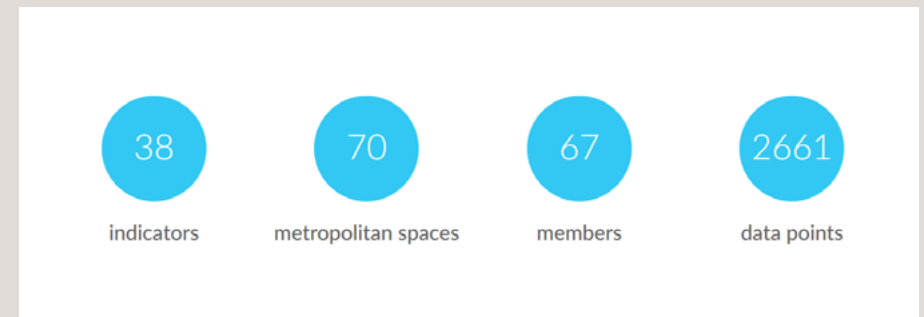
Metropolis hired the consultant Jordi Serratos, in charge of the multimedia company Punt Zero, to work on the improvement in the access of contents from the website indicators.metropolis.org, including better data visualization, integration to our members' profiles on the Metropolis website, the inclusion 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.



Outcomes

L2A2D5, L2A2D6





 1 September

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



 8 September

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.



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

 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



IMEPLAN 13th METROPOLIS WORLD CONGRESS

METROPOLISES AND CITIES IN
TRANSFORMATION
Rethinking our future together

8 / 13 NOV 2021 · GUANGZHOU CHINA

NOVEL SOLUTIONS THAT CAN TRANSFORM METROPOLITAN SPACES IN THE LONG TERM

Tuesday 9th October, 14:00 – 15:30 (Central European Time)

 12 November

5TH GUANGZHOU AWARD



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.



Members

Antananarivo, Chongqing, Guangzhou, Quito



Outcomes

L3A1D4, L3A2D2




Alliances


Guangzhou Award




METROPOLIS IN THE MEDIA

September

 **Brasília–Distrito Federal**
Metropolis Through Children's Eyes


 **UN Habitat**
Metropolis Through Children's Eyes

 **UCLG**
Learning Program: Resilient City

 **Buenos Aires Ciudad**
World Metropolitan Day

 **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

 **San Salvador de Jujuy**
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


 **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

October

 **UCLG**
Metropolis World Congress


 **DeLoG**
World Metropolitan Day

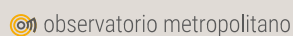
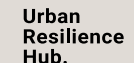
 **Gobierno de la Ciudad de Corrientes**
World Metropolitan Day

November

 **Ciudad Sostenible**
World Metropolitan Day

December

 **ISOCARP**
Metropolis Through Children's Eyes



ACTIVE LISTENING



**MEMBERSHIP
ENGAGEMENT**



**COLLABORATION
WITH ALLIANCES**



**BILATERAL
MEETINGS**



MEMBERSHIP ENGAGEMENT



Abdijan	Barcelona (city)	Dubai	Gyeonggi	Karaj	Minas Gerais	Rio de Janeiro	Tehran
Accra	Beijing	Durban	Haikou	Kathmandu	Monterrey	Rosario	Tianjin
Addis Ababa	Belo Horizonte	East Kalimantan	Hangzhou	Kazan	Montevideo	San Salvador	Tijuana
Ahvaz	Berlin	Faisalabad	Hanoi	Kolkata	Montréal	Santiago de Chile	Torino
Alexandria	Beyrouth	Fuzhou	Harare	Kuala Lumpur	Moscow	São Paulo	Toronto
Alger	Bhopal	Gauteng	Harbin	Kunming	Nanjing	Sarajevo	Tunis
Amman	Bogor	Gaziantep	Hyderabad	La Habana	Nanning	Seoul	Ulsan
Antananarivo	Bogotá	Goyang	Incheon	La Paz	New Delhi	Shanghai	Valle de Aburrá
Athens	Brasília	Grand Lyon	Isfahan	Lahore	New Taipei	Shenzhen	Victoria
Atlanta	Brazzaville	Grand Paris	Istanbul	Libreville	Niamey	Shiraz	Wuhan
Baghdad	Bruxelles	Guadalajara	Jakarta	Lisboa	Nouakchott	Sofia	Xi'an
Bamako	Bucharest	Guangzhou	Jilin	Madrid	Porto Alegre	South Tangerang	Xiamen
Bangkok	Buenos Aires	Guarulhos	Jinan	Male'	Puebla	Surabaya	Yaoundé
Bangui	Busan	Guayaquil	Johannesburg	Marrakech	Quito	Tabriz	Yiwu
Barcelona (metropolitan area)	Cairo	Gujranwala	Kampala	Mashhad	Rabat	Taichung	Zagreb
	Casablanca	Gwangju	Kaoshiung	Medellín	Ramallah	Taipei	Zhengzhou

COLLABORATION WITH ALLIANCES



BILATERAL MEETINGS

September

Online

Members
Barcelona (metropolitan area), Guangzhou, Bruxelles, Montevideo

On-site

Members
Bruxelles

October

Online

Members
Barcelona (metropolitan area), Barcelona (city), Bogotá

On-site

Members
Belo Horizonte

November

Online

Members
Barcelona (city), Bruxelles

On-site

Members
Bogotá, Córdoba

December

Online

Members
Belo Horizonte

PROGRESS



**MAIN
RESULTS**



**METROPOLITAN
CHALLENGES**



**IMPLEMENTATION
OF THE STRATEGIC
ACTION PLAN**

MAIN RESULTS

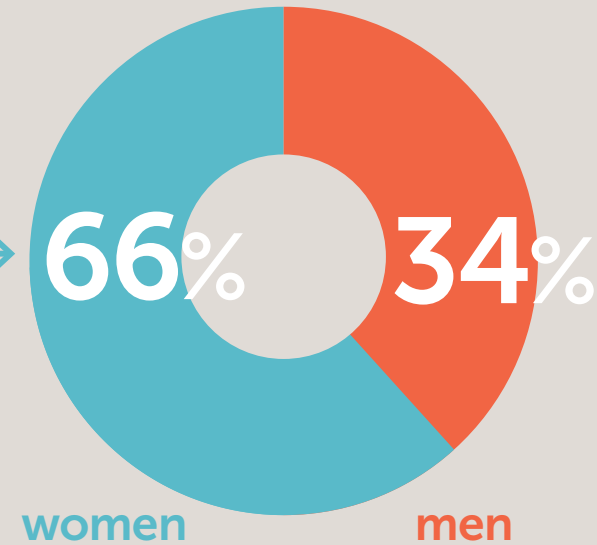
 From 1st September to 31st December:

+1,412

people engaged in events led or co-led by Metropolis

+148

experts with whom we have collaborated



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

L1A1 Common political metropolitan narrative

L1A1D1 Policy recommendations on issues critical to the metropolitan future

L1A1D2 Policy debates to inform and define positions on current and emerging topics

L1A1D3 Incorporating gender equality in every dimension of metropolitan issues

L1A2 Metropolitan perspective in global agendas

L1A2D1 Champion Metropolis position at international arena and forums

L1A2D2 Bring the metropolitan governance perspective to debates around global and regional agendas

L1A2D3 Active participation in global and regional political events to impact and foster urban diplomacy

L1A2D4 Support metropolitan leaders in making their voices heard at the international level

L1A3 Global alliances strategy vis-à-vis other networks and actors

L1A3D1 Contribute to UCLG activities and debates as the metropolitan section

L1A3D3 Collaboration with multilateral actors, local government networks, think tanks, international agencies, and other stakeholders



L2 Build adaptive capacities for metropolitan governance

L2A1 Shared vision of the metropolises of the future

L2A1D1 Prospective analysis on how to build the metropolises of the future

L2A1D3 Research on metropolitan and urban topics, including gender issues

L2A2 Support for the development and implementation of metropolitan governance structures, policies, services, and planning

L2A2D2 Online platforms for knowledge exchange

L2A2D3 Learning and capacity-building activities for senior managers and practitioners

L2A2D4 Innovative projects and working groups on specific metropolitan issues

L2A2D5 Reference frameworks for urban planning in metropolitan areas

L2A2D6 Systematising and capitalising on existing expertise and knowledge within the association

L2A2D7 Tools to mainstream gender in metropolitan policies

L2A3 Localising global agendas at the metropolitan scale, in particular the 2030 Agenda and its Sustainable Development Goals

L2A3D2 Capacity building so that public servants can implement policies and actions to achieve the global agendas



IMPLEMENTATION OF THE STRATEGIC ACTION PLAN

To check the [Metropolis Strategic Action Plan 2021-2023](#), please visit our website



L3

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**

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)



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

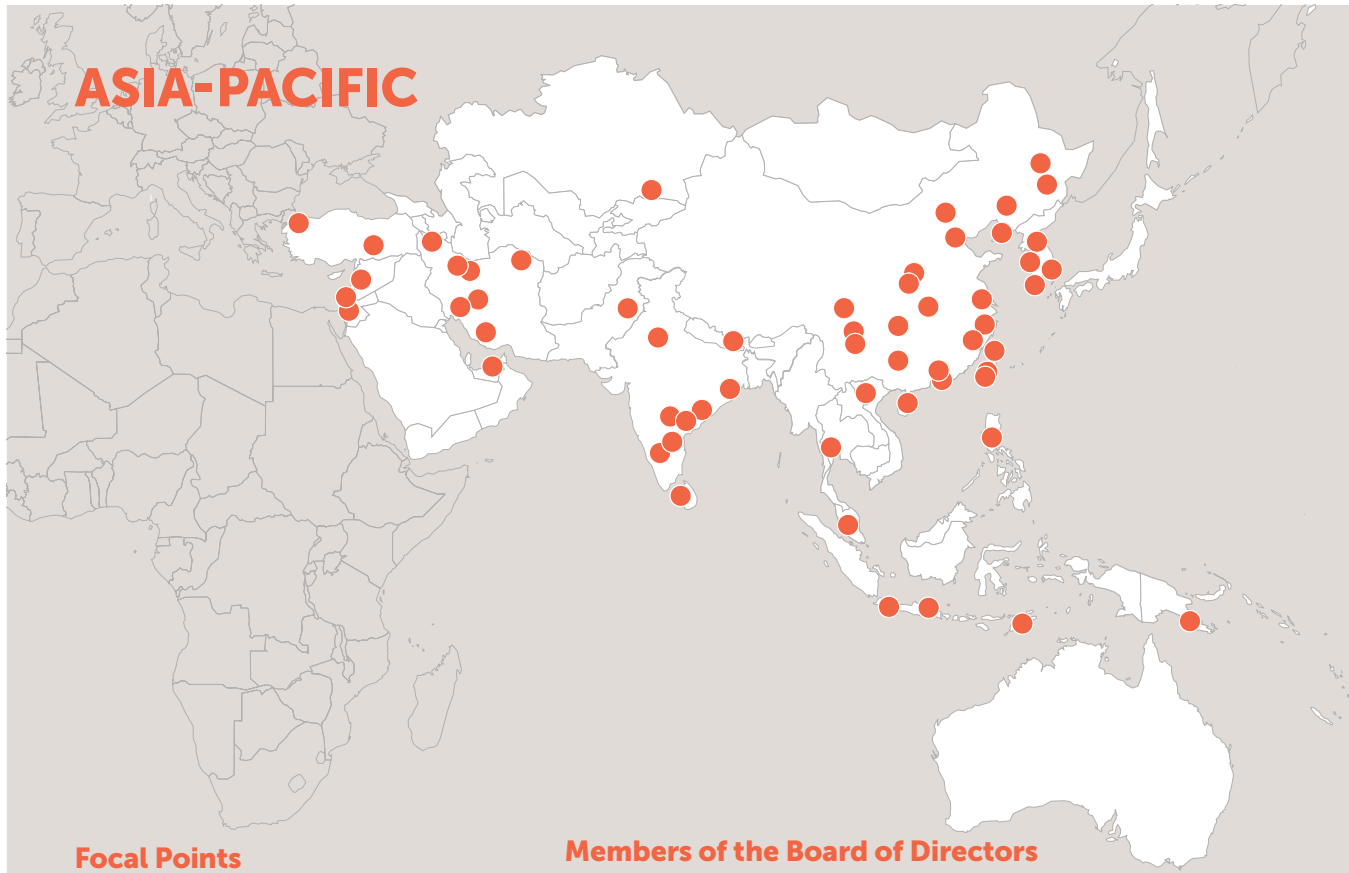


MEMBER
Mohammed Sadiki
(until 24th September)



Asmaa Rhlalou
(since 24th September)
Mayor of Rabat

ASIA-PACIFIC



- Ahvaz
- Amman
- Baghdad
- Bandar
- Bangkok
- Beijing
- Beirut
- Bhopal
- Bogor
- Busan
- Changchun
- Changsha
- Chengdu
- Chongqing
- Colombo
- Daegu
- Daejeon
- Dalian
- Diyarbakir
- East Kalimantan
- Faisalabad
- Fuzhou
- Gaziantep
- Goyang
- Guangzhou
- Guiyang
- Gujanwala
- Gwangju
- Gyeonggi
- Haikou
- Hangzhou
- Hanoi
- Harbin
- Hyderabad
- Incheon
- Isfahan
- Istanbul
- Jakarta
- Jember
- Jilin
- Jinan
- Kaohsiung
- Karaj
- Kathmandu
- Kuala Lumpur
- Kunming
- Lahore
- Male'
- Mashhad
- Nanjing
- Nanning
- New Delhi-NIUA
- New Taipei
- Palembang
- Ramallah
- Semarang
- Seoul
- Shanghai
- Shenzhen
- Shiraz
- Siping
- South Tangerang
- Surabaya
- Tabriz
- Taichung
- Taipei
- Tehran
- Tianjin
- Ulsan
- Wuhan
- Wuxi
- Xi'an
- Xiamen
- Yiwu
- Zhengzhou

Honorary member:
CPAFFC

Focal Points



REGIONAL SECRETARY
Decun Zhan
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)



Arjaei Seyed Abdoulah
(since 15th September)
Mayor of Mashhad



REGIONAL VICE-PRESIDENCIES
Oh Se-Hoon
Mayor of Seoul



MEMBER
Wang Fengchao
Mayor of Chengdu



MEMBER
You Mengjun
(until 20th October)



Wu Xiande
(since 20th October)
Mayor of Fuzhou



MEMBER
Liu Xin
Mayor of Hangzhou



MEMBER
Sun Zhe
Mayor of Harbin



MEMBER
Ekrem Imamoglu
Mayor of Istanbul

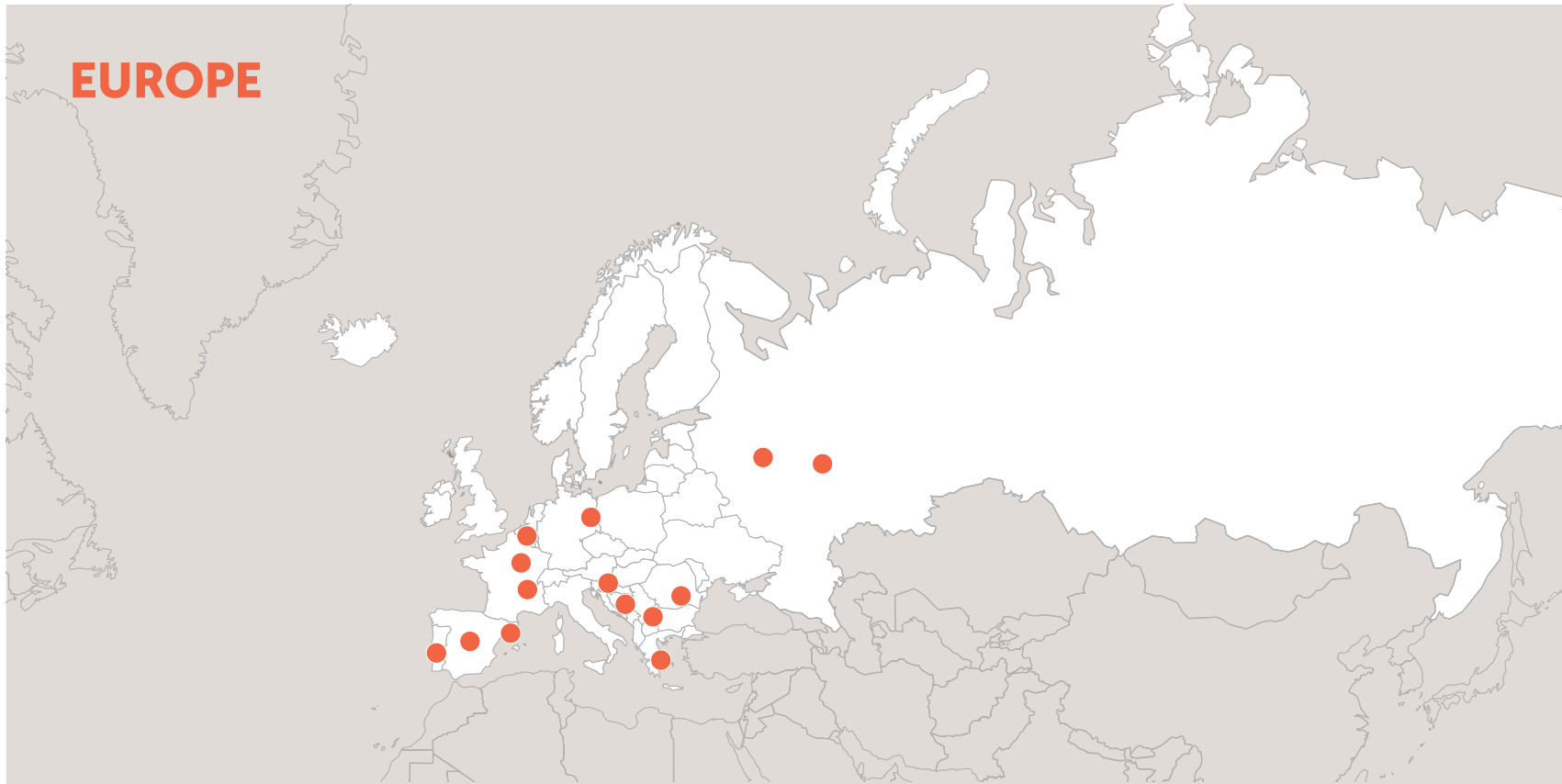


MEMBER
Mohammadali Razi
Mayor of Shiraz



MEMBER
Cheng Yongwen
Mayor of Wuhan

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
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



CO-PRESIDENCY
Michael Müller
(until 21st December)



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



REGIONAL VICE-PRESIDENCIES
Pascal Smet
Secretary of State of the Brussels-Capital Region



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



MEMBER
Patrick Ollier
President of Greater Paris



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



MEMBER
José Luis Martínez-Almeida
Mayor of Madrid



LATIN AMERICA AND THE CARIBBEAN



- Belo Horizonte
- Bogotá
- Brasília
- Buenos Aires
- Córdoba
- Guarulhos
- Guayaquil
- La Habana
- La Paz
- Medellín
- Minas Gerais
- Montevideo
- Porto Alegre
- Quito
- Rio de Janeiro
- Rosario
- San Salvador
- Santiago de Chile
- São Paulo
- Valle de Aburrá

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



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

Interns



Claudia Ros
Institut Barcelona Estudis Internacionals (IBEI)



Magdalena Orfila
Pompeu Fabra University (UPF)

This report has been edited
with the financial support of:



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