

International Cooperation Master Plan 2020-2023

Barcelona Metropolitan Area



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Overview

The **Barcelona Metropolitan Area International Cooperation Master Plan 2020-2023** was approved by the AMB Metropolitan Council on November 24, 2020. The text that we are now publishing is the result of the approved text and the amendments introduced in the subsequent allegations process. In order to contribute to the international divulgation of the Plan, this text has been published in Catalan, Spanish, French, English and Portuguese.

Contents coordination

AMB. Area for International Relations and Cooperation

Photos

The cover photo shows the public space of the metropolitan area of San Salvador, 2019. *Maria Peix Batet* (International Cooperation Service, AMB)

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Editing

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Graphic design and layout

AMB. Communication Service

Translation and proofreading

AMB. General Manager Bureau

Incyta Multilanguages SL

Printing

Jeba, SLL

Barcelona, December 2020

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www.amb.cat

DL: B 21927-2020

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Presentation



Inauguration of the 4th edition of the We have rights, we weave freedoms programme in Begues, AMB. 2019

We live in a world of contrasting societies. Despite being technologically advanced, there still are social inequalities and people without guaranteed rights; and while resources are highly available, its disproportionate consume leads to huge environmental costs.

The COVID-19 pandemic has brought to light and worsened the inequalities existing in the metropolises, and these inequalities need to be tackled with transformative solutions capable of consolidating equitable, fair and sustainable societies.

The proposals for reverting inequalities come from people and the entities acting in their close surroundings. In a world where the urban environment is growing exponentially, metropolises become key actors: they are responsible for identifying and implementing local strategies that include a broad perspective, to be able to contribute towards achieving global challenges and transform the world within the framework of international agendas (such as the 2030 Agenda for sustainable development and the New Urban Agenda).

The AMB has assumed these challenges and would like to provide a metropolitan view, making it unique. In this way, it makes a firm commitment to help out with local challenges and progress towards inclusive, equitable, safe and sustainable cities that guarantee everyone's rights based on working together.

The International Cooperation Master Plan approaches this commitment with a proprietary model based on the institution's strengths: knowledge, expertise and collaborative work, besides the reiterated commitment to allocate 0.7% of its own resources to the cooperation.

We understand international cooperation as a collaboration with a horizontal approach. For this reason, we establish a close, direct, experience-based and trustworthy collaboration, where everyone listens to each other. It will be supported by technical and political teams that enrich institutional action, providing the perfect backdrop for sharing knowledge and experience.

We are likewise building a solid coordination with metropolitan local councils and the actors in the territory, especially as regards education for global citizenship, so as to promote critical reflection and a local, yet global perspective from proximity. Furthermore, we are strengthening communication tools in order to increase people's awareness of the work being carried out.

This Master Plan is perceived as an operational tool that seeks to transform the inequalities of current societies and progress towards guaranteeing rights for everyone.

Ernest Maragall

Vice-president for International Relations and Cooperation

Barcelona Metropolitan Area



Urban centre of the metropolitan area of Maputo, Mozambique. 2019

Introduction

Metropolises are the ideal territory for tackling the key challenges existing in the world today. Growing inequalities, the climate emergency and the need to access a decent life with guaranteed human rights can be clearly seen in big cities. Consequently, big cities and urban agglomerations become the ideal space for responding to these challenges.

Different networks, institutions, research centres and actors of international cooperation have performed a broad and diverse analyses of the current situation of the world in general, with particular emphasis on cities. There are data, documentation, proposals and experiences that can be used to compare and improve different aspects of the urban world, although there is still a lack of examples, experiences and good practices that show how to implement policies aimed towards transforming this reality.

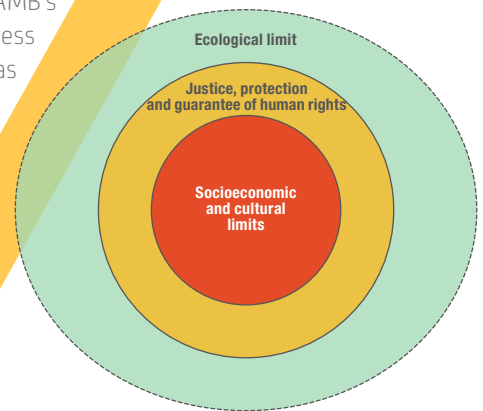
The capacity of action focused on transforming the world in which we live, and building societies where everyone is given the capacity to become empowered and build their own decent life is the main change tool.

In accordance with our own expertise and a previously consolidated cooperation policy, the AMB brings a metropolitan view to international cooperation. The actions carried out need to propose and implement solutions to specific problems: the cooperation must be practical, applied and has to respond to people's needs within the metropolitan area. The AMB's experience in the fields where it has competence enables the institution to address specific problems in a much more effective and transformative manner, as well as provide responses adapted to different realities.

Nevertheless, cooperation cannot remain a merely technical response. It has to respond to globality and the world's social complexity, with the aim of acting with a holistic view. Therefore, by including cross-cutting principles in cooperation projects, the AMB is able to make a deeper and more solid approach.

The cross-cutting principles seek to establish mechanisms that make it easier to understand the complexities of metropolitan realities, to promote all-encompassing, inclusive, equitable, safe, democratic and sustainable processes. In this regard, the AMB is working within the framework with a double threshold: the limits that cannot be exceeded to guarantee the stability of natural ecosystems and, at the same time, the rights that need to be achieved to enable everyone to access a decent, fair and empowered life. This double threshold delimits a safe space that guarantees social and ecological justice, and rights, where humanity has to carry out its activity to guarantee sustainability at medium and long term.

The AMB brings experience-based knowledge that is processed and developed with the different actors collaborating with international cooperation. An exchange of knowledge and experience is established that enriches all the entities involved. This collaboration results in creating spaces for growth and sharing knowledge to search for new solutions, and possessing strategies and proposals that can be disseminated and adapted to other realities.



Metropolises should be willing to respond to new social demands as urban spaces become more diverse and complex and new needs appear. New instruments have to be found that can guarantee the basic needs of everyone drawn to the city. In this way, metropolises and big cities anticipate global challenges and they become spaces for structuring responses, bearing in mind globality, complexity and diverse viewpoints.

Contextual framework

Global versus local

Globalisation phenomena are leading societies to become increasingly polarised, maintaining the most discriminated social segments. International commerce, economy strengthening policies and humanitarian crises have a negative impact on groups whose rights are the most violated. It is true that citizens are becoming progressively aware of these violations, and actions are taken to empower societies, although there is still a long way to go. The effects of globalisation are especially more evident in metropolitan areas; therefore, their management needs to analyse and respond to individuality within a context immersed in globalisation.

Improvement actions must be safeguarded, placing particular attention on defending the rights of the most disadvantaged people and societies, so they may also benefit from the advances made. At the same time, it is necessary to strengthen the idea that attitudes and habits around the world can impact very distant areas and increase local inequalities.



Life vests on a beach of Lesbos island, Greece. 2018

Urban contexts

Towns, cities and metropolises need to pay attention to the discrimination suffered by some citizen segments. It must not be forgotten that over half the world's population is urban, a proportion that will reach 60% by 2030 (UNDP, 2016). Metropolises with good knowledge of their territory and adaptable policies facilitate equitable access to resources and cover people's basic needs. However, rigid and discretionary management could cause metropolises to turn into polarised spaces, with significant violations of fundamental rights and social fractures. With the context of COVID-19, it is essential to update the analysis of cities and policies in order to tackle the violations that the pandemic has made even more severe.

The challenge faced by politicians in charge and competent authorities is to know how to promote and build urban environments that guarantee people's rights, as well as a fair and equitable life. It is neither a single-level task, nor the work of one department, but it creates the obligation to maintain efficient and effective coordination that focuses on transforming these environments by accessing public goods, democratic governance and accessible urban planning.



Technical cooperation on mobility in the metropolitan area of San Salvador, El Salvador. 2020

Guaranteed rights for everyone

The policies and actions carried out must place people at the centre of decision-making, and they have to prioritise the defence, promotion and guarantee of human rights. The fulfilment of these rights will promote a decent life for everyone, regardless of their needs, beliefs, origins and structural situations.

To make it possible, it is essential that local governments bear diversity in mind and make a great effort to include everyone coexisting in the metropolis. This also implies incorporating the right to the city as a key reference in metropolitan policies. By including diversity in urban contextualisation, it will be possible to analyse and subsequently transform the structural causes that impede the respect of human rights; in other words, it will be possible to transform the metropolitan actions that strengthen inequality, exclusion and discrimination.



Public space in the metropolitan area of San Salvador, El Salvador. 2018

Environmental sustainability

The exercise of people's rights is closely linked to the responsible use of available resources. The right to a decent life has to be understood within the context of the interrelationship between people's lives. Not only is it necessary to consider a responsible use of resources and today's environmental impact, it is also important to think of future generations and our responsibility to leave the planet better than how we found it. This challenge still requires a great deal of work before it can become a reality. It must be taken into account that cities produce over 70% of greenhouse gas emissions and they consume 80% of the energy produced: we cannot aspire to deal with a climate emergency without the participation of local authorities.

Environmental imbalance becomes very relevant in metropolises, where population density, as well as technical and technological advances, cause people to ignore the repercussions on natural ecosystems. Political action to revert inequalities within the urban context and reduce social gaps implies strengthening the collective feeling of the common good and linking it to preserving natural ecosystems, moderating the consumption of natural resources (water, energy, etc.) and mitigating climate change. Building sustainable environments can reduce inequalities and guarantee a more equitable access to natural environments and the resources they provide.

The state of climate emergency does not consider either borders or administrative limits, and its effects are widespread. Tackling the problem requires comprehensive and decisive actions, together with the commitment of all actors (government agencies at all levels, companies, trade unions, the academic and research world, and social organisations) to offer clear solutions and provide all the necessary responses. At the same time, actions have to be carried out to address the changes that have already arrived, as well as those expected in the near future.



Huelene landfill in Maputo, Mozambique. 2018

Democratic governance

An inclusive metropolis cannot be achieved without structurally incorporating the diversity present in big cities into governability and management tools. To go from a theoretical matter to an applied one requires new decision-making mechanisms and the participation of diverse actors and citizens in the policies, strategies and projects in which they are involved. This has to give rise to new shared responsibilities, in which the actors may intervene and effectively decide. The knowledge of citizens, entities, influence groups, academic fields and public institutions must be incorporated into multi-level governance.

Local governments, which reflect diversity and the needs of the different territories, play an essential role in international participation. In the same way as people and groups need to be present in local decisions, local governments have to take part in international proposals, to make sure that the local narrative reaches international spheres. This way of doing things has gradually become established in recent years and nowadays the participation of local governments in international spaces is also relevant.

A global agenda for sustainability and equality

The challenges referred to are not new; behind them is a long history of international work that has been included in international agendas. In 2015, the United Nations Member States approved the 2030 Agenda for sustainable development, and this is the current, global and indivisible framework that defines a path for humanity, with a cross-cutting view of the world's social, environmental and governance challenges until 2030.

The 2030 Agenda is complemented and reinforced by sector-based global agendas. The New Urban Agenda, Habitat III, approved in Quito in 2016, lays down the principles for acting in cities and structures the lines of work for the next 15 years. It also bears in mind the Paris Agreement on climate change (2015), the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW, 1979) –which became the reference framework for eradicating discrimination against women– and the Busan Partnership agreement –that incorporates effective development cooperation (2011). These proposals are of vital importance and it is indispensable to implement measures for applying them, without excluding the need for critical reflection on the agendas.

The European Union and other regional institutions (for example, the Union for the Mediterranean) are currently debating on metropolitan challenges, decentralisation and cooperation, and are promoting the territorialisation of these debates to implement effective strategies.

Taking a critical view, it is also possible to consider other positions and approaches to the agendas, cooperation and human rights, such as degrowth and «good living», or the reflections that have emerged as a result of feminist economics and ecologism, among others.



Inauguration of a restored space in the metropolitan area of Maputo, Mozambique. 2020

Metropolitan policy within the cooperation

Metropolitan view

Metropolises are spaces with large urban agglomerations and a growing reality in the world today. Due to their size and dynamics, they are highly complex places that require the necessary management, governance and transformation to guarantee the rights of the people who live there. To properly tackle this complexity there are no simple and linear responses, we must be prepared to coexist and understand that a proposal can give rise to many different options and reactions.

We find ourselves in an environment of volatility, uncertainty, complexity and ambiguity (VICA), which is greatly represented by big cities. The AMB, as a supramunicipal organisation that shares competences with other government agencies and all the municipalities that form part of it, plays an important role when dealing with complexity, which has to include and represent diverse urban realities.

The AMB aspires to be a key institution in complexity management. It considers a strategic factor being able to have an influence on the preparation, anticipation and monitoring of the proposals shared with metropolitan municipalities to fight against inequalities related to society, income, power relations between men and women, and access to the control of basic resources, as well as any limitations that appear as a result of cultural origin or background.

Big cities have a great impact as consumers of resources and generators of waste; for this reason, they become the ideal place for developing practices and proposals aimed towards mitigating the effects of this impact. Knowledge management is fundamental for making progress in reducing environmental imbalance and social inequalities.

Local governments are on the front line when it comes to managing the challenges of citizenship, they absorb the pressure of people living in poverty, who are at risk of social exclusion and are unable to access public goods. This situation of emotional

intensity means that municipalities are not always able to respond at medium or long term: they need to focus on the present. The AMB's support is indispensable for responding to this situation, with a supramunicipal view that is beneficial for managing and attending to these needs.



Portoviejo, Ecuador. 2017

Cooperation with local governments

The challenges faced by municipalities and the need to provide urgent responses to situations of inequality and the violation of rights are key factors for giving a meaning to the collaboration and cooperation between municipalities, with special emphasis on the international sphere.

The learning acquired from responding to the challenges of the municipalities that interrelate with each other through the AMB become a source of knowledge that can be shared with other territories with equal or similar challenges, whether they are social, environmental or related to resource management, bearing in mind the diverse reality of the citizens who live in these towns and cities.

Consequently, international cooperation from a municipal scope opens a range of possibilities that involve numerous actors that, besides coordinating and managing, they enrich each project with work dynamics, expertise, experience and methodologies shared through horizontalism. As a result of this framework, spaces are created for sharing knowledge and strengthening reflections with a cross-cutting nature in the field of the services in municipalities, and all the actors involved become both sources and receivers of knowledge.

In recent years, the work carried out in the AMB in relation to international cooperation based on municipalism has focused on:

- Raising awareness and providing spaces and tools to train the actors involved in the territory about the AMB's areas of competence and multi-dimensional matters related to cooperation.
- Coordinate with municipalities to share municipal knowledge and experiences to complement metropolitan knowledge and experiences.
- Provide metropolitan municipalities with knowledge, tools and resources to carry out cooperation and education actions for global citizenship.



Session on waste in El Salvador. 2019



Workshop on public space. Technical cooperation in the metropolitan area of Maputo, Mozambique. 2019

Metropolitan cooperation

The situation of social inequalities and reiterated violation of rights in metropolises is overwhelming municipalities, which need to carry out management actions with political co-responsibility, in a coordinated way with the involvement of diverse areas of competence. With metropolitan management it is possible to offer a more consistent response with a wider view. The learning and knowledge generated by the AMB throughout the years are placed at the service of international cooperation, to share with disadvantaged municipalities and help them encourage new debates and initiatives.

With this commitment to cooperation, the AMB offers its expertise and everything learnt about building together is shared with the local government of the territories where work is in progress. The success of the cooperation resides in modelling actions according to local realities, accompanying the territories' teams so they may achieve their required goals.

As regards metropolitan cooperation, the AMB mainly focuses on:

- Identifying and carrying out transformative actions with the key actors of the urban and metropolitan territories where the entity works.
- Offering expertise in the different areas of the institution through specific projects with a high level of knowledge and technical quality in the territories where it works.
- Giving continuity to processes and projects in specific territories such as the Mediterranean.
- Working towards achieving the AMB's international recognition as a leading supramunicipal entity within the field of decentralised cooperation.



Workshop of Lesvos Solidarity organisation, Greece. 2019



Design of the waste collection system in Kanifing, Gambia. 2019

Vision, mission, values and cross-cutting principles



Coordinated cooperation in Soyapango municipality, Metropolitan Area of San Salvador, El Salvador, 2019

Vision

The AMB is committed to orchestrating strategies and mechanisms to advance towards justice and the guarantee of rights (of individuals and groups) of everyone around the world. In this way, it incorporates models that prioritise and preserve human diversity and natural ecosystems, that ensure a balanced use of the resources and especially that help to mitigate the adaptation to climate change.

Mission

The AMB carries out international cooperation with a metropolitan view that impacts impoverished urban environments, to achieve a decent life for everyone and guarantee people's rights through transformative action. This action is based on the institution's resources and its own expertise, and boosts the knowledge and capabilities of the actors taking part.

Furthermore, it encourages a critical analysis of international relations, so as to transform them and consolidate a change of attitude and actions based on both a local and global perspective.

Values

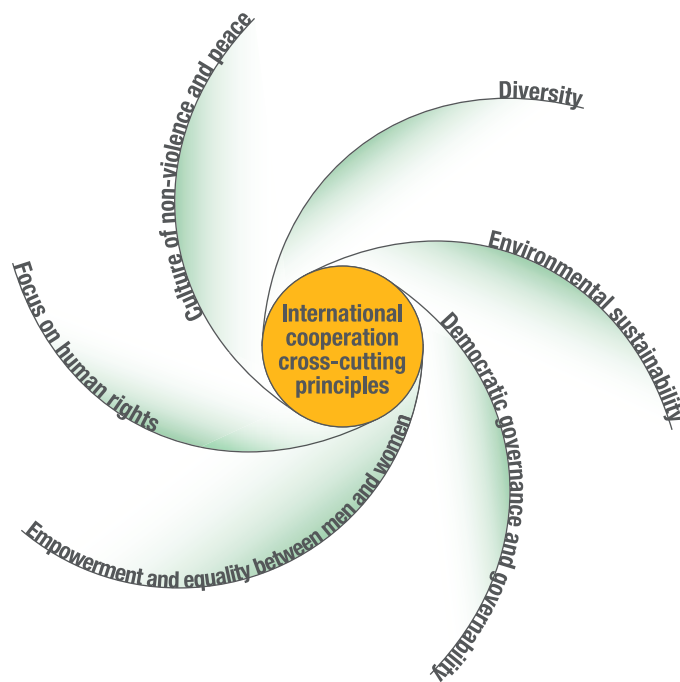
The AMB establishes the structural values of the cooperation it carries out. Therefore, the AMB's cooperation is:

- **Metropolitan:** it develops its own metropolitan view and works with metropolitan areas around the world. At the same time it is at the service of municipalities, providing proposals and initiatives that respond to supramunicipal challenges.
- **People-focused:** it places people and groups in the centre, particularly those who suffer from discrimination, whose fundamental rights have been violated, those who suffer from multiple discriminations and those who suffer greater exclusion.
- **Municipalistic:** it directly works with the municipalities of the AMB on the priorities that have been jointly established and agreed upon, while working at the same time next to municipalities of other territories on a joint project.
- **Concerted and coordinated:** based on concertation and coordination, it works with the actors in the territory where joint actions are proposed (local partners, municipalities, other government agencies, NGOs, educational and research centres, etc.).

- **Horizontal:** it orchestrates spaces and work dynamics that invite the actors involved to take part with equality, complementarity and without premises that limit or skew reflections and decision-making.
- **Cross-cutting:** it incorporates cross-cutting principles with a comprehensive view (the focus on human rights, equality between men and women, diversity and environmental sustainability, among other matters) in all work processes.
- **Operational:** it gives specific and applicable answers based on knowledge, experience and strategic reflection, which transform the local daily dynamics of people in urban environments.

Cross-cutting principles

Through cooperation, the AMB wishes to transform reality to guarantee people's rights and a decent life for everyone. Consequently, besides providing expertise in specific fields, it incorporates six basic principles in all the interventions it carries out.



This view and the will to transform are channelled through the cross-cutting principles used as a reference when designing and implementing the projects. This conceptual framework creates specific measures that ensure inclusive, equitable, democratic, safe and sustainable interventions.

The work is performed with the following six cross-cutting principles:

- **Focus on human rights**

The actions and projects need to contribute towards defending and guaranteeing the rights of people, groups and communities (all rights are included: those of first, second, third and fourth generation). The work is aimed towards eradicating discriminatory practices and unequal relationships, thus guaranteeing everyone's rights. The tools for a successful transformation include the training and participation of the people and groups included in the processes, as well as the assumption of responsibilities by whoever has to respect, protect and guarantee citizens' rights (entities that form part of the state's structure) and the entities involved (agencies, civil society organisations, companies, etc.).

In particular, the desire is to promote proposals that include strategies and work methodologies that help protect and guarantee the rights of people, groups, and territories, which highlight and criticise the violation of rights and propose alternative solutions to ensure they are respected.

- **Democratic governance**

Democratic governance is understood to be a set of relationships between actors and different kinds of complex societies that, by managing these relationships, they cooperate to achieve agreements that will benefit everyone. Thus an accepted framework can be established that regulates the performance of society to improve everyone's quality of life and reinforce shared values.

Governance has to strengthen spaces for the relationships between different actors and acquire the responsibility to respect, protect and guarantee the rights of people and groups, facilitate citizens' empowerment, reinforce the common good and establish a framework of democratic quality with the appropriate tools to achieve participation, transparency, accountability, effectiveness and consistency.

In order to develop public policies and manage extensive urban areas and metropolises, adequate legal and administrative tools have to be established in the different groups, and mechanisms need to be provided to enable management with the active participation of citizens.



Seminar on metropolitan waste management with local partners of Gambia, Syria and Lebanon. 2019

- **Empowerment and equality between men and women**

The actions should incorporate proposals to prevent discrimination against women and the feminisation of poverty. They must also undertake to transform them to achieve equitable power relations that guarantee fair, inclusive and violence-free societies. Strategies must be adopted that help advance in a decisive manner towards eradicating the discrimination and oppression suffered by women to achieve equality between men and women.

The process that ranges from the diagnosis to the planning and execution of projects, including spaces for participation, needs to include strategies for equality and empowerment with an intersectional perspective, so as to drive comprehensive changes that contribute towards transforming power relations and guarantee the rights of women and everyone else.

- **Environmental sustainability**

Practically all interventions imply transforming the natural environment, frequently leading to a degradation of natural ecosystems and the resources and services offered to humans and the remaining living beings. It is necessary to live within limits that respect the capacity of natural ecosystems to regenerate themselves. The use of resources such as water or land used to produce food, as well as forestry, fishery and mineral resources, among others, has to be regulated to preserve ecosystems and guarantee sustainability and conservation over time.

Natural systems and the services they offer are fundamental for guaranteeing life and people's rights; for this reason, the projects carried out must protect and preserve natural spaces and the resources they contain. All actions should minimise both the destruction of the planet's biodiversity and the emissions responsible for climate change.

- **Diversity**

All societies are different and the people forming them express this diversity in numerous ways. Diversity is a source of wealth and provides wide perspectives and a variety of solutions to social challenges. The mechanisms that incorporate diversity into the projects, based on an intersectional analysis, show the diverse groups involved in the projects, the integrated views, the needs and responses they provide, to thus construct more resilient solutions. In this way, it is possible to search for the most suitable proposals for contributing towards justice and equality, and consolidate them over time. The collective construction of urban areas should be able to configure fair and equitable societies and, for this reason, it is necessary to work with people of different generations, socioeconomic levels or cultural bases, among other features.



Campaign on sexual harassment in public transport in the metropolitan area of Maputo, Mozambique. 2019

- **A culture of non-violence and peace**

Fair and resilient societies should have mechanisms that can be used to establish a framework of peace and a violence-free culture, understood as an absence of firmly rooted conflicts and, in the event they exist, the availability of agreed channels for resolving them. All forms of inequality or unfair power lead to conflicts that must be jointly managed and shared with an open mind. For this reason, the incorporation of this focus should be incorporated in all projects and actions carried out.

These principles that provide an integrating viewpoint and practice need to be reflected in a cross-cutting manner and should always be included, in order to perform a complex reading of reality and establish suitable strategies to respond to all groups, especially those that have become invisible.



Seminar on metropolitan governance in Torrelles de Llobregat, AMB. 2017



Landfill in Dakar region, Senegal. 2018

Scope of AMB's cooperation

The scope of the AMB's cooperation includes sector-based action fields, geographical priorities and types of action. Firstly, it places emphasis on the quality of knowledge and expertise that it possesses as an institution and brings to the diverse fields of action and, secondly, it defines the territories of priority and types of cooperation.

Sector-based scope

The sector-based fields are defined by the AMB's areas of expertise and the urban contexts where the work is carried out:

• Metropolitan governance

Compared to other levels of government, the governance system in metropolises is structured differently. The territorial view, supramunicipal action and differentiated competences endow them with specific power. Metropolises plan and manage shared services; therefore, the view goes beyond municipalities yet, at the same time, it is limited to one territory. Singular and specific, this perspective establishes proprietary work mechanisms and creates opportunities through the preparation of supramunicipal policies.

Regardless of the size of the fields of action, the government's action must always focus on people. For this reason, metropolitan governance must always include global social and environmental challenges as part of its power and citizenship services.

• Territorial planning

Territorial planning in extensive urban areas is a complex challenge. These territorial structures, which

include a large number of services, have to be devised according to the diversity of the people, without leaving anyone out. This implies incorporating mechanisms so that daily activities may be carried out, as well as strategies to satisfy all needs from an urban and metropolitan viewpoint. Equality and the right to the city also need to be guaranteed.

The diversity and complexity of urban areas, particularly in metropolitan areas, can lead to the exclusion of certain groups or people, leaving them without the necessary channels to be able to intervene and participate in matters that affect their day-to-day lives. Metropolises should make sure a global view is kept on the territory, which places people in the centre, where rights are conserved and citizens may live with justice and equality.



• **Climate emergency**

Climate change is the expression of a disrespectful and explicitly harmful model for all forms of life on the planet. Even though international agreements have existed for over 20 years, the indispensable changes have not been implemented to stop the current growth of greenhouse gas emissions and revert a situation that is perhaps the greatest threat for humanity.

It is essential to transform relevant elements that include energy and industrial systems, agriculture and waste management, to be able to maintain living conditions, although this requires time and investment. For this reason, concerted global action is necessary (within the Paris Agreement on climate change) and implementation at all governance levels.

At the same time, climate change represents a serious threat for people and territories with fewer resources and is at the root of growing discriminations. It is of utmost importance to orchestrate mechanisms that enable everyone to adapt to environmental and social changes, as well as respond to the most extreme environmental situations. Like on other occasions, those who are the least responsible for climate change are the people who suffer the worse consequences.

• **Mobility**

Metropolitan mobility has to prioritise people and provide safe, inclusive, equitable and sustainable ways to travel. In big cities, being able to move around is a right that must be guaranteed to everyone.

Public institutions are the main entities responsible for designing and implementing mobility and raising citizen's awareness. They also have the participation of diverse actors in the territory. It is a basic instrumental right that gives access to other rights.

Public spaces and mobility structures should enable people to access the city's basic services, go to work and medical centres, guaranteeing them a decent life. Consequently, the establishment of mechanisms is necessary to make sure that everyone may move around with equality.

Mobility has to provide sustainable methods to preserve people's health and the quality of the natural environment; it must consider everyone's needs and be within the reach of all citizens. At the same time, strategies need to be defined to control and reduce pollutions and improve air quality – a major challenge at metropolitan level.



Bus terminal in the metropolitan area of Maputo, Mozambique. 2018

• Facilities, public spaces and open spaces

Urban public spaces are made up of a wide variety of physical places (streets, parks, squares, etc.) and facilities (libraries, swimming pools, schools, etc.), and they need to be planned, designed, built and managed according to inhabitants needs in order to contribute towards eradicating the inequalities that are created and to help guarantee the right to the city. This goal requires good technical proposals that seek to include the needs, interests and demands of all citizens, and guarantee safe, inclusive, equitable and sustainable public spaces.

Going beyond developed spaces, accessibility to natural spaces and channels for participating in their management should be within reach of all citizens. Natural spaces include protected or preservation areas, large naturalised urban spaces and intermediate undeveloped spaces that lie between the city and nature. All these spaces represent the lungs of big cities and are associated to quality of life. This green metropolitan infrastructure is essential for ecology and the population's comfort and health. Likewise, open metropolitan spaces support activities related to agriculture and help respond to the right to adequate quality food.

The management of open spaces should be orchestrated with cities and metropolises. It is especially necessary to facilitate people's access and promote participative and shared management strategies between government agencies and citizens.



Public space in Ayutuxtepeque, Metropolitan Area of San Salvador, El Salvador. 2019

• Quality of natural ecosystems

Preserving the quality of natural systems is often separated from the quality of the basic services offered to people. These ecosystems give us clean water, clean air and farmland, among other resources, and hardly anyone remembers that they are indispensable for metropolises. The conceptualisation, planning and management of the basic services in a big city are of vital importance: services that include water supply and waste management often require significant technification and the knowledge of highly qualified people.

At present, improved waste and water management are priorities for the majority of urban areas in the territories where the AMB cooperates. The metropolitan institution is seeking to identify effective, low-cost solutions through the participation and involvement of the actors committed to these challenges.

The management of natural waste requires a comprehensive view, integrated in the projects carried out. This management should provide spaces that allow the pertinent organisations, with citizens' involvement, to control them, to thus offer a service adapted to the territory and people in an equitable and inclusive manner.

It is essential to incorporate this viewpoint into projects, in order to protect ecosystems and guarantee environmental rights and the right to health. Tools must be made available to provide good environmental education and inform politicians, technicians and citizens in general about environment-related challenges, as well as to adopt habits that facilitate its preservation.



Flooding prevention with the Lebanese Red Cross in Haql El Aazime, Lebanon. 2018

- **Socio-economic development**

Urban areas are the drivers of economy; yet, at the same time, large gaps are found. The right to a decent and autonomous life requires a socioeconomic structure that consolidates the generation of certain economic resources and the access to basic services. Furthermore, the impact of COVID-19 and the increase of inequalities resulting from the difficulty of maintaining economic activities, clearly show the need to orchestrate proposals rooted in the territory that respond to the social reality of each place.

Although socioeconomic development plays an important role in the transformation of fair and equitable urban areas, cooperation also needs to be considered. Therefore, without being a cross-cutting approach, it is deemed necessary that all projects carried out should include a socioeconomic analysis, as well as diverse economic initiatives, such as strategies for the implementation and management of social and solidary economy, related to the sectors prioritised in this plan.

- **Education for global citizenship**

The inequalities existing in the world do not have a single dimension and to be able to face them it is necessary to work bearing in mind the complexity and diversity of their causes. For this reason, education for global citizenship is as important as actions in territories where the most severe inequalities are expressed.

Education for global citizenship, from both a local and global perspective, disseminates and strengthens knowledge, critical analyses and transformative proposals in relation to the causes of inequalities and conflicts in the world. As a result, it fosters and helps change attitudes and transformative practices, committed to justice, rights, freedom and sustainability of all people and the natural environment. These proposals are carried out with all types of groups and organisations, to make them known, involve people and promote citizens' actions to tackle the causes of inequality in the world.

It is worth pointing out the need to continue studying these inequalities in depth, to create new political, social and technical tools that have the capacity to address them with greater strength.



Street act from the We have rights, we weave freedoms programme in Santa Coloma de Cervelló, AMB. 2019

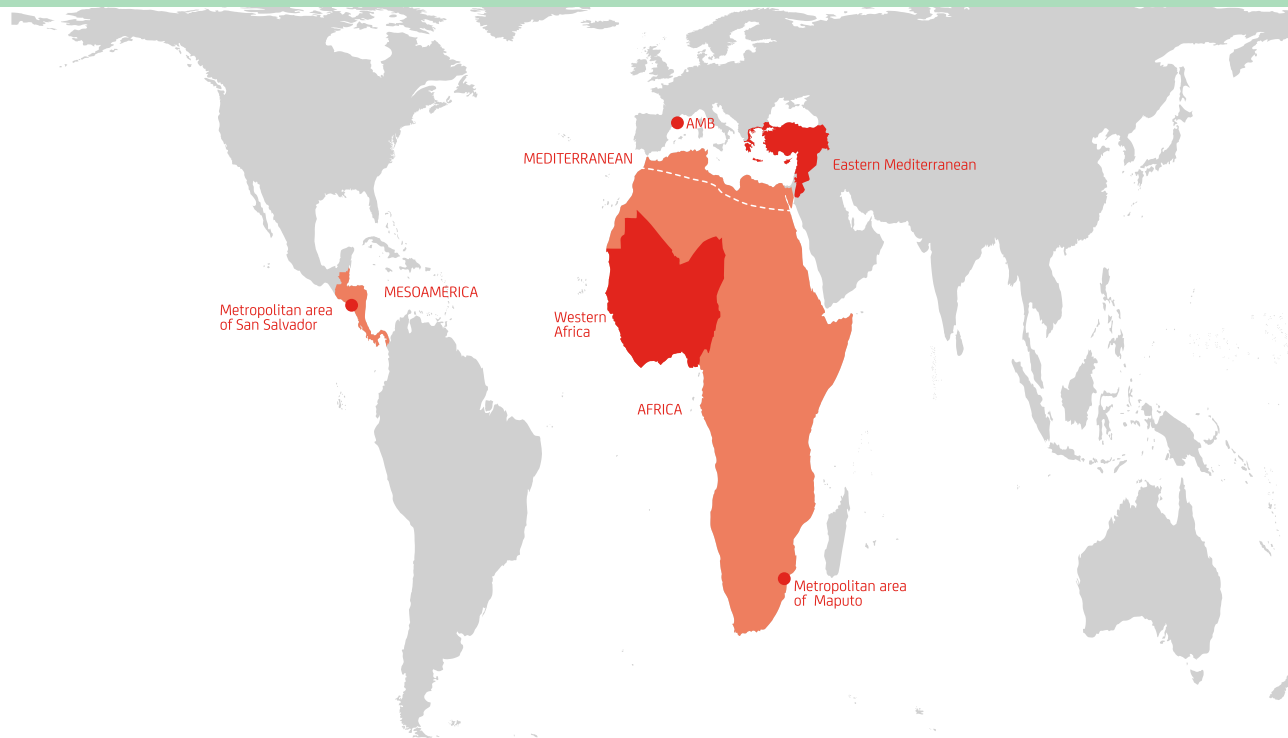
Geographical scope

The AMB has been stably cooperating with specific geographical areas, identified as a result of context analyses, relationships and collaboration processes. This prioritisation has meant working thoroughly on building solid collaboration networks, two-way learning and transformative actions that require continuous action.

Along the same lines, this Master Plan maintains the collaboration with the territories that had priority in the previous Master Plan (2017-2019) to give a meaning to the processes and cooperation strategies carried through. It also focuses on the territories with which there has been a stabler link over time, thus being able to establish trustworthy spaces to be able to tackle transformative changes based on solid horizontal relationships.

This Master Plan prioritises four geographical areas:

- **Mediterranean:** a close and strategic space for the AMB, with long collaborative tradition and strong historical, social and economic ties. Moreover, due to current open conflicts in the area immediate action is needed to help the high number of people displaced as a result of armed conflicts, who are seeking a decent life in Europe. The main focus is on actions in Eastern Mediterranean, where the majority of these situations take place, and in one of the main focuses of conflict: the Syrian territory.
- **Mesoamerica:** an area with a long history that has maintained a work relationship with the AMB for many years. This has made it possible to carry out diverse proposals and establish solid collaborations. Special emphasis is placed on the metropolitan area of San Salvador, where the AMB's cooperation gains importance, thanks to the institution's metropolitan view and its fields of expertise.



- **Africa:** an impoverished territory that is undergoing a profound transformation. The growth and pressure it receives have given rise to significant metropolitan challenges, as towns and cities are spreading without structured planning and, furthermore, with weak management. Africa is a continent with a high level of diversity: its social, political and strategic realities are very different to each other. For this reason, actions are concentrated in specific environments, to make them more effective and frame them within the AMB's own expertise. The entity works especially in Western Africa and the metropolitan area of Maputo.
- **Metropolitan area of Barcelona:** the entity's own area of action, where the work is closely and directly related to municipalities and civil society organisations. Special focus is placed on education for global citizenship, as well as on building concerted cooperation with the different actors in the territory. Likewise, it must be remembered that the metropolitan space acquires a global dimension through new technologies and social media.

If any emergency and post-emergency cases arise during the execution period of the Master Plan, cooperating with other territories will be considered, as long as it is deemed appropriate and they align with the diverse scopes defined in this policy.

Proposals for exchanging experiences and building knowledge with cities and metropolises in South America and the Caribbean are included sporadically.

Types of cooperation

Different dynamics are adopted for projects and international cooperation actions, depending on the interaction of the various actors involved.

- **Direct cooperation with actors in the different territories**

Direct cooperation with territories refers to cooperative actions executed directly by the AMB with actors of metropolitan or urban territories with relevant challenges and major inequalities. The projects and actions carried out emerge from participative processes with the different actors in the territory. The execution is based on horizontalism, combining all knowledge and sharing the respective experiences. In this type of cooperation, it is worth noting the technical support provided by the AMB, due to its knowledge and unique nature as a supramunicipal institution.

- **Cooperation with local councils**

The local councils of the municipalities comprising the AMB have their own international cooperation proposals, with specific priorities and available resources. The AMB sets up coordinated cooperation with local councils, which adapt to the needs in each case, and by working together they join forces and complement each other. Networking between local councils, with a metropolitan perspective, is also facilitated. The two major lines of action are coordinated cooperation and online education for global citizenship.



Working session on waste management in El Salvador. 2019



Workshop on mobility in Maputo, Mozambique. 2019

This type also pays special attention to implementing strategies to increase complementarity between municipalities and the AMB; for example, with technical cooperation.

- **Concerted cooperation with other institutions**

Concerted cooperation boosts coordination between the diverse actors existing in the same territory in order to carry out an action together. This type of cooperation may take various forms: coordination between diverse actors, such as local or supramunicipal government agencies, with the possible participation of other actors, like cooperation networks, with levels of participation and coordination that vary depending on the project or action carried out.

Concerted cooperation is considered to boost complementarity, networking and collaborations, and encourages the implementation of actions of great impact.

- **Cooperation with other actors**

As a general rule, cooperation between other actors is embodied in projects for cooperation, shelter and education for global citizenship. In the majority of cases, the proposals are led by local councils and civil society organisations, and the AMB provides support that includes funding, knowledge and training. It also monitors the

proposals. The projects may be implemented abroad with a local partner entity or in the metropolitan area of Barcelona, where they must be coordinated with the territory's social fabric.

This means that work is always performed jointly with both a local and global perspective. The proposals carried out include:

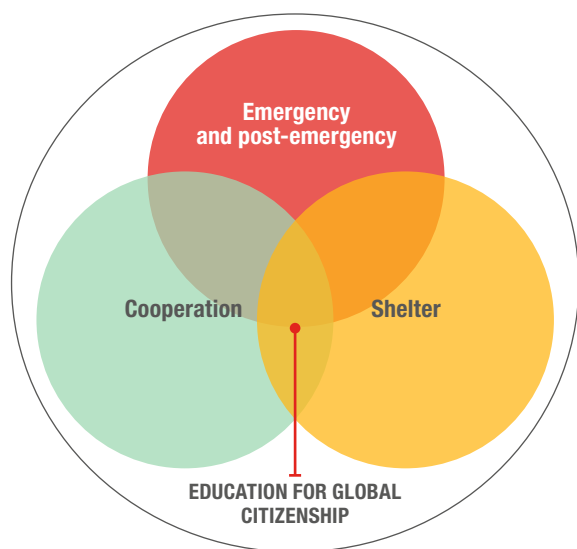
- International cooperation
- Shelter in the Mediterranean, emergency and post-emergency
- Education for global citizenship

Actors

The AMB establishes work mechanisms with a wide diversity of both external and internal actors, defining specific collaboration dynamics with each one. This enables the metropolitan institution to drive cooperation policies from the Area for International Relations and Cooperation, through the Cooperation Service and closely related to the International Relations Service and the AMB's remaining services and areas. Furthermore, it collaborates with other entities that include local councils, municipal associations, NGOs, international networks, education and research centres, the media, social movements and solidary companies. Each project has the most appropriate strategic actors to accomplish the planned goals and processes, and in each case the responsibilities and most suitable coordination mechanisms for obtaining a good result are defined.

The AMB identifies the actors according to the specific scopes of action and it establishes collaborations depending on the initiatives (with local partners in countries where projects are developed and with organisations in Catalonia). The AMB's cooperation focuses on metropolitan areas of impoverished territories, as well as urban municipalities and municipal associations: it always seeks the most appropriate and strategic profiles for each action.

LOCAL AND GLOBAL PERSPECTIVE



- **Local councils of Barcelona Metropolitan Area**

The local councils of the AMB, as members of the institution, are key partners in the AMB's international cooperation policies. This area has a very diverse municipal reality and there is also a substantial change in the needs associated to international cooperation. Specific relationships are established according to the scope and resources available to them, and also depending on the experience and proposals carried out. The AMB collaborates with all local councils that have proposals related to this Master Plan and especially reinforces those with fewer resources and a limited capacity for carrying out the proposed projects.

- **Partnering entities**

All the projects are executed jointly with organisations and local government agencies, which are aware of the specific reality of the area where work is planned. A horizontal relationship is maintained with them and they work in collaboration with each other to define the goals, planned actions and the methodologies of the proposal to be implemented; in other words, a collaborative framework is established in order to involve the actors in the territory.

- **Catalan government agencies within the scope of international cooperation**

The AMB has entered into framework agreements for collaboration with some Catalan government agencies that are deployed in shared projects in impoverished territories, to improve the impact of the collaboration. They also collaborate in the orchestration of joint lines of work in order to broaden the scope of the action and increase its effectiveness, as well as initiate debates on public policies and the transformation of international cooperation.

The Catalan authorities that collaborate with the AMB include the Agència Catalana de Cooperació al Desenvolupament - ACCD (Catalan Agency for Development Cooperation) of the Government of Catalonia, the Barcelona Provincial Council, the Fons Català de Cooperació al Desenvolupament - FCCD (Catalan Fund for Development Cooperation) and the Barcelona City Council.

- **International networks**

For several years, the AMB has had the privilege of closely collaborating with regional and international networks in cities with a very similar framework of action. This has helped consolidate the work with MedCities and Metropolis, through separate collaboration agreements that enable constant exchange, the development of joint proposals and the presentation in international forums. These networks are key agents for the institution's cooperation policies, to be aware of international spaces and know the actions that can be carried out.

- **NGOs**

The AMB establishes agreements and supports projects proposed and developed by NGOs with their own lines of action. Working together, they carry out coordinated actions to acquire specific knowledge, with a view to implementing projects and integrating the cross-cutting principles.

- **Organisations within the territory**

When implementing the projects, the AMB seeks complementarities that provide quality and guarantee the execution of the projects. For this reason it collaborates with organisations established in the territories where the proposals will be carried out; organisations that, besides having good knowledge of the local reality, are also experts in developing collaboration projects, networking and working in specific sectors.

- **Research and educational centres, the media, social movements and solidary companies**

There are other actors that provide experience and knowledge of the territory, with which efforts are made to find complementarity mechanisms to enrich the projects and their implementation. Diverse channels can be established for working together thanks to a series of research centres, the network of entities in the AMB's territory, solidary companies, the media and social movements. There is also collaboration with some international, national and local institutions that act in the same territories as the AMB.



Compost plant in Zaatari refugee camp,
Jordan. 2018

The AMB's international cooperation goals for 2020-2023



Zimpeto terminal in Maputo, Mozambique. 2018

By means of this Master Plan, the AMB sets the goals for 2020-2023, so that with the available resources, it may carry out some specific and differentiated actions aimed towards improving the quality of life and guaranteeing the rights of the people in the areas in which the action is performed. This Master Plan establishes the commitment to carry out actions that help achieve a fair and equitable life for everyone and global sustainability, with the desire to effectively guarantee people's rights and make efficient use of natural resources, with some clear and concise goals.

The goals are classified as follows:

- Strategic. They establish the AMB's framework with a forward-looking approach.
- Sector-based. They have an impact on the institution's areas of expertise.
- Implementation. They focus on work methodology and project implementation.

Strategic goals

1. Consolidate the holistic and cross-cutting view of the AMB's international cooperation

- 1.1.** Intensify the view of a metropolitan cooperation that, in a horizontal and concerted manner, is capable of transforming and strengthening mutual knowledge.
- 1.2.** When establishing actions, maintain the framework of reference of applicable international agendas (such as the 2030 Agenda for sustainable development and the New Urban Agenda), with high demands and critical capacity.
- 1.3.** Continue to advance with a holistic conception of all the projects that incorporate the cross-cutting principles into international cooperation actions.
- 1.4.** Incorporate work mechanisms that link the diverse areas of the AMB in a cross-cutting manner, so as to establish tools for the complementarity, alignment and consistency of policies.
- 1.5.** Visualise the AMB's international cooperation in a way that coordinates the actions related to international relations.
- 1.6.** Allocate at least 0.7% of the AMB's own resources budget to international cooperation.

Sector-based goals

2. Promote, facilitate and reinforce metropolitan governance

- 2.1.** Consolidate the AMB's own account of metropolitan governance as a tool for international cooperation, and strengthen the tools and mechanisms for technical and political reflection for accompanying cities and metropolitan areas in a way that adapts to the territories where work is underway.
- 2.2.** Support the metropolitan governance processes in the territories where work is underway.

3. Intensify metropolitan development in such a way it preserves the rights of people in the entire urban space, ensuring a safe, inclusive, equitable and sustainable environment

- 3.1.** Reinforce a territorial planning that preserves people's rights and the right to the city of everyone coexisting there.
- 3.2.** Establish mechanisms to ensure that urban environments have public spaces open to all citizens, as well as green spaces and facilities in underprivileged areas. At the same time, give priority to green infrastructure.
- 3.3.** Promote and implement initiatives for sustainable, inclusive, safe and equitable mobility that contribute towards guaranteeing people's rights and cause the least environmental impact possible in highly complex urban areas.
- 3.4.** Contribute towards reflection and the drawing up of urban development plans, public spaces and mobility. Strengthen the capacities of the diverse actors.

4. Contribute towards guaranteeing environmental rights in metropolises with the improved management of the resources, especially water and waste

- 4.1.** Incorporate mechanisms for reducing, preventing and managing urban waste with a comprehensive and metropolitan view. Put forward proposals and reflections for drawing up policies and implementing strategies within municipal and metropolitan scope, aimed towards changing the practices of citizens and institutions.
- 4.2.** Intensify comprehensive management of the water cycle to ensure preservation of water resources, efficient management and the inclusion of the best technologies available for water treatment in each context.
- 4.3.** Incorporate integrated strategies in a cross-cutting manner to mitigate and adapt to climate change, using suitable tools that include improved water management or renewable energies. Also promote knowledge and encourage reflection on climate change in relation to cooperation, particularly in coordination spaces.

5. Respond to the violation of human rights in emergencies and post-emergencies, paying particular attention to challenges emerging from the COVID-19 pandemic, as well as armed conflicts and shelter in the Eastern Mediterranean

5.1. Help the cities that are experiencing or have experienced emergency situations (armed conflicts, natural disasters, etc.) to recover and become stronger, so as to make progress in the compliance of human rights and continue giving support to the territories that give shelter to people in Eastern Mediterranean.

5.2. Through the exchange of experiences and interventions, support the urban challenges that have emerged and become more evident as a result of the COVID-19 pandemic.

6. Promote education for global citizenship linked to the goals of this Master Plan

6.1. Through the AMB's different fields of expertise, make known the rights, inequalities and discriminations around the world, as well as conflicts and their triggering factors, by obtaining citizens' commitment to social transformation and encouraging reflection with critical awareness from both a global and local perspective.

6.2. Develop strategies and actions that facilitate a strong tie between education for global citizenship and the implemented projects and goals of the Master Plan, so as to intensify the local and global view.



Restoration of a water tank in Kobani municipality, Syria. 2018

Implementation goals

7. Strengthen mechanisms in order to ensure the proper implementation of this Master Plan

7.1. Foster networking among the actors involved whenever the projects allow it.

7.2. Strengthen participation and working together with the networks that have a cooperative approach in which the AMB participates as an institution. This especially includes Metropolis and MedCities.

7.3. Consolidate coordination spaces with Catalan government agencies in the field of development cooperation to obtain shared mechanisms in actions abroad and the metropolitan territory.

7.4. Search for funding opportunities at European and international level through the European Union and other institutions.

8. Strengthen the models and processes of international technical cooperation

8.1. Intensify the capacities and knowledge to strengthen the AMB's international technical cooperation.

8.2. Establish coordination mechanisms between the actors involved in the international technical cooperation of the metropolitan area of Barcelona (AMB, local councils and actors in the pertinent cases).

9. Strengthen work mechanisms with the AMB's local councils

9.1. Consolidate the different types of work mechanisms and innovative tools that the AMB has been deploying with municipalities.

9.2. Strengthen coordinated cooperation with the local councils of the AMB, as well as the education for global citizenship programme. Stimulate the exchange of these experiences.

10. Consolidate the incorporation of the cross-cutting principles in cooperation actions

10.1. Strengthen the incorporation of the cross-cutting principles by way of projects and actions with a holistic conception.

10.2. Strengthen the capacities of the actors involved in the

AMB's international cooperation, to enable them to integrate the cross-cutting principles through debates and reflection, the preparation of materials and tools, and organisation of training actions.

11. Reinforce tools for acquiring the different knowledge (territorial, contextual, strategic, methodological and about governance and sector-based fields) generated through the international cooperation projects and actions in which the AMB participates

11.1. Strengthen knowledge-generation mechanisms in a collective and horizontal manner, in relation to the projects and actions carried out by the AMB, and disseminate the acquired knowledge.

11.2. Contribute towards enhancing the knowledge and capacities of the diverse actors in the metropolitan area of Barcelona linked to cooperation and the AMB's sector-based technical goals.

11.3. Incorporate sporadic systemisation and assessment strategies in order to analyse, reflect, render accounts and learn.

12. Monitor the implementation of the Master Plan and make the process and results known. Strengthen the communication of the international cooperation action

12.1. Continuously monitor the Master Plan to guarantee its execution and take the necessary measures for its implementation.

12.2. Prepare communication and dissemination materials adapted to current formats and the targeted audience.

12.3. Set specific accountability goals and monitor them.

Master Plan drawing-up process and projected monitoring

Reflections with the actors involved

During the drawing-up process of the International Cooperation Master Plan 2020-2023, the AMB managed spaces so it could hear and share views, reflections and proposals, which have been collected and included in the drawing-up process.

It was possible to discuss the matter with Catalan government authorities that work in international cooperation (the Government of Catalonia, Barcelona Provincial Council, Fons Català de Cooperació al Desenvolupament and Barcelona City Council). Several meetings were also held with organisations with which the AMB is implementing projects in Africa, the Mediterranean and Mesoamerica.

Furthermore, diverse dynamic workshops were organised: one addressed and open to all the local councils of the Barcelona Metropolitan Area; another with NGOs, research organisations and educational entities; and a third, with the AMB's coordination and technical teams of the areas and services involved in the institution's international cooperation projects.

Due to restrictions caused by COVID-19, all these discussions have taken place via virtual platforms.

Technical resources and experience: technical expertise and 0.7% of own resources

International cooperation pivots on a number of pillars: expert knowledge, experience in international cooperation and financial resources. The expertise in management-related fields represents a differentiating contribution highly valued by the organisations with which the AMB works. Knowledge on horizontal work and experience in international cooperation enables the institution to establish its own work dynamics.

The AMB has undertaken to allocate at least 0.7% of its own resources to international cooperation.

Drawing-up the Master Plan

Based on the contributions and views received in interviews and workshops, and on internal experience, the AMB's International Cooperation Service has drawn up this Master Plan that defines the guidelines for the work over next few years. This Plan intends to be specific enough to outline a clear and sufficiently dynamic field of work, so as to adapt to new situations.

Monitoring and assessment of the Master Plan

The Master Plan proposes tools for assessing implementation and analysing the process and achievement of goals.

The AMB plans to use its own channels to disseminate this Master Plan, international cooperation actions and other related activities carried out, to ensure the monitoring information reaches all the interested actors. It intends to employ the usual tools (website, bulletin, email, press releases) and, at the same time, it wishes to find and test tools that better adapt to the context of international cooperation and the metropolitan area, to help disseminate the information well.

When the term of this Master Plan has expired, the idea is to perform an assessment with the purpose of reflecting upon the strategies, methodologies and achievement, as well as identify new challenges and learn from the implemented processes.

Working intensity for sector-based goals





Compost workshop in Tujereng, Gambia. 2019



Workshop on recycling in Senegal. 2019

International Cooperation Master Plan 2020-2023

 **AMB** International
Relations
and Cooperation