

**International  
Development  
Cooperation  
Master Plan  
2017-2019**

Barcelona Metropolitan Area



The International Development Cooperation Master Plan of the Metropolitan Area of Barcelona (AMB) 2017-2019 was approved by the AMB Metropolitan Council on July 25, 2017. 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.

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The cover photo shows the concluding event of the metropolitan Programme «Human Rights at the local level: We have rights, we weave freedoms 2017», which took place at La Nova Icària beach, Barcelona. *Marc Verbon* (Communication Service, AMB)

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# Presentation

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To discuss the subject of inequality and human rights violations is to discuss any one of a large number of territories on this planet; one cannot be discussed without the other. But the importance of discussion pales in comparison to the importance of action, of finding and implementing solutions, of not just stating our good intentions, but actually making a commitment and obtaining the right tool with which to carry out that commitment. Social organisations and institutions are aware of the need to make a firm commitment to allocating 0.7% of their resources to development cooperation.

The fact that this commitment and this determination to act are shared by all of the AMB's municipalities means that our proposals to improve the quality of life of those in need can be realised. The AMB fosters initiatives and projects that focus on its relationship with the Mediterranean Sea, concerting the efforts of all the parties involved.

The International Development Cooperation Master Plan is the tool that structures this purpose, placing individuals at the centre of its efforts in order to guarantee their rights and the rights of their diverse groups and to ensure they are heard and involved. Our aim is to provide not just a response, but an effective response.

Another of the AMB's strengths in this area is its experience in large urban spaces in relation to meeting challenges arising from migration, insufficient resources and inequality. It is, therefore, a contribution that provides specific responses targeting people who have been forced to abandon their homes en masse due to war, famine, inequality and other disaster situations.

The aim of the work done here, at home, is to raise awareness and explain the situation to our cities, in such a way that those living in the territory of the AMB can understand and become involved in the global transformation process with a view to achieving equity and justice for all.

In short, this tool has been created with the aim of helping to redress situations we consider to be unjust.

## ***Alfred Bosch***

Vice President of International Affairs and Development Cooperation  
Barcelona Metropolitan Area (AMB)



Refugee camp in Tripoli, Lebanon. 2016

# Introduction

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Metropolises must implement viable proposals to ensure equitable treatment for everyone within an agreed international framework with a view to achieving global sustainability.

The growth of urbanisation around the world and the concentration of global dynamics with far-reaching effects for cities have become major trends in recent years. This means that metropolitan areas constitute the ultimate benchmark in terms of initiatives to face the world's major challenges over the course of the next few decades.

Cities and, more specifically, metropolises represent the world's demographic growth and economic dynamism and as such are perceived as a source of wealth and employment. This dynamic makes them more attractive and concentrates more people and more economic and social initiatives, but it also generates major social inequalities and major environmental impacts. This produces a consequent increase in the scale of the challenges they face, making them a global reference point in terms of the policies that need to be adopted and the actions that need to be taken in the coming years.

Accordingly, big cities and metropolises are rising up as the leading international actors in terms of the implementation of measures to create a just, equitable and environmentally sustainable society within a global agenda.

The major international conferences that took place in 2015 and 2016 clearly and concisely identified the priorities for the next few years. The 2030 Agenda, which consists of seventeen *Sustainable Development Goals*, is a framework agreed on the international level to establish the roadmap for the next few years.

The Habitat III New Urban Agenda identifies the current challenges of cities and indicates the urban policies that need to be implemented around the world. However, global agendas like these need to be formulated on the local level in order to specify strategic urban planning initiatives and define the actions that are to be undertaken.

The rapid change being experienced by metropolises imposes upon them the need to adopt a more complex approach to the management of such challenges, with a focus on the needs of individuals, on the achievement of true justice for the people and diversities that coexist in cities, and on ensuring the preservation of natural systems. Experience and knowledge of implemented actions should also be contributed through decentralised cooperation and networking to guide the process.



Quito, Ecuador. 2017

# Frame of reference

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## Global changes

The growing phenomena of globalisation, increasing international trade and resource exploitation, economic and financial instability, environmental degradation, recurrent humanitarian and migratory crises, and also inequalities and poverty, among many other aspects, are increasingly impacting local, and even personal, circumstances. Frequently, these dynamics are significantly conditioned by transnational factors that no one government, company or civil organisation can manage on its own.

The impact on vulnerable countries of all these global phenomena is becoming more acute, as their response mechanisms are simply not sufficient. These dynamics expose societies, economies and territories to new challenges that require responses based on new approaches and new governance models.

## Urban contexts

In this framework, cities, especially big cities and metropolises, everywhere around the world are increasingly experiencing cases of extreme inequality (high levels of wealth and large pockets of poverty) that are resulting in exclusion, social fracture and restricted access to basic resources. Cities are home to more than half of the world's population and the forecast indicates that by 2050 this proportion will have increased to two thirds.

The concentration of these phenomena in cities forces the construction of new narratives for national and regional authorities and local governments. Metropolises need to explain how they will face the challenges of the future while they are meeting their everyday management responsibilities.

The challenge is to explain how to build urban environments that respect and strengthen the rights and equitable treatment of every person and every group in the world. This metropolitan urban situation is, then, at the very heart of the sustainable development agenda on the global and local levels.

Accordingly, local agendas linked to the access to and the provision of public assets and services; gender equality and social cohesion; territorial articulation and urban planning; political participation and environmental sustainability, along with global threats to the preservation of peace and security; poverty and inequality; non-democratic governments; financial instability; forced displacement; the deterioration of the environment and recurrent humanitarian crises, among others, require coordinated, effective and efficient action to be taken on all levels of government.

## **The violation of justice and equity**

The construction of a world with justice and equity guarantees a decent life for all. Today there are still millions of people in the world who do not control or even have access to basic resources, who find it very difficult to secure employment or sell their products or whose fundamental human rights are simply not respected.

In this context, local governments must incorporate the vision of the various situations that coexist in urban areas and prioritise the management of diversities (social, cultural, economic, gender, etc.) as a basic tool to guarantee equity for everyone and, significantly, for the most excluded groups.

Accordingly, the human rights-based approach (HRBA) is built on the framework of international and national human rights standards with a view to defending, promoting and guaranteeing the exercise of rights and ensuring that responsible institutions both comply and take collective action.

The aim of this approach is the analysis and transformation of the structural causes of inequality, exclusion and discrimination in all scopes and facets (social, political, economic, employment, cultural, etc.) through strategies to eradicate them or mitigate them by incorporating reflection on and analysis of multiple discriminations within the framework of the exercise of rights, the development of democratic and metropolitan governance, and sustainability.

## **Environmental imbalances**

The rights of people must be complemented with the careful and sustainable use of available natural resources. Environmental degradation has reached worrying levels in many areas, to the extent that it now threatens the viability of the planet's ecosystems, which are essential for the survival of all forms of life.

Greenhouse gas emissions cause the warming of the biosphere, which is producing effects that mankind has never before experienced. Enormous quantities of all types of waste are generated and found everywhere on the planet. Certain especially relevant parameters, such as the increase in atmospheric temperature, the loss of biodiversity and the disproportionate use of natural resources (forests, fisheries, minerals, etc.), indicate problems that mankind simply must solve.

Today, social sustainability, understood to be the coverage of the needs of every person on the planet, not just those alive today, but also future generations, and the maximisation of their quality of life, cohesion, inclusion and social wellbeing, depends almost entirely on environmental sustainability.

## **The necessary strengthening of governance and governability**

The social-environmental tension that is being felt across the entire planet needs governance that can articulate new strategies and governability and management tools. In this sense, the new multi-level governance model is applicable as it incorporates innovative mechanisms to enable transparent and coherent decision-making; and it includes public, private and social participation endowed with responsibility, autonomy, administrative capacities and execution capacities, in accordance with the diversity of interests inherent to modern society. More importance is placed on social groups and entities as a source of knowledge and the exchange of experiences and practices.

For such reason, it will be necessary to strengthen institutional empowerment and political and administrative decentralisation processes linked to multi-level governance and the management of municipal public policies. Moreover, improvements must be made to participation and agreement mechanisms,



Meeting on waste management in the AMB's headquarters, with representatives from the Metropolitan Area of San Salvador and from the councils of Gavà, El Prat de Llobregat and Viladecans. 2017

incorporating the visions and contributions of the most excluded groups, in order to reduce global and local imbalances and allow municipal institutions and civil society to gain centrality within the global and local agenda.

This also places more importance on non-State actors (governments, local authorities and cities, mainly) in the international arena. The weight of these governments has been gradually consolidating in recent years, effectively contributing to the construction of new narratives within this international framework of aid and global governance such as specificity and the added value of these actors as agents of change.

## **A new agenda for sustainability and equity**

As mentioned in the introduction, the global challenges to be faced are included in the new international agendas. First, the 2030 Agenda for Sustainable Development forms a global and indivisible framework that clearly and concisely describes the current global social, environmental and governance challenges to be overcome by mankind in the next fifteen years.

But, there are also other agendas, which despite mutually complementing and reinforcing each other may be critical of each other's implementation mechanisms. Examples include the Habitat III New Urban Agenda, approved in Quito in 2016, which establishes the principles under which action should be taken in cities and articulates the work lines to be implemented in cities over the next fifteen years, and others, like the Paris Agreement (2015), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW, 1979)—which is the reference framework for the eradication of discrimination against women—and the Busan Partnership document, which incorporates the effectiveness of development (2011).

Accordingly, it is necessary to take into account the European Union's development cooperation agendas and metropolitan and decentralisation debates, in addition to the agendas of other regional institutions like the Union for the Mediterranean.

At the same time, there are various positions and approaches that are critical of these agendas and development, such as degrowth, the 'good living' philosophy and reflections arising from feminist economics and ecologism.



# Metropolitan development cooperation policy

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## The singularity of the metropolitan vision

Metropolises or major urban agglomerations are showing a worldwide increase and the scope of the dynamics they generate (consumption, pollution, migration, etc.) is also becoming global. From now on, the size and dynamics of big cities will force them to take on more complexity than medium-sized cities and to face challenges that do not have a simple response and that, often, require new responses.

Supramunicipal organisations like the AMB do not present unique solutions. Their areas of authority are often interlinked with other government agencies, mainly because there is no single metropolis model. There is a broad spectrum of formulas, ranging from a clear, established and regulated organisation, to much more informal and less well-defined models, with a wide variety of responsibilities and functions. This situation requires a great deal of adaptability, the implementation of success stories and the adoption of innovative tools and mechanisms to make progress in guaranteeing the rights of individuals and groups. To a great extent, metropolises are the paradigm of the future: under construction and with a lot of development possibilities.

However, big cities are home to the most unequal situations on the planet: social inequalities, income inequalities, discriminatory power dynamics between men and women, inequalities in access to the control of basic resources and serious limitations encountered by certain groups due to their origin or cultural belonging. Moreover, the invisibilisation of certain groups, such as the elderly and the young, results in significant challenges.

The major environmental impact of metropolises, as major consumers of natural resources and generators of all types of pollutants, increases their importance with respect to other actors when it comes to finding solutions. Within this framework, the governability of metropolises and the management of complexity represent a major challenge in and of themselves.

Big cities are major global hubs, the dynamism of which attracts people, companies, investment and social innovation and consequently makes them best-suited to provide responses to global challenges. Accordingly, they are the places that will develop future proposals to ensure justice and equity for all and respect for the environment.

Metropolises, as agglomerations of municipalities, are obliged to provide a direct response to the needs of the citizenry. They are required to manage matters ranging from housing to access to basic services like water and energy for families with no means of support, and from regional and urban planning and

mobility to waste management. Therefore, they need to always bear in mind a twofold vision: it is necessary to have mid- and long-term political management in place to establish priorities, and it is necessary to manage everyday responsibilities in relation to the public.

In fact, there are challenges that, due to their size, cannot be individually managed by municipalities and require metropolitan solutions: responses that can only be provided from a metropolitan perspective. This generates economies of scales and a more comprehensive and efficient vision of service provision.

The emergence of new challenges like energy poverty and the management of diverse groups, among many others, mean that new responses have to be found. Moreover, as municipalities are the government agencies directly—and often urgently—responsible for providing public services, they are under enormous pressure to contribute quality solutions. Metropolitan areas should provide municipalities with the support they need to respond to these situations from an interurban perspective.

These challenges, then, require responses that to a great extent are unknown and untested and that, often, force agreements to be made between administrations who previously did not have to interact with each other.

## **Municipal and municipalist cooperation**

It is in this interface of emerging challenges that require urgent responses where cooperation and the coordination of efforts in the municipalist scope make most sense, especially in international development cooperation.

The management of municipal services in urban spaces showing major growth is highly complex and frequently lacks the tools and knowledge necessary to handle new challenges, or the tools it does have are precarious at best.

International development cooperation now has a clearly different dimension. Beyond economic resources, which are also essential, it is necessary to exchange and transfer knowledge, provide training for the management of complex services and be able to provide tools that enable the planning, management, assessment and prediction of new challenges.

Metropolitan cooperation faces specific challenges:

- Supramunicipality means the coordination of actors with very different visions but common needs, and governability plays a central role.
- There is the need to provide direct and efficient responses because services are being provided for the public.

Given the above, municipalist international development cooperation must achieve the following aims:

- Establish specific cooperation frameworks to be able to act in specific projects, contributing solid, tried and tested knowledge.
- Coordinate action between the various cooperation agents in a specific territory and establish a framework for sector or thematic cooperation.
- Train agents in the territory to provide multidimensional responses.
- Have the trained human resources and economic resources necessary for this cooperation.



Mouth of Portoviejo River, Cantón Portoviejo, Ecuador. 2017

## Metropolitan development cooperation

In the current climate there is increasing social demand and political co-responsibility for action in response to the violation of the fundamental rights of individuals and groups, as witnessed during the Mediterranean refugee crisis, for example. This awareness is due to the hard work done over the course of the last few decades in our country and should be harnessed by institutions, and accordingly the AMB incorporates international development cooperation as one of its global tasks.

Having specified this commitment, the international development cooperation that the AMB can provide is especially important because it can articulate proposals based on its singular expertise, knowledge and experience.

Accordingly, metropolitan cooperation should focus its efforts to:

- Strengthen work with municipalities as cooperation actors.
- Generate specific projects that focus on the institution's knowledge areas.
- Make cooperation in the AMB cross-cutting by involving the areas that can contribute the best available knowledge in the projects.
- Exchange knowledge with administrations with similar challenges and responsibilities, establishing preferential partnerships with metropolitan areas and major urban areas.
- Act in specific territories, like the Mediterranean, due to socio-cultural, geographic and knowledge factors.
- Take on projects that require levels of knowledge and experience that can only be provided by teams of specialists within the AMB.
- Achieve standing as a benchmark supramunicipal entity in the area of decentralised cooperation.



Refugee camp in Tripoli, Lebanon. 2016

# Vision, mission, values and cross-cutting principles

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## Vision

The AMB's international development cooperation contributes to the construction of a world with justice and equity for all individuals and all groups, guaranteeing everyone's rights and diversities, on an environmentally healthy planet, slowing down climate change and making sustainable use of natural resources.

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## Mission

The AMB provides transformative metropolitan cooperation that contributes to a decent life with guaranteed rights in major impoverished urban environments.

For this reason, it contributes its resources, knowledge and abilities to improve the governability, management and technical quality of the areas for which it is responsible.

At the same time, it fosters the knowledge and transformative analysis of these situations from a local-global perspective in order to change attitudes and practices.

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## Values

The main values of the AMB's cooperation are as follows:

- **Metropolitan.** It arises from the territorial scope of the AMB with a service vision for the municipalities, offering comprehensive solutions for the challenges of urban areas.
- **People-centric.** It prioritises the people and groups whose rights are violated and often are subjected to multiple discrimination, especially those who are most excluded.
- **Municipalist.** Due to the direct, every-day and constant vision with which it is undertaken at each one of the municipalities of the AMB and all those with which it works horizontally around the world.
- **Concerted.** Cooperation is understood to be a task that is coordinated and shared with municipalities, other government agencies, NGOs, education and research centres and other actors.
- **Operational.** Due to the idiosyncrasy of the AMB, projects are understood to be full-cycle, service-oriented applied proposals that respond to and transform the everyday needs of people in the situations in which they live.
- **Cross-cutting.** Strategies are set based on a comprehensive vision of the challenges that are faced, incorporating cross-cutting pillars (focus on human rights, gender equality, diversity and environmental sustainability, among others) into all processes.

## Cross-cutting principles

The AMB's development cooperation establishes goals that are closely linked to its knowledge and experience. In this context, its purpose is more than just technical proposals. Its actions, through the critical analysis of the situation, are designed to provide a response to the needs and interests of individuals and groups and the environments in which they live.

This intentionality is also expressed in the cross-cutting principles that serve as a reference for how projects are undertaken. The incorporation of cross-cutting principles changes the vision of the projects and the projects themselves.

These cross-cutting principles include:

### Focus on human rights

The actions and projects that are undertaken must contribute to defending and guaranteeing the human rights (including first-, second- and third-generation human rights) of individuals, groups and peoples. Accordingly the aim is to strengthen the transformation of relationships based on inequality, the eradication of discriminatory and unjust practices, and the materialisation of rights, with special attention on the most vulnerable groups. In this way, the strengthening of the capacities and the active participation of rights holders (individuals and groups) and the responsibility of obligations holders (institutions, entities and organisations that form part of the State structure) and responsibilities (civil society organisations, companies, etc.) are fundamental in all processes.

Especially, the aim is to strengthen proposals that incorporate work strategies and methodologies that contribute to the protection and guarantee of the rights of individuals and groups and that manifest and criticise the violation of rights and propose alternatives so they are respected.

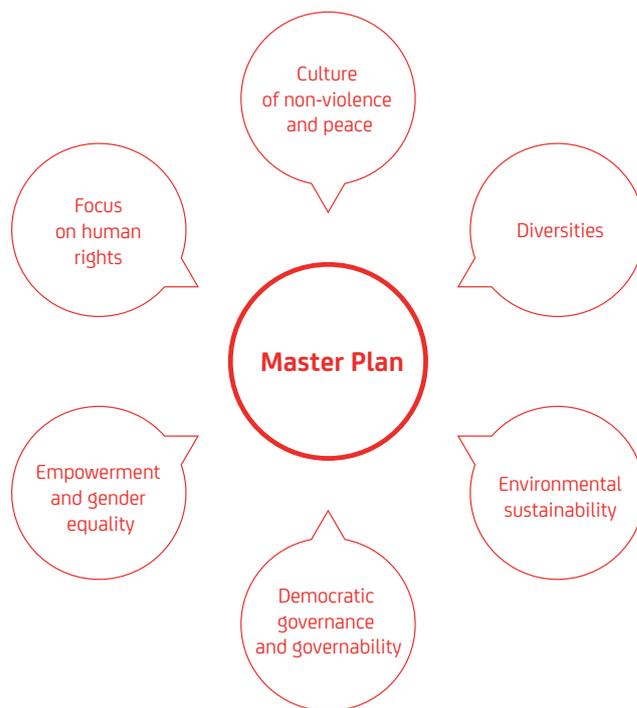
### Empowerment and gender equality

All proposals must involve the commitment to transform power relationships between men and women, in such a way that they must include strategies throughout the entire work cycle to enable progress to be made in the eradication of the discrimination suffered by women.

The strategies to focus empowerment and equality enable real changes to make progress to guarantee the rights of all women, taking into account their multiple diversities.

### Democratic governance and governability

This focus on proposals strengthens both governments (national, regional, supralocal and local), which are responsible for protecting and guaranteeing rights, and the public, who have these rights and duties. Special emphasis is placed on strengthening participatory democratic processes and respect for Human Rights in all the territories where work is carried out.



The management of urban areas must develop legislation and policies suitable for diverse groups and plan mechanisms that enable management that includes the active participation of the public.

### **Environmental sustainability**

Our societies fully depend on natural ecosystems, the regeneration of water and air, natural products, and forestry, fishery, mineral and other resources.

The preservation of natural systems is essential to guarantee the life and rights of individuals. Accordingly, no project should involve the misappropriation of natural spaces or the resources they contain. There must be a focus on minimising emissions that cause climate change and the destruction of the planet's biodiversity.

### **Diversities**

Societies are diverse by nature and the expressions of these diversities are manifested in many ways. All actions and projects must incorporate intersectionality analyses to make the various groups visible and to provide suitable responses that contribute to justice and equity. To contribute to the collective construction of fair and equitable urban areas it is necessary to consider generational, socioeconomic, cultural and other diversities. In this way, it contributes to guaranteeing the rights and freedoms of children, youth, the elderly, indigenous communities, migrants and others.

### **Culture of non-violence and peace**

Peace and the culture of non-violence are understood to be the backbone of all societies committed to human rights. All forms of inequalities and unjust forms of power generate conflicts that need to be managed from an open, participative and shared perspective. Accordingly, it is necessary to incorporate this focus into all projects and actions that are undertaken.

Each one of these six focuses must be transversally integrated and ensure the inclusion of all the others in order to obtain an understanding of the complexity of the situation with strategies suitable for all groups, especially those that have been invisibilized the most.



Refugee camp in Tripoli, Lebanon. 2016



Inauguration of a bus stop in Maputo, Mozambique. 2017

# The AMB's development cooperation dimensions

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To reach its goals, the AMB structures its international development cooperation into various complementary and interdependent dimensions. These dimensions include various visions:

## Sector-based dimensions

The sector-based visions of this Master Plan are included in the work areas of the AMB. These areas include:

### Metropolitan governance

The governance of metropolises involves a dynamic that is different to other government levels. Metropolises plan and manage shared services and, therefore, their vision goes beyond the municipalities, while remaining limited to a territory. This singular and specific vision establishes its own work mechanisms and generates opportunities by drawing up supramunicipal policies.

However, metropolitan governance must incorporate a cross-cutting vision that integrates global social and environmental challenges to form part of both the mandate and the public's demands.

### Regional planning and sustainable mobility

The structuring of the territory of a big city, from the distribution of services, housing, companies, even activities that take place on a daily basis, must be conceived in such a way that these services are within individuals' reach and rebalance the needs of the most disadvantaged citizens.

Due to their size and complexity, metropolitan areas may favour the invisibilisation and exclusion of individuals or groups. For this reason, metropolises must have a global vision of the territory that, on the one hand, strengthens the right of individuals to live in justice and equity in accordance with the wealth of diversities that coexist within it and, on the other hand, guarantees environmental sustainability.

In addition to the distribution of services, another key factor is public accessibility to them and to this end mechanisms must be provided to enable mobility for everyone with equal opportunities. It is for this reason that mobility must be considered an instrumental basic right, given that it is essential to be able to access other rights. Moreover, mobility must use the most sustainable methods possible for both the health of the public and the quality of the natural environment.

## **Facilities, public spaces and open spaces**

Urban public spaces, understood to be places where public life is shared in a city (not just squares and streets, but also libraries, theatres, swimming pools, schools, etc.), need to be planned, designed, built and, subsequently, managed.

The public facilities and spaces of a city must respond to the needs of people and must compensate any inequalities generated in the city. It will be necessary to understand each space within the city as a whole, submit a good technical proposal and include the needs, interests and demands of the diverse public.

In addition to urbanised spaces, it is necessary for the public to be able to access natural spaces and participate in their management. Natural spaces include protected or well-preserved areas, large naturalised urban spaces and green, non-urbanised spaces that act as an interface between the city and nature and are associated with the provision of a good quality of life.

This metropolitan green infrastructure is essential for the ecology and for the comfort and health of the population. Moreover, metropolitan open spaces support activities related to agriculture.

Access to open spaces must bring a city together, facilitating people's access, and strategies should be in place to enable the public to participate in their management in conjunction with the government agencies.

## **Environmental services**

The conceptualisation, planning and management of the basic services of a big city, like its water supply and waste management, among others, require a high level of technification and highly qualified personnel. There is the risk of disassociating management from the vision of the communities to be served.

This management must enable the creation of spaces that can be controlled by suitable organisations with the involvement of the public in order to offer a service that fairly balances the needs of the territory and its people.

At the same time, strategies must be defined to control and reduce pollution and improve air quality—a major challenge on the metropolitan scale.

Moreover, it is necessary to have environmental education tools to be able to inform the public of environmental challenges and of good habits that facilitate the conservation of the environment.

## **Socioeconomic development**

Socioeconomic development is especially relevant to the definition and transformation of fair and equitable urban areas, which is why it cannot be ignored in development cooperation. Although it is not actually a transversal approach, all projects should be subject to socioeconomic analysis and include economic initiatives such as the social economy and solidarity or implementation and management strategies.

## **Global citizenship education**

The world's inequalities must be faced in all their aspects. Accordingly, global citizenship education is as relevant as action in the most impoverished territories.

These processes, implemented with a local-global perspective, foster knowledge and critical analysis in relation to the causes of inequalities and conflicts around the world, and accordingly contribute to changing attitudes and transformative practices, commitments to justice, rights, freedoms and the sustainability of people and the environment. These proposals are undertaken, moreover, with all types

of organisations to disseminate the concept, encourage participation and promote citizen actions that focus on the causes of these inequalities.

Studies should continue to be conducted in order learn more about these inequalities with a view to generating new political, social and technical tools that are better equipped to combat them.

## Geographic dimensions

The AMB's cooperation has moved over the years from a more reactive position, in which the aim was to provide a response to isolated demands, to the establishment of longer-term and more stable collaborations that are fully aligned with the organisation's mission.

In this sense, there has also been an evolution with respect to the places where cooperation projects and collaborations have been established. Today, in accordance with the provisions and strategies of the Metropolitan Action Plan 2015-2019, territories with which there is a close relationship are those where it makes most sense to implement development cooperation initiatives.

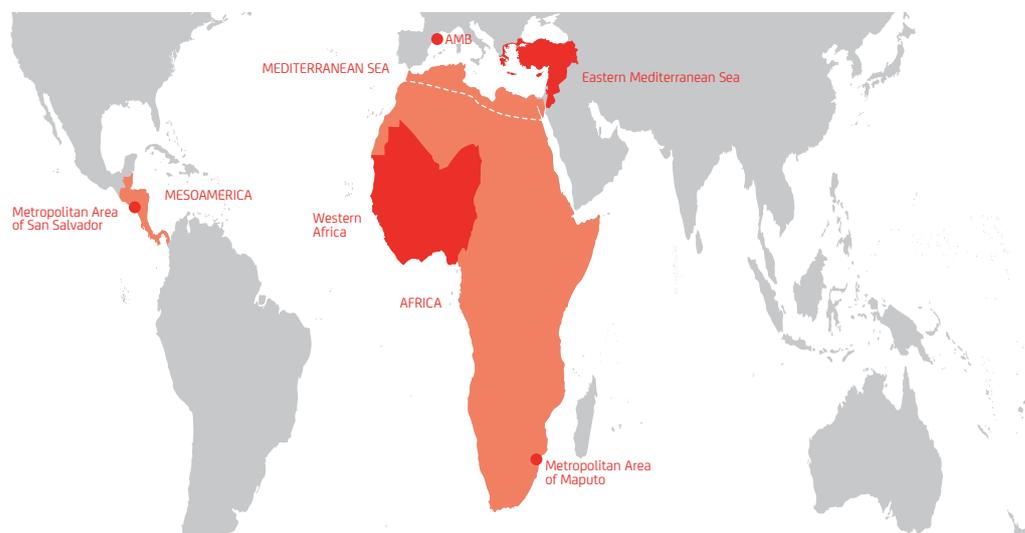
This Master Plan centres on four geographic areas:

### Mediterranean

A natural and strategic space with which there are strong direct links, especially given the large amount of people displaced by armed conflicts, political, sexual or religious persecution or to avoid situations of extreme poverty, who are seeking the opportunity for a decent life in Europe. The main focus is on actions in the Eastern Mediterranean, where these situations typically arise.

### Mesoamerica

The AMB's long and historic relationship with this region has enabled the development of a variety of proposals and the establishment of solid links and collaborations. The San Salvador metropolitan area is one such case, with the AMB providing development cooperation from a cross-cutting and metropolitan perspective with a focus on areas in which the AMB is an expert.



## Africa

Impoverished territory with major metropolitan challenges due to the growth of cities with precarious planning and management tools. To be effective in such a diverse continent it is advisable to concentrate actions. The AMB is planning to work especially in West Africa and the metropolitan area of Maputo.

## Barcelona Metropolitan Area

A space whose work is closely and directly related to municipalities and NGOs with a focus on global citizenship education. The task is also to build concerted cooperation in the territory.

Other territories may be considered in any emergency and post-emergency situations that may arise in the execution period of the Plan, provided that they are significant and in line with the various dimensions defined in this policy.

## Types of cooperation

### Direct cooperation

Direct cooperation refers to actions that the AMB directly undertakes with actors in impoverished territories and in the Barcelona metropolitan area. Projects and actions arising from participative processes with the various actors present in the territory are undertaken. With this type of cooperation it is necessary to highlight the technical cooperation that the AMB can offer due to its knowledge and its singular nature as a supramunicipal institution.

### Concerted cooperation

Concerted cooperation fosters coordination between various actors present in a single territory for joint action. This type of cooperation may take various forms, such as the coordination of various actors and various government agencies, municipal and supramunicipal bodies, with or without the participation of NGOs, and with multiple participation and coordination intensities in accordance with the project or the action in question.

Concerted cooperation is thought to foster complementarity, networking, and horizontal collaborations, and favours the implementation of high-impact actions. In this period the aim is for the AMB to place special emphasis on the development of cooperation in tandem with the municipalities.

### Cooperation with other actors

In general, cooperation with other actors is undertaken through cooperation, asylum and global citizenship education projects. These proposals are led by city councils and NGOs, with the AMB providing funding, knowledge, training and other types of support and external monitoring. Projects may be implemented abroad, where it is necessary for the partner entity to be local to the territory, or in the Barcelona metropolitan area, where coordination with the social fabric of the territory is necessary.

The following proposals will therefore be considered:

- Cooperation
- Asylum, emergency and post-emergency
- Global citizenship education

All this will be done in an interlinked manner, in such a way that it is possible to act between territories with a local-global vision.

International cooperation

Refuge  
Emergency  
Post-emergency

Global citizenship education

## Actors

The AMB collaborates and works with a wide variety of complementary actors, such as councils, associations of municipalities, NGOs, networks, research centres, media and social movements. Each project defines the most suitable and strategic actors to achieve the desired impact and determines the most suitable roles and mechanisms for harmonious collaboration.

The AMB's cooperation mainly focuses on metropolitan areas in impoverished territories, but also on urban municipalities and associations of municipalities, always seeking the most suitable and strategic profiles for each action.

Within this framework, the councils of the AMB show great diversity in relation to international cooperation, due both to their size and resources and their experience in relation to the proposals in question. The AMB collaborates with all bodies that have proposals in accordance with this Master Plan and provides special support for councils with fewer resources and capabilities to ensure that they can implement their projects.

The AMB has collaboration framework agreements with certain Catalan government agencies that take the form of projects in vulnerable territories or mechanisms to improve the efficiency work carried out with NGOs.

Additionally, the AMB has signed collaboration agreements with regional and international networks like MedCities and Metropolis, establishing close and privileged relationships with them. These networks are key platforms for the institution's development cooperation policy.

Other administrations and entities contribute territorial expertise and knowledge, in addition to the ability to find mechanisms to innovate and add new proposals in the implementation of projects. Accordingly, NGOs, research centres and the fabric of entities within the AMB enable the establishment of various collaboration methods designed to complement the initiatives put forward by public bodies.



RESSOC Project. Waste selection and transfer plant in Cuscatancingo, AMSS, El Salvador. 2017.

# The AMB's international development cooperation goals for 2017-2019

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The AMB, which is committed to contributing to the implementation of proposals to achieve a just and fair life for all and global sustainability, and also the desire to seek a positive impact, effectiveness in actions and efficiency in the use of resources, sets clear and concise work goals for its cooperation. This Master Plan includes the following goals:

## *Strategic goals*

### **1 Strengthen the global and cross-cutting vision of this Master Plan.**

- 1.1 Incorporate mechanisms for cooperation with a metropolitan vision: horizontal, concerted, transformative and knowledge-based, in all actions.
- 1.2 Align actions, in accordance with a critical approach, with international goals (2030 Agenda for Sustainable Development and the New Urban Agenda) as a frame of reference.
- 1.3 Foster the holistic conception of all cooperation actions to ensure the incorporation of the cross-cutting principles into international cooperation projects.
- 1.4 Allocate at least 0.7% of the AMB's resources to international development cooperation.

## *Sector-based goals*

### **2 Promote, facilitate and strengthen metropolitan governance.**

- 2.1 Provide support in diagnostic and political and technical reflection processes for the constitution and consolidation of metropolitan areas.
- 2.2 Foster democratic mechanisms that favour the involvement of the various actors associated with urban and metropolitan governance.

### **3 Develop regional planning that guarantees the rights of individuals and their mobility.**

- 3.1 Foster rights in the city, providing support for urban and regional planning and the preparation of strategic plans with a multidimensional and sustainable vision that incorporates the city's diversities.
- 3.2 Promote sustainable and equitable mobility through the deployment of sustainable urban mobility plans and propose and implement the necessary improvements, achieving maximum social benefit with minimum environmental impact in high-complexity urban areas.

## **4 Promote secure and equitable access to facilities, public spaces and open spaces for citizens in disadvantaged urban contexts.**

- 4.1** Contribute to the management of natural spaces, to their conservation and resilience, and to the right to enjoy quality spaces.
- 4.2** Facilitate knowledge and methodologies for the planning and management of facilities, public spaces and open spaces in vulnerable urban areas with the involvement of the citizenry and social groups.

## **5 Contribute to guaranteeing a healthy and pollution-free environment through the comprehensive management of the water cycle and the selection, collection and treatment of waste in metropolitan areas.**

- 5.1** Strengthen the careful management of the water cycle with the involvement of the public.
  - 5.1.1** Facilitate the improvement of drinking water management and the sanitation and treatment of urban wastewater.
  - 5.1.2** Foster the conservation of the quality and quantity of urban water resources.
- 5.2** Foster and strengthen the comprehensive management of urban waste.
  - 5.2.1** Foster the minimisation of waste generation, suitable separation and selective collection with public involvement.
  - 5.2.2** Provide advice on technological improvements applicable within a given context for waste management.
  - 5.2.3** Foster viable alternatives in the management of waste in vulnerable urban areas.
- 5.3** Facilitate knowledge and tools to ensure the right to a healthy environment and the sustainable use of natural resources through transformative education.

## **6 Promote global citizenship education in the Barcelona metropolitan area.**

- 6.1** Promote knowledge and critical analysis in relation to inequalities and conflicts around the world and their causes and the change in attitude required to reduce them, with a local-global vision in relation to the goals of the Master Plan.
- 6.2** Facilitate mechanisms and knowledge to associate global citizenship education with the goals of the Master Plan.

### *Implementation goals*

## **7 Incorporate mechanisms to guarantee the proper implementation of this Master Plan.**

- 7.1** Incorporate strategies, modalities and innovative tools in the deployment of the Master Plan with the municipalities.
- 7.2** Facilitate networking between the actors involved (in projects that allow it).
- 7.3** Strengthen coordination with Catalan government agencies in the field of development cooperation to ensure there are mechanisms that coordinate actions implemented both abroad and in our territory.
- 7.4** Find funding opportunities within the scope of the European Union and promote the visibility of the AMB's cooperation on the international scale.
- 7.5** Have tools for the continuous monitoring of the Master Plan to guarantee that it is executed in accordance as planned and that the measures necessary to implement it are taken.

- 8 Establish tools to improve the management and internal work of the AMB in international development cooperation.**
- 8.1** Improve the capabilities of the cooperation area and the rest of the areas that participate in the Master Plan through suitable resources, experience and knowledge.
  - 8.2** Develop coordinated and comprehensive cooperation in the various areas of the AMB in relation to technical cooperation and coordinate it with the councils of the AMB if necessary.
  - 8.3** Develop and strengthen concerted cooperation with the councils of the AMB and the cooperation entities of the territory.
- 9. Implement the cross-cutting principles in all cooperation actions.**
- 9.1** Foster the development of projects and actions with a holistic conception that incorporates the cross-cutting principles.
  - 9.2** Have mechanisms and strengthen capabilities in place to guarantee the inclusion of the cross-cutting principles of this Master Plan.
- 10 Establish tools for the development of knowledge (territorial, context, projects, strategies, methodologies) and for the international development cooperation that the AMB generates and also in the projects in which it participates.**
- 10.1** Develop mechanisms to collectively build knowledge in relation to the projects and the international development cooperation undertaken by the AMB and disseminate it.
  - 10.2** Contribute to the strengthening of the knowledge and capabilities of the various actors of the Barcelona metropolitan area in relation to cooperation and the technical areas of the AMB.
  - 10.3** Incorporate systematisation and assessment strategies to accompany, analyse, reflect and present accounts and learn about the processes and the results.





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# Preparation and monitoring of the Master Plan

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## Process for the preparation of the International Development Cooperation Master Plan and the actors involved

This Master Plan was prepared by the AMB Development Cooperation Service, taking into account the contributions of all the related actors. Accordingly, meetings were held with the management and all the services of the AMB.

Discussions were also held with Catalan government agencies that work on international development cooperation (Government of Catalonia, Barcelona City Council, Barcelona Provincial Council, and the Catalan Development Cooperation Fund) and the international networks with which the AMB maintains a close relationship (Metropolis and MedCités).

Moreover, workshops were organised with the municipalities of the AMB and with NGOs (through Lafede.cat), and the contributions of strategic partner entities of the territories where work is done were also considered.

Experts in the area of development cooperation and international relations also collaborated.

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### Internal actors

Internal actors  
AMB's directorates and services  
International networks

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### External actors

AMB City Councils  
Catalan administrations carrying out cooperation  
AMB's NGDO: LaFede.cat  
Partner and strategic entities in the areas where work is done  
Experts in cooperation and international relations

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## Knowledge, capabilities and resources: 0.7% and technical capabilities

The AMB is committed to contributing at least 0.7% of its own resources to international development cooperation.

However, some of the major assets of the AMB are its experience and knowledge in the areas that it manages. Accordingly, the AMB's cooperation is understood to be a strategy to share its knowledge and technical capabilities in order to contribute to the transformation of situations in impoverished areas.

## Reflection processes with the various actors

The Master Plan is to be implemented with the participation of actors related to the international development cooperation of the metropolitan area. The constitution and development of participative reflection groups are planned, based on a work strategy to enable the analysis, reflection, collection and development of actions related to the plan. These groups may be organised by thematic areas, geographic areas or certain actions.

Moreover, the Metropolitan Action Plan already provides for the creation of a board of AMB experts in international affairs and development cooperation to provide guidelines on international priorities, emerging issues and debates used as a consultative reference in the implementation of the plan.



Aguas Compartidas Project. Trifinium, Esquipulas, Guatemala. 2017

## Communication, monitoring and assessment

The Master Plan provides for annual continual monitoring and assessment of its implementation upon its conclusion.

The usual communication channels (Internet, newsletters, press releases, etc.) are used to publicise the monitoring of the implementation of the Master Plan, ensuring the regularity and quality of the information. These methods must be used to disseminate the projects and activities that are undertaken within the framework of the Master Plan.



RESSOC Project in Managua, Nicaragua. 2017

# Annex

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## Sector-based goal



Highest

Promote, facilitate and strengthen metropolitan governance.



Develop regional planning that guarantees the rights of individuals and their mobility.



Promote secure and equitable access to facilities, public spaces and open spaces for citizens in disadvantaged urban contexts.



Lowest

Contribute to guaranteeing a healthy and pollution-free environment through the comprehensive management of the water cycle and the selection, collection and treatment of waste in metropolitan areas.

Work levels

Promote global citizenship education in the Barcelona metropolitan area.



