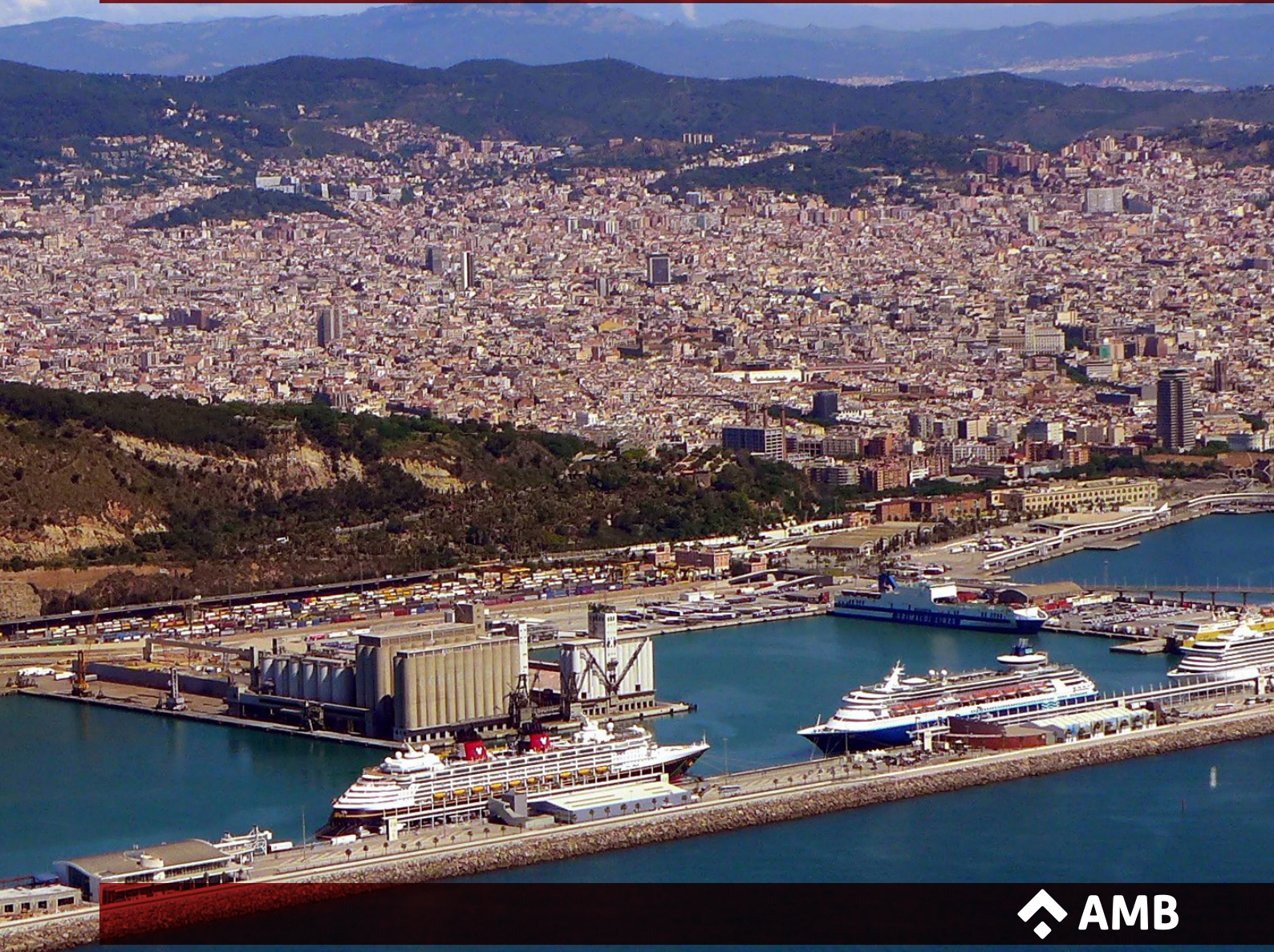


INTERNATIONALISATION PLAN 2021-2025

BARCELONA METROPOLITAN AREA





Barcelona Metropolitan Area Internationalisation Plan 2021-2025

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Barcelona view from Tibidabo.

Institutional presentation

We are delighted to present the Barcelona Metropolitan Area Internationalisation Plan 2021-2025, which aims to define the basis for the AMB's international action for the next five years. This Plan has involved metropolitan councils, socio-economic stakeholders in our area, the AMB's technical services, and metropolitan networks and governments worldwide with which we work.

Nowadays, the vast majority of the population live and go about their lives in cities and metropolitan areas. As a result, this is where most of the GDP is generated. However, nearly everything that makes life possible, such as food and energy, is created outside cities, in metropolitan environments on which we are therefore highly dependent. The size and prosperity of a metropolis depends on its hinterland, with which it maintains a symbiotic relationship; in other words, each contributes to the other. Such hinterlands used to be a neighbouring area but are now ubiquitous and even virtual.

Besides the size, a geographical understanding of a metropolis has to include its inhabitants, economy, topography and its links and flows with the exterior. Without such elements, one might

think the metropolitan area of Barcelona was shrinking, as in recent decades it has lost 10% of its demographic and economic weight: in 1970 it was home to 53% of the Catalan population, while today this figure has dropped to 43%. However, if we include the other aspects, there can be little doubt that it is a globally emerging metropolis, with a growing hinterland and strong ties to many other urban centres around the world.

Fortunately, such quantitative and expanse growth, implying conquest and settlement in all its forms, has been overtaken by qualitative and contributive growth. The more a metropolis offers and contributes, the more attractive it is in terms of culture, well-being, freedom and prosperity.

Achieving an internally powerful metropolitan area of Barcelona is impossible without a strong metropolitan area beyond its borders. This is why the Plan we present here is so important.

Ernest Maragall i Mira
Vice-president of International Relations and Cooperation

I - Introduction

By 2050, over two-thirds of the world's population will be living in urban or metropolitan areas. In economic terms, most of the GDP is created and consumed in metropolitan regions; in the case of the European Union, it represents approximately 70% of total GDP. Metropolises all over the world face major challenges, such as the double ecological and digital transition, technological disruption, demographic changes and populations of increasing cultural diversity and growing inequalities, placing a significant number of segments of society in situations of vulnerability. The global health crisis caused by COVID-19 and multiple related crises (economic, social, environmental and political) are a good example.

Such an obvious reality means the urban and metropolitan agenda has become more central and relevant to political debate and agendas globally and in Europe. Although metropolitanism needs strengthening, the urban dimension of the United Nations' agenda system, starting with the 2030 Agenda and the New Urban Agenda, is now an indisputable fact. As stated recently by the Secretary-General of the United Nations, António Guterres, implementing the Sustainable Development Goals is unrealistic without taking local governments into consideration. In Europe, processes such as recovery and transformation promoted within the framework of the Next Generation EU funds and the ecological transition of the European Green Deal need cities and metropolises if they are to be effective and bring about the transformations that Member States have agreed to promote.

In this context, the internationalisation of metropolises becomes a relevant and necessary phenomenon that helps boost smart, sustainable and inclusive strategies in the long and medium



terms. Internationalisation helps promote more efficient and innovative public policies, leading to more prosperous, united and attractive urban areas with high levels of quality of life and social well-being.

Since the democratic transition in Spain, the metropolitan debate has been constant in Catalonia and has played a significant role in highlighting and facilitating some of the key aspects of the urban and national agenda. Starting with governance methods for the metropolitan conurbation, the creation of consortia to provide citizens with essential services, strategic reflection and ur-



Torreblanca park, AMB.

ban planning processes, the metropolitan agenda and the role of the Barcelona Metropolitan Area (AMB) have been key elements in modernising and improving the quality of the public policies currently being implemented in essential sectors. However, it is not a closed debate, quite the opposite: despite being the only completely metropolitan government in Spain (and one of the few in Europe) with its own specific legislation, there is still no clear consensus on what the metropolis should be. It is not defined by its territorial borders, with clashing views and projects, such as the functional metropolis, metropolitan region or country metropolis; nor by its democratic governance, where a debate on the hypothetical direct election of metropolitan authorities is still to be closed; nor by its power distribution system, with areas of metropolitan dimensions that are not acknowledged in current legislation.

The AMB is the government authority for the metropolitan conurbation of Barcelona, an area made up of 36 municipalities, home to 3.2 million people. It is the largest metropolitan agglomeration in the Western Mediterranean, producing half the Catalan GDP and 10% of the Spanish GDP. The metropolis of Barcelona has major communication and research infrastructures, making it a leader in the south of Europe, as well as an internationally recognised innovative ecosystem in the fields of biomedicine, information and communications technology, design and creativity, mobility and the agrifood industry.

The AMB was created by Law 31/2010, of the Parliament of Catalonia, taking on the functions of the Mancomunitat de Municipis (Association of Municipalities), the Entitat Metropolitana de Serveis Hidràulics i de Tractament de Residus (Metropolitan Water and Waste Treatment Services Authority) and the Entitat Metropolitana del Transport (Metropolitan Transport Authority). The AMB has authority and powers in areas such as urban and territorial planning, public space, mobility and public transport, housing, environment, economic development and social cohesion. These are sensitive matters for citizens and stakeholders in the metropolitan area. Furthermore, the AMB leads actions that structure the area and ensure its connectivity and functionality. It implements measures for the preservation of natural spaces (Collserola, forests in El Baix Llobregat), the regeneration of the Besòs and Llobregat rivers and the management of metropolitan beaches. It also manages urban mobility (ring roads, passenger transport and the Metropolitan Urban Mobility Plan), and it

promotes housing policies, the use of technology in the city, the economic development of the metropolis and international collaboration.

All these functions are implemented through a metropolitan governance system, in which the 36 local councils and their mayors are represented in the institutions' governing bodies.

Although the timescale for this Plan is up to 2025, it is worth noting that it is framed within the major political priorities of the Metropolitan Action Plan (PAM) 2019-2023, in which the institution exerts its authority and which defines the most important areas and courses of action. It is based on a series of guiding principles for the actions of the metropolitan government, which target the following objectives:

- Strengthening territorially structured and socially cohesive metropolises.
- Establishing a good stock of affordable housing and decent quality of life in neighbourhoods.
- Promoting sustainable and low-emission mobility.
- Implementing a policy to preserve natural resources in a context of environmental quality that addresses the climate emergency.
- Promoting an environmentally friendly model of economic activity as a driving force for employment and well-being.
- Consolidating a stable and sufficient funding system for metropolitan services.
- Guaranteeing a governance model based on proximity and citizens' participation in managing the provision of public services, and the right to good governance.
- Fostering a project with the cooperation and consensus of the rest of the Barcelona metropolitan region, the socio-economic stakeholders and the country's institutions.
- Establishing the goals and actions needed to tackle the problems caused by COVID-19 in the current context.
- Building a metropolitan model fully aligned with the United Nations Sustainable Development Goals.

The PAM 2019-2023 includes a course of action focused on international relations and cooperation and strives to boost the AMB's impact abroad. In recent years, the AMB has become a recognised international stakeholder, especially in the context of so-called in-



Badalona seafront, AMB.

international municipalism. The AMB projects Barcelona to the world as a prosperous, dynamic and innovative metropolis, which invests in biodiversity, green spaces and the relationship with the sea, as well as quality of life, diversity and social cohesion.

The AMB contributes to the main urban and metropolitan agendas and debates in Europe and around the world. In this regard, in global terms, it takes the 2030 Sustainable Development Agenda (to which it aligns its strategic lines), the New Urban Agenda, the Paris Agreement and the rest of international commitments as essential benchmarks that, from different perspectives, could impact its areas of authority; at the European level, its benchmarks are the New Leipzig Charter, the Pact of Amsterdam and the European Green Deal, among others.

The AMB Area for International Relations and Cooperation monitors European and international agendas while promoting the metropolitan dimension in the issues they address; it helps attract European funds for strategic projects with a major impact on the area, and it facilitates the attraction and transfer of knowl-

edge and innovation. It achieves all this by working with local councils, coordinating with other public and private operators in the metropolis and leading the metropolitan agenda in the principal international city networks. It also promotes an international cooperation policy centred on sustainable urban development of other metropolitan areas of Mesoamerica, Africa and the Mediterranean, within its areas of authority.

The AMB's international dynamism transcends the Area for International Relations and Cooperation and imbues the organisation as a whole. In one way or another, practically all the institution's areas and technical services are involved in international initiatives, either in the management of European projects, in exchanges with other metropolises, participating in networks or driving initiatives to attract investment for the metropolitan area.

This is the context in which this Internationalisation Plan has been drawn up. It offers a strategy and priority lines of work in the AMB's international relations for the next five years.

II - A note on methodology

The Plan was drawn up using a methodology that combines analysis of documents (regulatory texts, plans, studies and other relevant documents), review of data and statistical information, and a survey, interviews and focus groups involving the main stakeholders (public and private) in the metropolitan area of Barcelona and international partners.

The Plan is designed for the institution as a whole. Its drafting involved over a hundred institutions, such as metropolitan councils and other public authorities in the country, economic and social stakeholders, research centres, city networks, other metropolitan areas around the world, and AMB employees. The purpose of the interviews was to ascertain the views, priorities and reflections of stakeholders in the area, to generate a well-informed international relations policy and facilitate ownership of the Plan and its execution.

In this regard, the Internationalisation Plan was drawn up after carrying out the following main actions:

- Diagnosis, mapping and analysis of strengths, weaknesses, opportunities and threats (SWOT) based on a review and study of documentation (PAM, plans promoted by the AMB, strategic projects, documentation referring to other institutions, databases and statistics, among others).

- Interviews with the AMB's key stakeholders (Vice-presidency of International Relations and Cooperation, General Management, area directors, international relations director and team), local councils that have internationalisation plans and other key stakeholders (Metropolis, MedCities, Zona Franca Consortium, Barcelona Port Authority, Barcelona Airport, international stakeholders, etc.). Over 30 interviews were held.
- Meetings with three focus groups (1. AMB technical teams; 2. Metropolitan councils; 3. Other stakeholders, such as public institutions, the private sector, universities, research centres and networks) to put forward the initial conclusions and main lines of the Plan, so as to discuss, validate and improve them. The three groups assessed the draft diagnosis and strategic pivotal elements, and proposed amendments.

The overall aim of the tasks was to obtain the information and knowledge needed to assess and propose the main points the Plan is required to cover (priorities, strategic lines and individual actions, geographic areas, etc.). This extensive and inclusive methodology means the Plan design and formulation is the result of a participatory, co-creative process.

III - Starting point



European Metropolitan Authorities (EMA) meeting in Lyon, France. 2019.

The participatory diagnosis carried out during the design of Plan helped obtain knowledge and draw a series of conclusions, which are the considerations that serve as the basis for the goals of the Plan, the priorities that create its framework and the strategic lines and courses of action that will guide its implementation. The knowledge gained and conclusions are presented as strengths, weaknesses, opportunities or threats (SWOT analysis), thus making it easier to understand the basis of the Plan.

SWOT analysis

STRENGTHS

- The AMB's prestige among municipalities and internationally
- Political and institutional support
- Consolidated institutional model of the AMB, with potential for transfer
- Clear and internationally relevant areas of authority
- Recognition of the work carried out in international relations
- Strong relations with Europe, Latin America, Central America and the Mediterranean
- Presence in highly renowned networks (Metropolis, MedCities, EMA, UITP, ICLEI)
- Strong alliances (at home and abroad)
- Experience in attracting and managing European funds
- Consolidated international cooperation policy, focused on metropolitanism
- Access to a large knowledge base, thereby facilitating innovation in metropolitan policies and services

WEAKNESSES

- Metropolitan debate that requires broader consensus in key issues (territorial borders, governance, new areas of authority, etc.)
- Need to strengthen the metropolitan narrative abroad
- Need to strengthen and systematise coordination with metropolitan councils
- Institutional complexity when representing Barcelona abroad
- The structure of international relations is too small
- Weak coordination with metropolitan socio-economic stakeholders
- Relationships with Asia focused on Korea and China
- Lack of a systematic strategy for knowledge and innovation management/transfer
- Underdeveloped mechanism for international economic outreach, barely integrated into the international strategy
- Need to strengthen synergies between actions in international relations and international cooperation
- Insufficient relations with local universities and research centres
- No direct relationship with citizens

OPPORTUNITIES

- Very strong Barcelona brand, recognised globally
- Space for the AMB leadership in the metropolitan area
- Consolidation of the cities and metropolis as international operators
- Growing importance of the metropolitan reality abroad
- The Next Generation EU funds and Multiannual Financial Framework 2021-2027 to drive innovative solutions and transformational projects
- Ideal context for implementing major changes that consolidate more efficient forms of metropolitan governance
- Potential of EMA (European Metropolitan Authorities)
- Ecosystem of economic and social stakeholders of the AMB, with a significant international agenda
- Significant network of Government of Catalonia overseas offices
- The EIT Urban Mobility positions the AMB, which could have a significant impact for the metropolis
- Catalan institutional presence in Brussels (Catalan Delegation office and office of the Barcelona Provincial Council)

THREATS

- Context of crisis generated by the COVID-19 pandemic
- Complex political context
- Tense ecosystem of international city networks
- Great deal of competition when attracting European and international funds
- Difficulty in explaining the goals and results of international action

IV - Objective

The general objective of the Internationalisation Plan is to boost sustainability, competitiveness, the innovative dimension, the quality and effectiveness of AMB policies, and to highlight assets.

This general objective will be implemented through three specific goals (SGs):

SG 1. Impacting on European and international policies, with the aim of promoting the interests, needs and aspirations of the AMB and its metropolis.

SG 2. Contributing to the transformation of the production model, and social and territorial cohesion of the Barcelona metropolis.

SG 3. Projecting an image of an innovative, knowledge-oriented and value-based AMB, open to the world.



EMA meeting with the European commissioner for Cohesion and Reforms, Elisa Ferreira. 2020.

V - Key issues

The Barcelona Metropolitan Area Internationalisation Plan focuses on the general or specific competences granted to the institution (by Law 31/2010), as well as other areas not included in the text but which have a strong and growing metropolitan aspect. Similarly, it is oriented towards enforcing and enhancing the metropolitan governance model developed from the AMB Law.

Specific AMB areas of action

Its specific areas of action are those laid down in Law 31/2010, of 3 August, on the Barcelona Metropolitan Area, by which the AMB assumes core areas of responsibility in:

- Territorial policy (urban planning, metropolitan infrastructures, green infrastructure, public space)
- Sustainable mobility and transport
- Ecology (water, waste, climate change, energy transition)

The following areas are also strengthened:

- Socio-economic development
- Housing

Beyond the areas under the institution's own authority, as defined by the law mentioned above, the Plan is also oriented towards other areas that, although not specifically mentioned in the text, have a significant metropolitan dimension. The AMB's international action also needs to address issues such as: digital transition or technological disruption; tourism, as one of the key productive sectors for the metropolitan economy; culture and creation, as areas of impact, sustainable development and consolidation of the metropolitan identity; and sustainable food and health promotion, as a policy that cuts across all metropolitan policies, among others.

The Plan also aims to favour and strengthen metropolitan policies as guarantors and facilitators of territorial solidarity and balance, thus reducing gaps and inequalities in metropolitan areas.

VI - Strategic lines (SLs) and results

A number of strategic lines have been defined and structured into individual actions as a means of achieving the goals established in the Plan.

SL 1. Influence on the European and international political agenda

The AMB monitors the European and international political agendas that could impact on the metropolitan area in the fields prioritised by this Plan. The purpose of monitoring is to establish a position and influence these agendas so that they respond to the needs, interests and aspirations of the AMB and the area. This influence involves working with data and information so as to define strong, convincing arguments, obtain the capacity to communicate the metropolitan agenda and raise awareness

in European institutions and multilateral bodies and, finally, join forces and build alliances that generate a greater critical mass and boost the capacity to convince.

European Union

As pointed out in the previous section, European Union policies and regulatory frameworks have a significant influence on those developed by the AMB in its areas of authority and scope of intervention, such as: cohesion policy and policies for the environment and ecological transition, energy, mobility and transport, innovation and technological development, and international cooperation, to name just a few. They all have a clear impact on the prosperity, well-being, quality of life and cohesion of large European urban conurbations in general, and that of Barcelona in particular.



Meeting of the RiConnect project in the AMB. 2019.

Through this Plan, the AMB aims to strengthen the metropolitan dimension in European policy. Furthermore, it places special emphasis on some of the main proposals driven by European institutions, such as the Next Generation EU package, designed to tackle the crisis created by the COVID-19 pandemic, the European Green Deal, to boost ecological transition, and the European Urban Agenda, adopted as part of the Pact of Amsterdam. There are also plans to monitor closely the Multiannual Financial Framework 2021-2027 and the financial instruments that could help strengthen public policies promoted by the AMB.

To impact on European channels, the AMB joins forces with other metropolitan areas through the EMA (European Metropolitan Authorities) and creates specific alliances with other government

agencies, networks, such as Eurocities, Metrex, UITP and ICLEI, and research centres and think tanks, such as the Barcelona Centre for International Affairs (CIDOB) and the Barcelona Institute of International Studies (IBEI).

The Plan is firmly committed to strengthening and consolidating the work carried out by the EMA. This network generates spaces where Community institutions and European metropolitan governments can meet up and engage in political dialogue; joint projects are also developed and knowledge generation is encouraged, along with studies on the most relevant issues on the European metropolitan agenda and their relation with European policies.

ACTIONS	UNIT IN CHARGE	STAKEHOLDERS THAT NEED TO BE INVOLVED
Monitoring EU-driven policies and analyse them from a metropolitan perspective	International Relations Service	Technical services of the AMB, local councils and stakeholders in the area, whenever necessary
EMA Annual Forum and new activities that reinforce the network	International Relations Service	EMA members, European institutions, metropolitan councils and other networks
Studies/seminars on the European metropolitan agenda	International Relations Service	CIDOB, IBEI, technical services of the AMB, EMA members, local councils and external experts
Joint actions with other networks (Eurocities, Metrex, EIT Urban Mobility, UITP, ICLEI, ACR+)	International Relations Service	Technical services of the AMB and metropolitan councils



European Metropolitan Authorities (EMA) meeting in Porto, Portugal. 2021.

Euro-Mediterranean region

For some years, Barcelona has been openly striving to become the capital of the Mediterranean and consolidate a Euro-Mediterranean space of peace, stability and prosperity. Since the Barcelona Process was launched in 1995, the AMB has committed itself to the region, building alliances aimed at strengthening urban and metropolitan development processes.

The driving force provided by the Union for the Mediterranean Urban Agenda is a good example of the organisation's growing interest in a subject of the utmost importance for a region where 80 % of the population will be urban by 2030.

The Plan aims to relaunch political dialogue between urban and metropolitan authorities in the region, through the impetus of the Mediterranean Metropolitan Forum. This forum seeks to involve the Union for the Mediterranean (UfM), the European Union, leading national agencies, international networks (MedCities, Metropolis, UCLG), the Euro-Mediterranean Regional and Local Assembly (ARLEM), metropolitan areas in the region and other relevant public and private operators.

ACTIONS	UNIT IN CHARGE	STAKEHOLDERS THAT NEED TO BE INVOLVED
Monitoring the Urban Agenda and other UfM political agendas	International Relations Service, International Cooperation Service and MedCities	Metropolitan councils and the AMB's technical services
Mediterranean Metropolitan Forum	International Relations Service and International Cooperation Service	Metropolitan councils, technical services of the AMB, Government of Catalonia, state government agencies, Community institutions, EMA, MedCities, UfM, CIDOB, IEMed, ARLEM, CPMR, etc



United Nations and other multilateral spaces

In recent years, the United Nations has introduced a system of political agendas, aimed at encouraging sustainable development with a significant urban dimension. Structured around the 2030 Agenda and the Sustainable Development Goals, the New Urban Agenda, the Paris Agreement on climate change, the Sendai Framework for Disaster Risk Reduction and the Addis Ababa Action Agenda on financing sustainable development all

make up an essential frame of reference for cities and metropolitan conurbations. Furthermore, the COVID-19 pandemic has led to other challenges, such as global health, which require responses in coordination with local stakeholders. Localising all these agendas has posed a challenge to which local governments and the main city networks worldwide are strongly committed.

Catalan public institutions had a significant, coordinated presence at Habitat III and throughout the entire process, culminating in the approval of the New Urban Agenda, and the AMB is no exception. Indeed, this government authority has defined its own alignment strategy as regards the 2030 Agenda and localisation of the SDGs, and closely follows the Paris Agreement and global climate commitments. Furthermore, through its presence in Metropolis, it participates in the principal spaces for monitoring these agendas and is committed to raising visibility and legitimising the metropolitan dimension.

In this regard, the agreement between the AMB and the United Nations Human Settlements Programme (UN-Habitat) to exchange experiences and cooperate in the area of governance and metropolitan management is an ideal framework for promoting the metropolitan dimension of the New Urban Agenda as an agenda addressed at speeding up implementation of the Sustainable Development Goals.



ACTIONS	UNIT IN CHARGE	STAKEHOLDERS THAT NEED TO BE INVOLVED
Monitoring the main global agendas	International Relations Service	Technical services of the AMB and local councils
Involving Metropolis in the AMB's main priorities and boosting joint projects	International Relations Service and Metropolis	Technical services of the AMB and local councils, and other networks and international organisations
Boosting the Metropolis Observatory and the City Managers Community (CMC)	Metropolis	Technical services of the AMB and other stakeholders
Monitoring development of the global network ecosystem and assessing the incorporation of the AMB in new networks	International Relations Service	
Promoting seminars/studies with CIDOB, IBEI and other organisations	International Relations Service	Technical services of the AMB and local councils
Boosting activities and projects with UN-Habitat and strengthening the relationship with other bodies in the United Nations System	International Relations Service and International Cooperation Service	Technical services of the AMB, local councils and other metropolitan stakeholders
Monitoring the contribution of the PAM to the 2030 Agenda, and preparing and publishing the 'Voluntary Local Review' (VLR) by the AMB	Area for Social and Economic Development	Area of International Relations and Cooperation, and other areas of the AMB

Expected results of SL 1

- » Creation of spaces for political dialogue with other metropolitan areas, European and international institutions and other relevant stakeholders.
- » Strengthening of the urban dimension of policies drawn up by the EU, the UfM, and multilateral institutions operating globally.

- » Knowledge generation on metropolitan challenges that contribute to providing information on the European political agenda and the UfM and international agendas.
- » Presentation of the first 'Voluntary Local Review' by the AMB.
- » Promotion of the Metropolis Observatory and City Managers Community.

SL 2. Attracting European and international funds

In recent decades, access to European funds has been a key channel for promoting transforming strategies in the metropolitan area of Barcelona. EU funds have been used to exchange experiences and demonstrate, innovate and expand metropolitan services and policies. These funds will also play a key role in the post-COVID-19 crisis recovery process and in driving the ecological and digital transition through access to Next Generation EU resources, as well as the financial instruments included in the Multiannual Financial Framework 2021-2027.

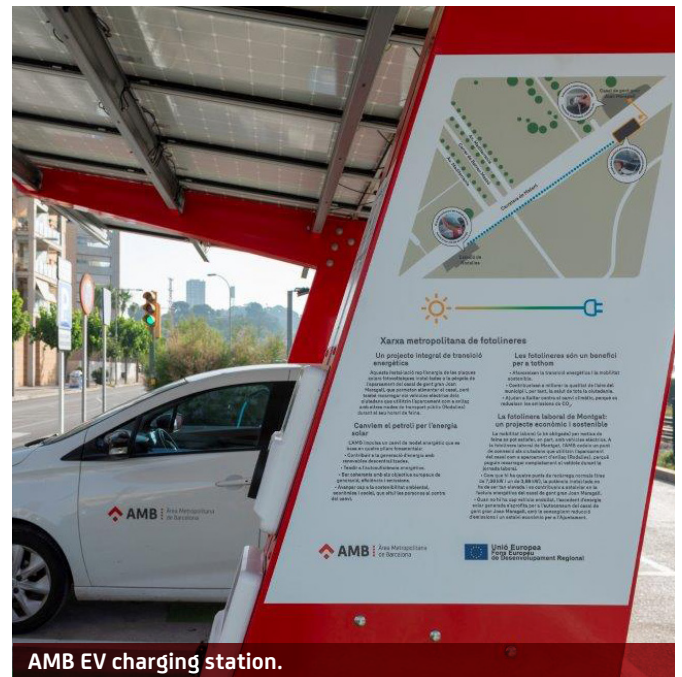
European funds are also an opportunity to implement metropolitan-scale projects, involving local councils and metropolitan stakeholders, and fostering cross-cutting work in the institution.

The European Regional Development Fund (ERDF) agreement between the Government of Catalonia and the AMB for €30 million and participation in over 50 European projects with a subsidy of €9.46 million for 2014-2020 are good examples of the work

carried out. It is also worth mentioning the €50 million loan from the European Investment Bank (EIB), managed by the Metropolitan Housing Consortium.

Besides EU funds, new international public and private funds have recently appeared, aimed at funding innovative actions in areas related to urban and metropolitan solutions. Development banks, United Nations agencies and large philanthropic organisations are driving programmes addressed to funding transnational innovative actions to enhance some of the strategies designed by the AMB to meet the challenges facing the metropolis.

Within the framework of this Plan, the work performed jointly with local councils in the metropolis acquires a special relevance. A joint effort that creates synergies is required to drive locally-based innovative, transformational projects; projects that help connect the territory and address existing gaps, initiatives to advance in the ecological and digital transition, and which serve to consolidate key ecosystems or redefine productive areas. A joint effort to internationalise local initiatives with high added value.



ACTIONS	UNIT IN CHARGE	STAKEHOLDERS THAT NEED TO BE INVOLVED
Monitoring the financial instruments included in the Next Generation EU funds and the Multiannual Financial Framework 2021-2027	International Relations Service	Community institutions, office of the Government of Catalonia and Barcelona Provincial Council in Brussels, state government agencies, the Government of Catalonia and management authorities
Supporting AMB departments and local councils in attracting funds (Next Generation EU and Multiannual Financial Framework 2021-2027)	International Relations Service	Local councils, technical services of the AMB and other metropolitan stakeholders
Knowledge of new public and private international funds of interest to the AMB	International Relations Service	Metropolis and other networks and experts
Monitoring the sustainability and results of projects once the European funding has ended	International Relations Service	Technical services of the AMB

Expected results of SL 2

- » Support for AMB departments and local councils in attracting funds (Next Generation EU and Multiannual Financial Framework 2021-2027).
- » Capitalisation of projects with continuity beyond EU funding.



Bicycle trail between Esplugues de Llobregat and Barcelona, AMB.

SL 3. Innovation and knowledge management in metropolitan areas

Accessing solutions developed by other local and metropolitan governments around the world and knowledge generated by a broad range of urban reality-linked stakeholders from academia, the private sector and civil society is one of the main reasons for the AMB's international action, as is capitalising on the institution's own solutions and innovations by sharing the knowledge it obtains. The AMB has shown that it stands at the cutting edge of issues as diverse as water reclamation treatment, end-to-end waste management, low-emission zones, public space and green infrastructure, and metropolitan governance. It is therefore essential to put mechanisms in place for the transfer of the generated solutions.

Knowledge access and management should be used not only to define more effective solutions more suited to the needs of the

metropolis, but also to convey what the city will be like in the coming years, reflect the main issues that will mark the agenda and anticipate challenges that could affect it. In a world marked by interdependencies, in the framework of this Plan, it is essential to prioritise an understanding of how metropolitan realities are developing.

The AMB has a number of instruments and strong alliances to achieve its goal. These include participation in European projects and its relations with a wide range of metropolitan governments all over the world (among them, Seoul, Lyon, Manchester, Montreal, Medellín and Gauteng) and its close involvement in the main city and metropolis networks (such as Metropolis, EMA and MedCities), the main international platforms for the discussion of urban solutions (such as World Urban Forum and Smart City World Expo Congress) and research centres specialising in urban and metropolitan issues (CIDOB, Metropolitan Research Institute and LSE Cities).

ACTIONS	UNIT IN CHARGE	STAKEHOLDERS THAT NEED TO BE INVOLVED
Creation of the Forum on International Metropolitan Knowledge	International Relations Service	Technical services of the AMB, local councils, international partners, CIDOB, IBEI, EMA, Metropolis, MedCities, EIT Urban Mobility, etc.
Developing a transfer methodology (innovation bridges) with strategic partners	International Relations Service	External experts
Exchanging knowledge on the Plan and the internationalisation strategy of metropolitan areas	International Relations Service and the AL-LAs network	CIDOB, IBEI, Metropolis
Strengthening alliances with research centres, think tanks and universities centred on knowledge, technology and policies applied to metropolitan areas of authority	International Relations Service	CIDOB, IBEI, IERMB and other institutions
Strengthening and extending ties through the work of international branch offices and study visits	International Relations Service	Technical services of the AMB, local councils and metropolitan stakeholders
Participating in international knowledge transfer events (for example, the Seoul Biennale of Architecture and Urbanism)	Technical services of the AMB	Local councils and other metropolitan stakeholders

Expected results of SL 3

- » Forum on International Metropolitan Knowledge, with shared solutions in the area of different public policies.
- » A methodology to boost innovation transfer mechanisms (innovation bridges) in the metropolitan area.
- » Seminars and actions to exchange knowledge on the internationalisation of metropolitan areas.
- » Acquisition of new knowledge and continuity to contacts of most interest to the AMB, created through field visits and branch offices.
- » Boost to new relations with research centres, think tanks and other organisations centred on public policy and solutions applied to metropolitan areas of authority.

SL 4. International economic outreach

The international context is a first-rate resource for attracting socio-economic development opportunities to the area. Investment, corporate headquarters, talent, scientific and technological projects, trade fairs, professional, cultural and sports events, and tourism have become assets pursued by the world's largest metropolises. In this regard, Barcelona is very well positioned as one of the most attractive cities in Southern Europe.

Defining an international outreach strategy that incorporates the added value and assets of the AMB is a key factor for promoting the sustainable development and socio-economic and environmental transformation the area requires. Fostering innovation and value-added clusters in strategic sectors (such as mobility, ICT, biomedicine, design and creativity and artificial intelligence), consolidating assets and reinforcing synergies with other stakeholders that work to internationalise the metropolitan territory are priorities in the Plan.



ACTIONS	UNIT IN CHARGE	STAKEHOLDERS THAT NEED TO BE INVOLVED
Boosting and participating in public-private initiatives that promote the internationalisation of the Barcelona Metropolitan Area	Economic Development Agency	International Relations Service, local councils and economic stakeholders in the territory
Boosting metropolitan innovation clusters	Economic Development Agency and the local councils that promote the project	International Relations Service, local councils, the Government of Catalonia and economic stakeholders in the territory
Consolidating the Portal of the AMB's Economic Development Agency as a mechanism to attract investment and participate in trade fairs, such as the MIPIM and Expo Real	Economic Development Agency	Technical services of the AMB, local councils, the Government of Catalonia and other metropolitan economic stakeholders
Boosting services and actions to attract investment, talent, events and opportunities for the economic fabric, working in cooperation with local councils and other Catalan institutions	Economic Development Agency	International Relations Service, local councils, the Government of Catalonia and economic stakeholders in the territory
Supporting the internationalisation of the SMEs established in the area	Economic Development Agency	International Relations Service, local councils, the Government of Catalonia and economic stakeholders in the territory

Expected results of SL 4

- » Improvements to the Economic Development Agency Portal and obtaining an appropriate tool for obtaining information on attracting international investment.
- » Increasing public-private initiatives with an international dimension.
- » Increasing international investment in the AMB.
- » Creating more internationalised SMEs.

SL 5. International cooperation

International cooperation for development is one of local government's main mechanisms for global action. For many years, the AMB has been well positioned as a primary stakeholder in decentralised cooperation with firmly consolidated partnerships in the Mediterranean, Mesoamerica and Africa. The AMB's international cooperation for development policy is sharply focused on sectors where it can provide added value due to its areas of authority and specialisation, such as water, waste, mobility and metropolitan governance.

This Plan clearly sets out its intention to generate synergies with the International Cooperation Master Plan approved by the AMB (2020-2023) and ensure overall consistency in international action.



Zimpeto terminal in Maputo, Mozambique. 2018.

ACTIONS

Executing the International Cooperation Master Plan and linking it to other lines of the AMB's international action

UNIT IN CHARGE

International Cooperation Service

STAKEHOLDERS THAT NEED TO BE INVOLVED

Technical services of the AMB, metropolitan councils, NGOs, Catalan cooperation, MedCities, Metropolis, European Commission

Expected results of SL 5

» Execution of the International Cooperation Master Plan.



Metropolis congress in Johannesburg, South Africa. 2018.

VII - Types of intervention

The strategic lines described in the previous section are implemented through different types or methods of intervention.

a. Cooperation with metropolitan councils

Supporting and working jointly with metropolitan councils is also a key feature of the AMB at international level. A big part of the strategic lines defined in this Plan are implemented in partnership or cooperation with local councils.

- SL 1** Information on the European and international political agenda. Shared definition of political positioning.
- SL 2** Preparation of joint projects with a metropolitan dimension. Capitalisation and dissemination of local projects and initiatives at international level.

- SL 3** Knowledge transfer. Systematisation and capitalisation of municipal experiences with a metropolitan dimension.
- SL 4** Cooperation to drive municipal strategies for international economic outreach. Attracting investment.
- SL 5** International networks of metropolitan areas in which the AMB participates linked to local councils.

b. Bilateral relationships with other metropolitan areas

In recent years, the AMB has consolidated a number of bilateral relationships with other European metropolises and regions around the world, with which it shares specific strategies and initiatives.



- SL 1** Shared political positioning on strategic matters within the scope of the EU and multilateral bodies.
- SL 2** Development of joint projects.
- SL 3** Knowledge transfer (innovation bridges).
- SL 4** Business missions and study visits.
Fostering alliances.
- SL 5** Decentralised cooperation relationships with metropolitan areas included in the International Cooperation Master Plan.

c. International networks of cities and metropolitan areas

International city networks are one of the main instruments for global action. The AMB is active in a number of international networks that operate in Europe and worldwide. This Plan prioritises specifically focusing the institution's presence in the following networks: Metropolis (and, through it, United Cities and Local Governments), European Metropolitan Authorities (EMA), and MedCities, EIT-Urban Mobility, ICLEI, UITP and ACR+. At the same time, it will analyse joining new networks.

- SL 1** International political positioning within the scope of the EU and multilateral bodies.
- SL 2** Joint projects.
- SL 3** Research and knowledge generation.
Spaces for knowledge transfer and exchange.
Experience capitalisation.

- SL 4** Facilitating links and contacts among economic stakeholders.
- SL 5** Boosting initiatives of political impact linked to decentralised cooperation.
Funding for decentralised cooperation projects from the European Union and other international stakeholders.

d. Alliances with strategic partners

The strategic lines in this Plan are driven by building alliances with other public and private organisations, from multilateral bodies such as UN-Habitat, the OECD and the European Union, to research centres, think tanks, universities, companies, business organisations and, finally, civil society organisations.

- SL 1** International political positioning.
- SL 2** Joint projects.
- SL 3** Research and knowledge generation.
Spaces for knowledge transfer and exchange.
Capitalisation of experiences.
- SL 4** Joint initiatives for international economic outreach.
- SL 5** Knowledge generation in the field of decentralised cooperation.
Improvement of decentralised cooperation practices.

VIII - Geographic areas of intervention

The Plan is structured around a system of differing geographic priorities. The AMB's international action is global in scope; in other words, it approaches all regions worldwide. However, the approach is carried out to differing degrees and purposes, and not all the strategic lines defined in the Plan target all regions. Likewise, the Plan defines the metropolitan areas in each region with which it seeks to maintain priority and strategic relations.

Europe

Relations between the AMB and Europe play a central role, implemented by the set of strategic lines included in the Plan.

- **SL 1.** The AMB strives to have an impact on European Union-driven policy, to promote the metropolitan agenda and the specific interests of the Barcelona metropolis.
- **SL 2.** The European Union budget (both the Multiannual Financial Framework 2021-2027 and Next Generation EU

funds) is crucial for the funding of metropolitan-scale projects and key solutions for the AMB.

- **SL 3.** The alliances built with other metropolitan governments and European public and private stakeholders also create an excellent framework for knowledge transfer and innovation, which is essential for reinforcing AMB-promoted public policies.
- **SL 4.** Europe is a natural region for the economic outreach of the Barcelona metropolis. A large part of the investment comes from public or private European institutions, as well as from European companies. EU countries and those in the European Economic Area are priority markets for Catalonia and Barcelona-based businesses.
- **SL 5.** The AMB shares decentralised cooperation strategies with other European metropolises and seeks funding from the EU to promote projects in the countries defined as priority in the International Cooperation Master Plan.



Somerlust park in Amsterdam, the Netherlands.

The EMA network has helped the AMB establish relations with over 40 European metropolises. In some cases, these include formal coordination agreements or close, strategic bilateral relations. This Plan prioritises the alliances built with the following European metropolitan areas:

- Greater Manchester
- Grand Lyon
- Città Metropolitana di Milano
- Città Metropolitana di Torino
- Porto Metropolitan Area
- Metropolis GZM-Katowice

Over the next few years, relations with metropolitan areas that include Amsterdam, Rotterdam, The Hague and Greater Paris will be intensified.

Mediterranean region

The Mediterranean is highly significant for Barcelona and its metropolitan area for various reasons: its significant economic, social, cultural and environmental bonds with the region; giving its name to the process underpinning a Euro-Mediterranean space for association; it is the headquarters of the Union for the Mediterranean (UfM); it has significant solidarity and cooperation ties with some of the main metropolises in the southern and eastern shores. This link is implemented in four of the Plan's five strategic lines:

- **SL 1.** The Plan seeks to consolidate the European Union and UfM urban agenda, to reinforce the metropolitan dimension.
- **SL 3.** The two-way exchange between Mediterranean Basin cities provides appropriate solutions and innovations in key areas, such as the fight against climate change, migrations and urban management.
- **SL 4.** Mediterranean countries provide attractive and close markets for companies based in the metropolitan area of Barcelona.
- **SL 5.** The AMB's International Cooperation Master Plan positions the Mediterranean region, particularly the Eastern Mediterranean, as one of the priority areas for the institution's cooperation policy.

The Plan targets the AMB's priority relations with the following metropolises in the region:

- Tunis
- Métropole Aix-Marseille-Provence
- Città Metropolitana di Roma
- Tripoli (Lebanon)
- Tangier-Tétouan
- Sfax

It also seeks to strengthen relations with the metropolitan areas of Naples, Algiers and Thessaloniki.



Sfax, Tunis.

Latin America

The links between the Barcelona Metropolitan Area and Latin America have a significant economic, social, cultural and political dimension. In this regard, the region plays a significant role in the implementation of three of the Plan's strategic lines.

- **SL 3.** Significant, two-way knowledge and innovation exchange and transfer with Latin American metropolises in key areas such as metropolitan governance, ecological and digital transition and social cohesion policies.
- **SL 4.** Latin America is one of the main markets for companies in the Barcelona metropolis. Encouraging exchanges is essential to achieving the international economic outreach this Plan aims to strengthen.
- **SL 5.** In the AMB's International Cooperation Master Plan, Mesoamerica is a priority area, focusing on the Metropolitan Area of San Salvador.

In Latin America, priority relations are maintained in the following metropolitan areas:

- Metropolitan area of San Salvador
- Metropolitan area of the Aburrá Valley
- Montevideo
- Mexico City
- Metropolitan area of Guadalajara
- Bogotá
- Santiago de Chile

Besides the metropolises mentioned above, the AMB maintains relations with other metropolitan cities in the region, which must also be considered due to their potential.

United States and Canada

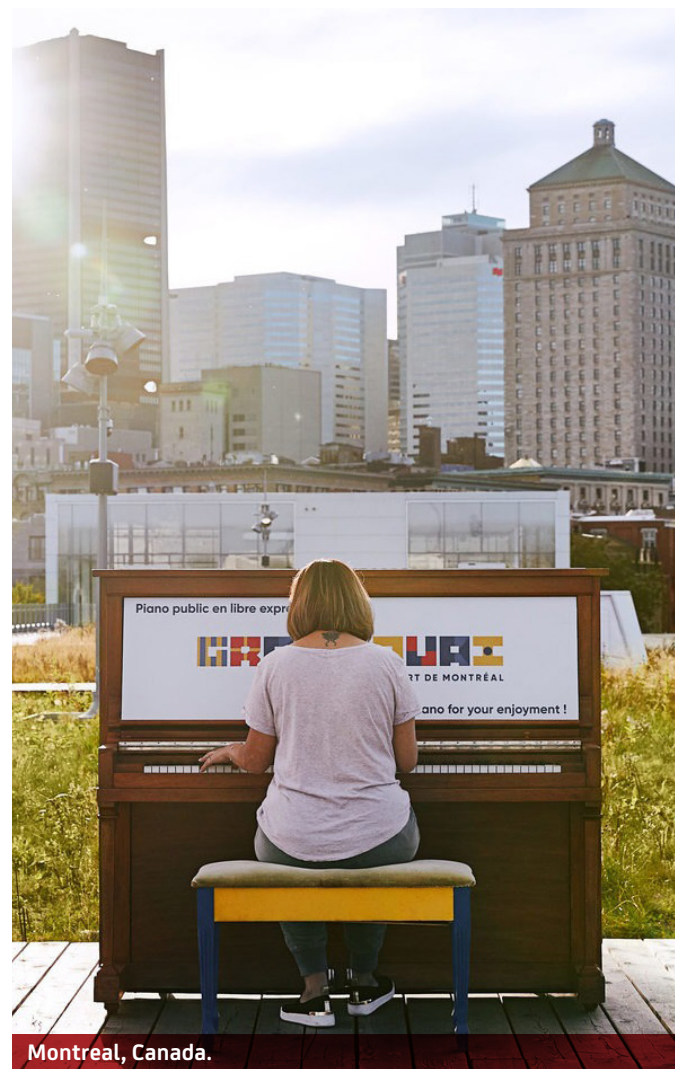
The AMB's ties with this area are not extensive, despite the fluid relations with some of the metropolises in the region, such as Montreal. However, there are plans to strengthen relations with other metropolitan areas. Relations with the region are basically implemented through two of the strategic lines included in the Plan.

- **SL 3.** Innovation and knowledge should be key pillars in AMB relations with metropolises in the United States and Canada. Knowledge exchange and transfer in the area of ur-

ban and metropolitan policy have great potential and much ground can be covered.

- **SL 4.** Although not priority partners for the Barcelona metropolis, economic relations with the United States and Canada are becoming increasingly significant and need to be fostered, as regards both attracting investment and opportunities, and exports.

The Plan is clearly committed to consolidating cooperation relations with Montreal and establishing new ones with the metropolises in the United States.



Asia

Relations between the AMB and Asia are more restricted compared to other regions of the world, although their great potential should be borne in mind. Relations are mainly implemented through two lines:

- **SL 3.** Innovation has to play a fundamental role in relations between the AMB and Asia. Exchanges in areas such as digitalisation, climate change and green economy, mobility and metropolitan management are dynamic and offer a range of possibilities.
- **SL 4.** Asia plays a central role in the global economy; it must therefore be given priority in the efforts to achieve the AMB's international economic outreach, in terms of attracting investment and as a market of interest for Barcelona-based companies.

The AMB maintains priority relations with:

- Seoul
- Guangzhou

Execution of the Plan requires specific work on identifying, approaching and creating trust and synergies with Asian metropolitan governments.

Africa

At present, relations with Africa are mostly focused on the area of decentralised cooperation. However, the region is undergoing a major urban planning process and the metropolitan reality is gaining prominence. In this regard, the region should play a central role in implementing two of the Plan's strategic lines.

- **SL 3.** Knowledge and innovation exchanges with metropolises and other African stakeholders need to be increased and consolidated through links with South African metropolises, such as Gauteng, and those channelled through cooperation.
- **SL 5.** The AMB maintains decentralised cooperation relations with a number of African metropolises, especially in Western Africa.

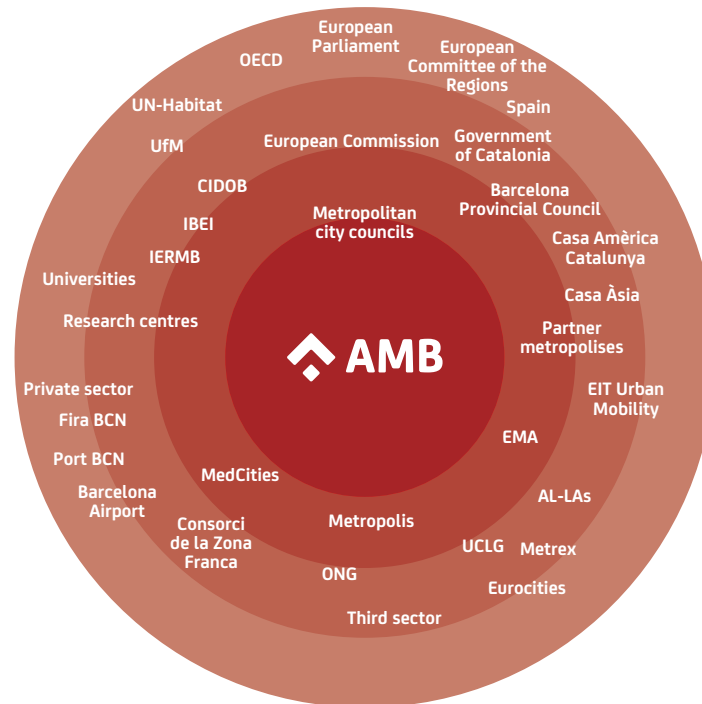
In this context, the institution is committed to establishing stronger, strategic cooperation with the following metropolises in the region:

- Gauteng
- Maputo
- Dakar



IX - Map of priority stakeholders

A number of stakeholders consulted during the design stage will participate with the AMB in implementing the Plan. The diagram below shows the importance of these stakeholders and their position in relation to the metropolitan institution and its international policy.



X - Governance for the AMB internationalisation

The governance of the AMB international action is a key factor for ensuring the Plan is implemented efficiently. Adequate coordination and synergy with the AMB's different international stakeholders must be ensured, both internally (in the AMB) and externally.

The political leadership for the international action comes from the corporation's Vice-presidency of International Relations and Cooperation, which will be responsible for implementing this Plan and ensuring AMB representation in international areas. In the case of SL 4, which focuses on international economic outreach, work will be coordinated with the Vice-presidency of Socio-Economic Development, and with other vice-presidencies whenever appropriate.

Executive implementation of the different lines in the Plan is the responsibility of the Area for International Relations and Cooperation, which is structured into three services: the International Relations Service, International Cooperation Service, and Foresight and Strategy Service.

The Internationalisation Plan is an operational instrument for the different lines of work established in the PAM and other sector-based plans drawn up by the AMB. For this reason, participation of the AMB's technical teams must be considered a priority and another task for which they are responsible. To ensure internal coordination, meetings will be held with the technical teams to monitor progress and share information on implementation of the Plan, and to coordinate the different strategic lines.

The International Affairs task force will be reinforced to ensure everything is properly coordinated among the 36 metropolitan councils. Among other tasks, the purpose of the group will be to exchange information of interest for the municipalities, promote joint projects and activities and share positioning in the area of the EU and other international bodies.

Similarly, with the aim of guaranteeing synergies with public and private bodies involved in international affairs, work meetings will be held and the AMB will cooperate jointly with institutions, social and economic stakeholders, public universities and key research centres.





Seoul Biennale of Architecture and Urbanism. 2017.

XI - Communication

A communication and media strategy will be implemented in cooperation with the AMB Communication Service.

The communication strategy for the Internationalisation Plan will concentrate on the results of the projects, contents, news of metropolitan councils and stakeholders, without ignoring the news of an institutional nature.

XII - Monitoring and assessment

In order to measure results, ensure accountability and gain knowledge to improve the quality of future public policies, the Plan aims to use a methodology designed to monitor and assess the implementation of the strategic lines and courses of action.

The AMB will be required to prepare an annual activity report for presentation to the corresponding governing bodies and local

council task force. In addition, the report must be shared in media outlets that are considered appropriate. Likewise, execution of the Plan must also be accompanied by an interim assessment (2023) and a final assessment on its conclusion (2025).

List of participants

The initial draft of this document was coordinated by the International Relations Service of the Area for International Relations and Cooperation, with the support of the technical

assistance provided by Agustí Fernández de Losada and Alexander Heichlinger from Tornos Abogados.

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Area for International Relations and Cooperation	Ernest Maragall	Vice-president
Area for International Relations and Cooperation	Oriol Illa	Director
Area for International Relations and Cooperation	Maria Peix	Head of the International Cooperation Service
Area for International Relations and Cooperation	Xavier Tiana	Head of the International Relations Service
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Area for International Relations and Cooperation	Carlota Rosés	International Relations Service officer
Area for International Relations and Cooperation	Elena Argelich	International Relations Service officer
Area for International Relations and Cooperation	Laia Traveset	International Relations Service officer
Area for International Relations and Cooperation	Anna Almirall	International Relations Service
Area for International Relations and Cooperation	Xavier Estruch	International Relations Service officer
Area for International Relations and Cooperation	Viveca Danielson	Intern at the International Relations Service
Area for the Development of Urban Planning Policies	Josep M. Carreras	Director (until March 2021)
Area for the Development of Urban Planning Policies	Joan Caba	Architect for the Urban Planning Service
Area for Social and Economic Development	Héctor Santcovsky	Director
Area for Social and Economic Development	Josep Borràs	Economic development officer
Area for Social and Economic Development	Gemma Morelló	Officer
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Area of Ecology	Imma Mayol	Director
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INSTITUTION	NAME	POSITION
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Area of Ecology. Services Directorate of Waste Prevention and Management	Joan Carles Fernandez	Head of Planning
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Area of Mobility, Transport and Sustainability	Mariona Conill	Mobility officer
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Area of Presidency	Salvador Milà	Director
Area of Presidency	Concepció Pont	Economist
Area for Strategic Planning	Victor Ténez	Head of the Urban and Metropolitan Strategy Service
General Management	Ramon Torra	General manager
General Manager Bureau	Antoni Farrero	Deputy manager
General Manager Bureau	Eugènia Vidal	Coordination team of innovation and infrastructures
Services Directorate of Public Space	Albert Gassull	Director
Services Directorate of Public Space	Javier Duarte	Head of the Technical Bureau of Public Space Management
Metropolitan Council	Elisenda Alamaný	Metropolitan councillor
OTHER PUBLIC ADMINISTRATIONS		
Esplugues de Llobregat City Council	Ana Ubeda	Strategic and international projects coordinator
Badalona City Council	Teresa Puig	Strategic Planning Office
Badalona City Council	Alba Blanco	European projects officer
Barcelona City Council	Guillem Ramrez	Consultant of the third deputy mayor
Barcelona City Council	Felip Roca	Director of International Relations
Barcelona City Council	Mnica Batlle	Sub-director of International Relation
Barcelona City Council	Jordi Angusto	Economist
Castelldefels City Council	Laura Lopez	Officer
Cornell de Llobregat City Council	Joan Miquel Culillas	Head of the Deputy Mayor's Technical Office
Gav City Council	Isabel Arnet	Head of the Office for Sustainable Development
Gav City Council	ngels Gras	Internationalisation officer
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L'Hospitalet de Llobregat City Council	Lluís Traveria	Head of the Strategic Projects Service
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Sant Just Desvern City Council	Mnica Parra	Officer

INSTITUTION	NAME	POSITION
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Sant Andreu de la Barca City Council	Glòria Viladrich	Architect
Sant Boi de Llobregat City Council	Llorenç Fernández	Head of the Unit of Support to Planning and Assessment
Sant Boi de Llobregat City Council	Natalia Moreno	European projects manager
Sant Feliu de Llobregat City Council	Jordi Soto	Government consultant
Sant Vicenç dels Horts City Council	Cristóbal Avilés	Mayor's office, strategic planning and European projects consultant
Torrelles de Llobregat City Council	Ignasi Llorente	Mayor
Torrelles de Llobregat City Council	Sebas Guichandut	Councillor
Amsterdam Metropolregio	Koen Faber	Expert consultant
Bogotá Mayor's Office	Luz Amparo Medina	Director of International Relations
Brussels Region Capitale	Anne Claes	Director of International Relations
Helsinki Regional Council	Krista Taipale	Head of International Relations
Metropolis GZM Katowice	Natalia Puchala	Head of International Relations
Grand Lyon	Christophe Meunier	Director of International Relations
Greater Manchester	María González	Principal International Funding
City of Mexico	Mariana Flores	Executive director for the Institutional Representation of the Foreign Affairs General Coordination
City of Montreal	Marie-Claude Therrien	Director of International Relations
Porto Metropolitan Area	Carla Oliveira	High level officer
Città Metropolitana di Torino	Claudia Fassero	Director of the EU and International Projects Unit
Seoul Metropolitan Government	Tae Kim	Ex-director of the Public Space Innovation Office
Valle de Aburrá Metropolitan Area	Pablo Maturana	Sub-director of Cooperation and Agreements
Viken Region (Oslo)	Rune Bakevoll	Head of International Relations
Barcelona Provincial Council	Antoni Montseny	Director of International Relations
Government of Catalonia	Alfonso González	Ex-director general of European and Mediterranean Affairs
PUBLIC AND PRIVATE INSTITUTIONS		
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Barcelona Airport	Vanessa Requena	Head of Direction Office
Anteverti Consulting SL	Pilar Conesa	Chief executive officer
Anteverti Consulting SL	Marta Galceran	Smart City Expo World Congress programme coordinator
Barcelona Regional	Marc Montlleó	Director of Environmental Projects
Barcelona Supercomputing Center	Albert Soret	Coordinator of the Earth System Services group

INSTITUTION	NAME	POSITION
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Casa Àsia	Javier Parrondo	Director-General
CIDOB	Anna Estrada	Manager of executive coordination
Consorti de la Zona Franca	Blanca Sorigué	Director-General
EIT Urban Mobility EU	Daniel Serra	South Hub director
EIT Urban Mobility EU	Marta Álvarez	South Hub participation manager
IAAC	Vicente Guallart	Director
IBEI	Jacint Jordana	Director
ISGlobal	Carlos Illan	Expert in development and SDG
MedCities	Oriol Barba	Technical director
MedCities	Josep Canals	Secretary-General
Mediaurban (Grup Mediapro)	Maria Sisternas	Director
Mercabarna	Pablo Vilanova	Director of the Strategy Area
Metropolitan Research Institute	Ivan Tosics	Director
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PEMB	David Rodríguez	Technical secretary
Port of Barcelona	Jordi Torrent	Head of Strategy
Port of Barcelona	Gemma Garcia	Manager of Foreland - Strategy
AL-LAs network	Paola Arjona	Executive director
World Association of the Major Metropolises	Octavi de la Varga	Secretary-General

Acronym glossary

ACR+	Association of Cities and Regions for sustainable Resource management	IERMB	Barcelona Institute of Regional and Metropolitan Studies
AMB	Barcelona Metropolitan Area	MIPIM	International Market of Real Estate Professionals
ARLEM	Euro-Mediterranean Regional and Local Assembly	NGO	non-governmental organisation
CIDOB	Barcelona Centre for International Information and Documentation	NUA	New Urban Agenda
CMC	City Managers Community	OECD	Organisation for Economic Co-operation and Development
CPMR	Conference of Peripheral Maritime Regions	PAM	Metropolitan Action Plan
EIB	European Investment Bank	SDG	sustainable development goals
EMA	European Metropolitan Authorities	SME	small and medium-sized enterprise
ERDF	European Regional Development Fund	SWOT	strengths, weaknesses, opportunities, and threats
EU	European Union	UCLG	United Cities and Local Governments
GDP	gross domestic product	UfM	Union for the Mediterranean
IBEI	Barcelona Institute of International Studies	UITP	International Association of Public Transport
ICLEI	International Council for Local Environmental Initiatives	UN-Habitat	United Nations Human Settlements Programme
ICT	information and communications technology	VLR	Voluntary Local Review
IEMED	European Institute of the Mediterranean		

Barcelona Metropolitan Area Internationalisation Plan 2021-2025

Key issues

Territory

(urban planning, metropolitan infrastructures, green infrastructure and public space)

Ecology

(water, waste, climate change, energy transition)

Sustainable mobility and transport

Socio-economic development

Housing

Others

(digital and technological transition; tourism; culture; consolidation of the metropolitan identity; sustainable food policies and health promotion)

Types of intervention

1. Cooperation with metropolitan city councils
2. Bilateral relationships with other metropolitan areas

SL1

Influence on the European and international political agenda

SL2

Attracting European and international funds

Geographic areas and priority institutions

EU, Euro-Mediterranean region / United Nations and other multilateral spaces

EU, Euro-Mediterranean region and other regions around the world / EU institutions / international bodies

Map of stakeholders

AMB Area for International Relations and Cooperation and AMB technical services; Metropolis; city councils; EMA; UCLG; European institutions, networks and international organisations; research centres; Government of Catalonia and State Government.

AMB technical services; European institutions; overseas offices of the Government of Catalonia and the Barcelona Provincial Council in Brussels; State Government; city councils and Metropolis.

Specific actions

- Monitoring European, Mediterranean and international policies from a metropolitan perspective.
- EMA Forum and Mediterranean Metropolitan Forum.
- Studies/seminars on the metropolitan agenda.
- Involving Metropolis in the AMB's main priorities and boosting the Metropolitan Observatory and the CMC.
- Joint actions with other networks (Eurocities, Metrex, EIT Urban Mobility, UITP, ICLEI, ACR+).
- Activities with UN.
- Voluntary Local Review (VLR).
- Monitoring the network ecosystem.

- Monitoring the financial instruments (Next Generation UE and MFP 2021-2027).
- Supporting city councils and AMB services to attract and manage funds.
- Knowledge of new public and private international funds of interest.
- Monitoring the projects' sustainability and their results once developed.

3. International networks of cities and metropolitan areas
4. Alliances with strategic partners

Governance

Political leadership on international action: Vice-presidency of the AMB Area for International Relations and Cooperation (in coordination with the rest of Vice-presidencies)

Executive deployment of the Plan: Area for International Relations and Cooperation (in coordination with other AMB technical teams)

Coordination with the 36 metropolitan city councils: strengthen the International Relations work group

Synergies with public and private operators in the territory: work meetings with institutions, economic and social stakeholders, universities and research centres

SL3

Innovation and knowledge management in metropolitan areas

SL4

International economic outreach

SL5

International cooperation

Metropolitan areas of Europe, Asia, Africa, Latin America, USA and Canada

Metropolitan areas of Europe, Asia, Mediterranean, Africa, Latin America, USA and Canada

Metropolitan areas of Mesoamerica, the Mediterranean region and Africa

AMB technical services; city councils; international partners; CIDOB, IBEI, EMA, AL-LAs, Metropolis, MedCities and EIT Urban Mobility

Economic Development Agency; AMB International Relations Service; city councils; Government of Catalonia and economic stakeholders in the territory

Technical services of the AMB; city councils; NGO; Catalan cooperation; MedCities; Metropolis and European Commission

- Creation of the Forum on International Metropolitan Knowledge.
- Developing a transfer methodology (innovation bridges).
- Exchanging knowledge on the Plan and the internationalisation strategy.
- Strengthening alliances with research centres, think tanks and universities.
- Strengthening and extending ties through the work of international branch offices.
- Participating in international events and visits.

- Boosting and participating in public-private initiatives.
- Boosting metropolitan innovation clusters.
- Consolidating the Portal of the AMB's Economic Development Agency.
- Boosting services and actions to attract investment, talent, events and opportunities.
- Supporting the internationalisation of SMEs.

- Executing the International Cooperation Master Plan 2021-2023 and linking it to other lines of the AMB's international action.





