

June, 2022

UCL-IIPP Placement Program

Hosted by Pla Estratègic Metropolità de Barcelona (PEMB)

Barcelona Commitment 2030

Final Placement Presentation

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Placement Host: PEMB

Pla Estratègic Metropolità de Barcelona (PEMB)



+300 other institutions

Strategic Plan 2030: 8 Missions

8 Bold Missions

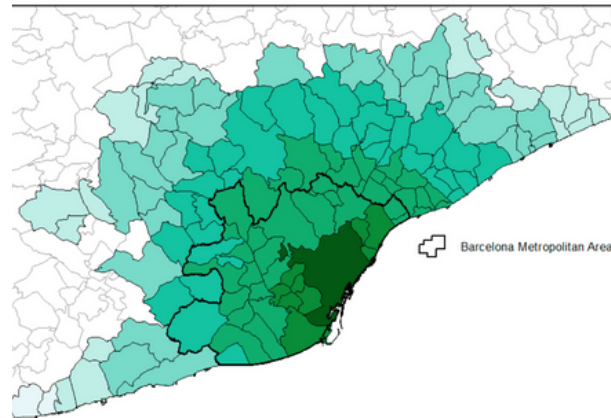
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**160
Municipalities**

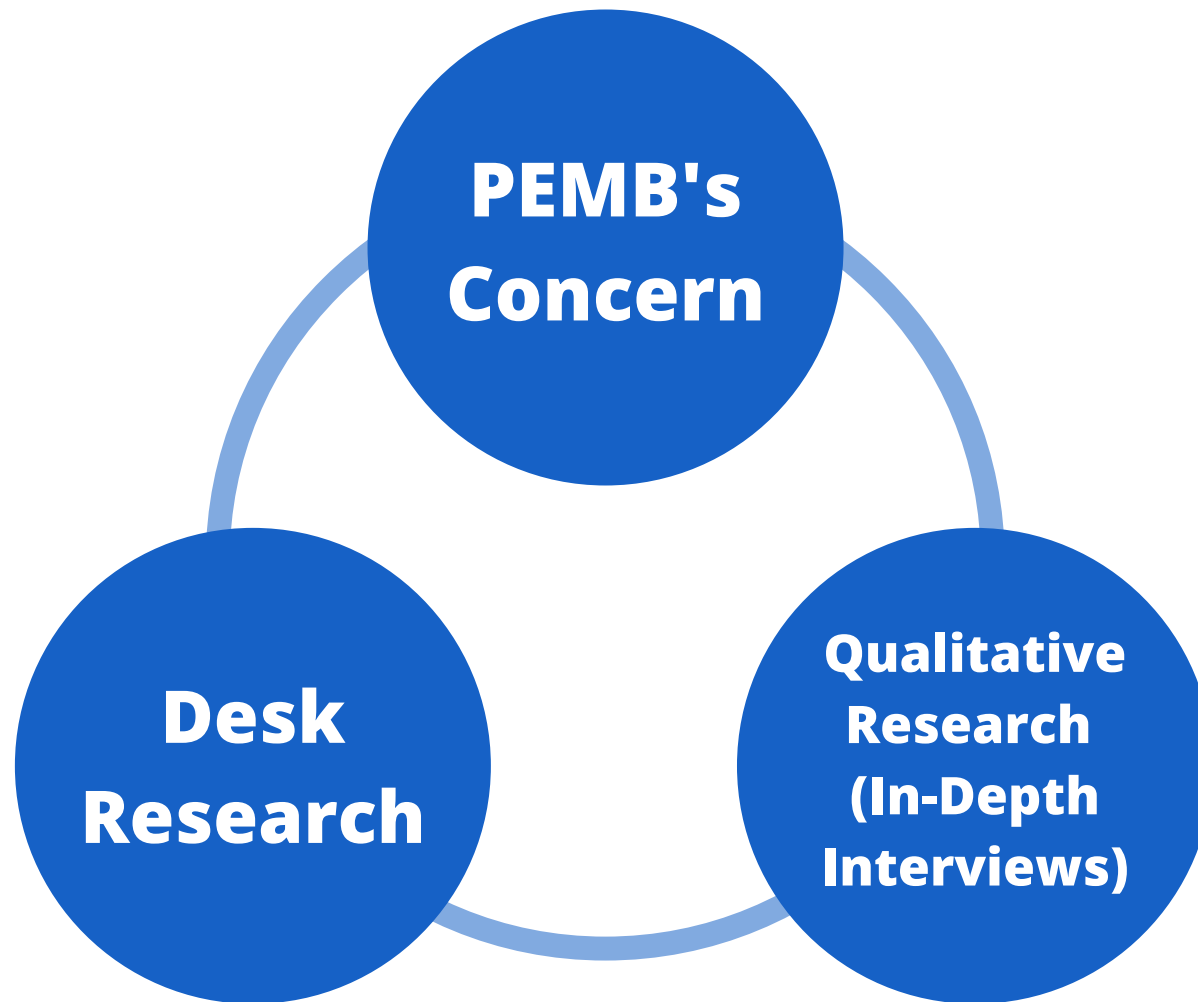
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**+400
Stakeholders**

- 1. Inclusive and Innovative Economy**
- 2. Fair Income Level**
- 3. Climate Emergency**
- 4. Sustainable and Safe Mobility**
- 5. Sustainable Food**
- 6. Territorial Cohesion**
- 7. Suitable Housing**
- 8. Cultural Vitality**



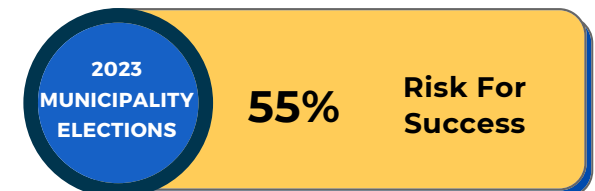
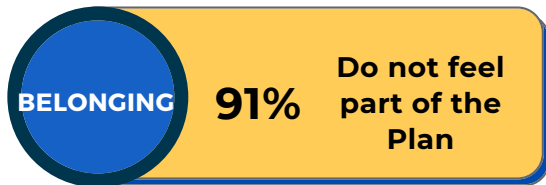
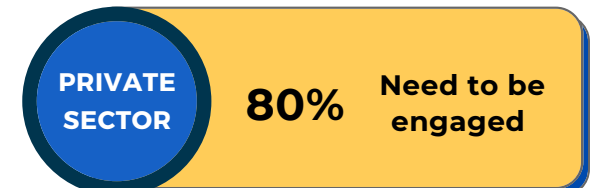
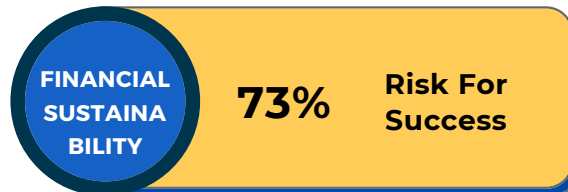
Focusing on Governance



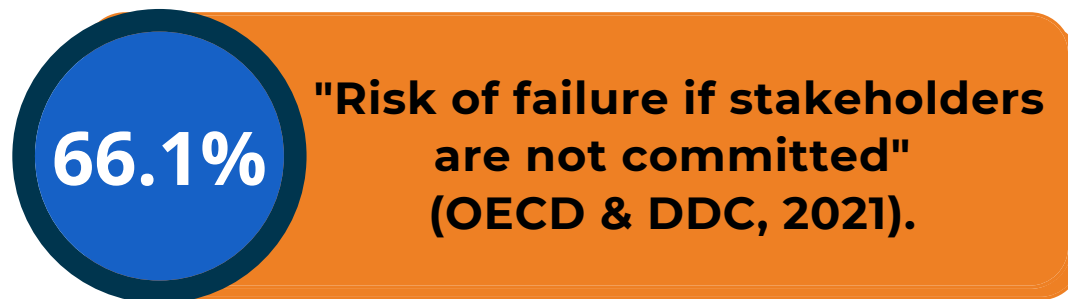
Interview with a sample of 11 Stakeholders



Interviews and Desk Research Outcomes



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Proposal: A Model to Visualize Governance

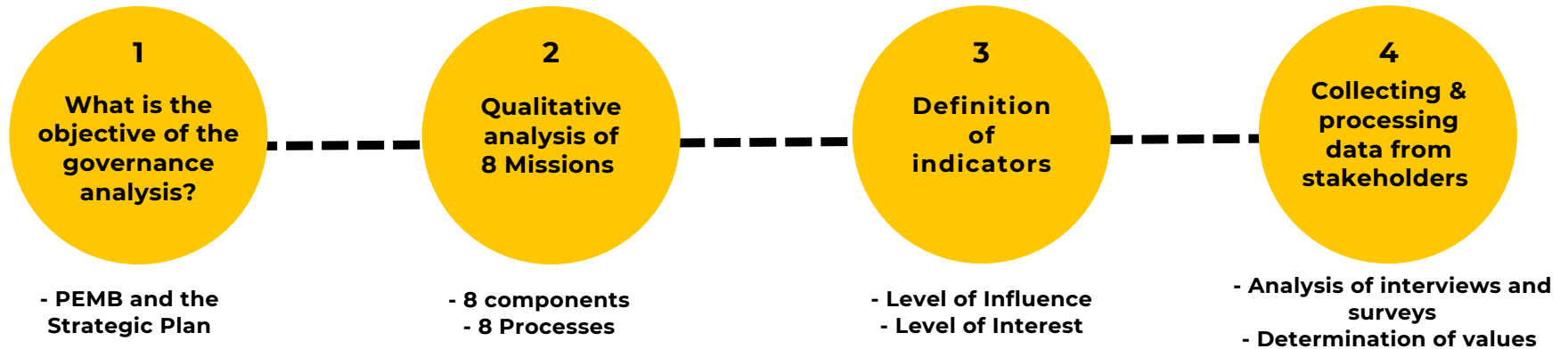
Tool 1

**Stakeholders
Network**

Tool 2

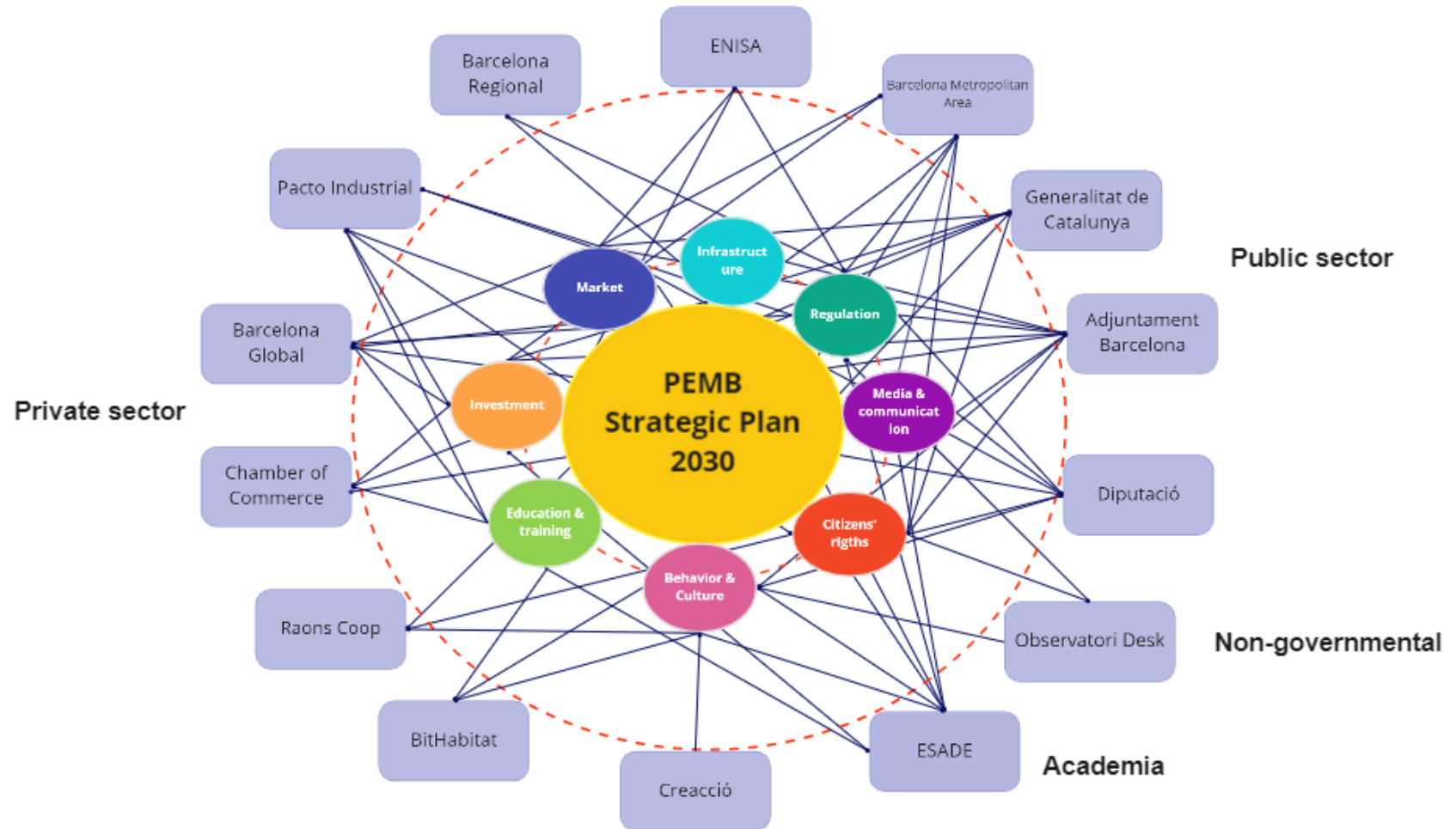
**Influence/Interest
Matrix**

Proposed Model: Methodology



Stakeholder A						
Which of these components and processes describe the stakeholder's relation to the strategic plan?						
	Components	Processes				Determine values
		Promotes/ Lobbies	Finances/ Raise funding	Researches	Designs/ Evaluates	
Level of influence	Market					0
	Regulation	x				1
	Investment					0
	Infrastructure		x	x		2
	Media and Communication	x		x	x	3
	Education and Training	x	x	x	x	4
	Behaviour and Culture					0
	Citizens' rights					0
Level of interest	How much interest in participating in the 2030 Strategic Plan does the stakeholder have? Participation means working together with PEMB, using time, resources, and people to contribute to the plan's success.					
	Very Interested - 4	Interested - 3	Neutral - 2	Less Interested - 1	Not Interested - 0	Determine values
		x				

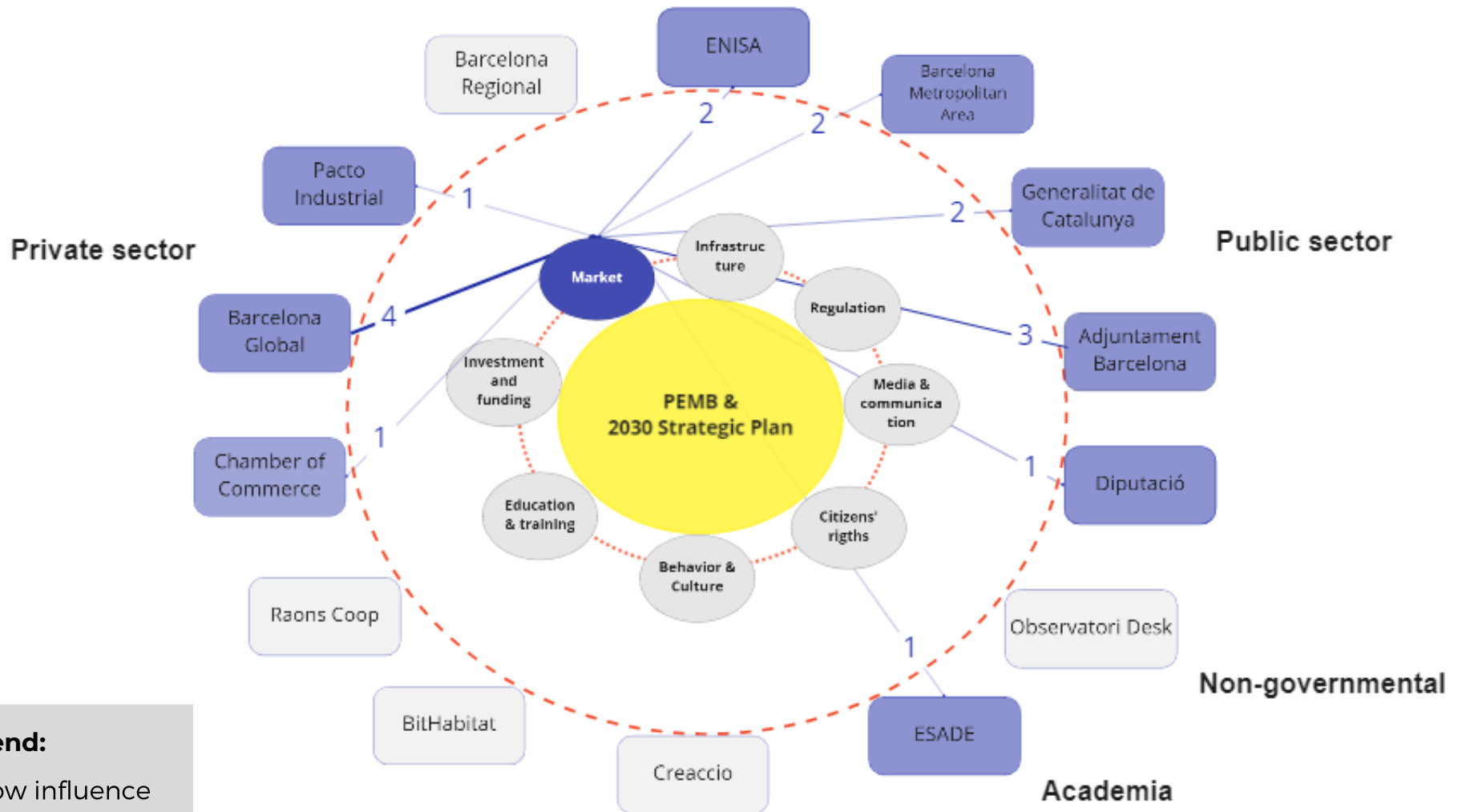
First tool: Stakeholders Network



Legend:

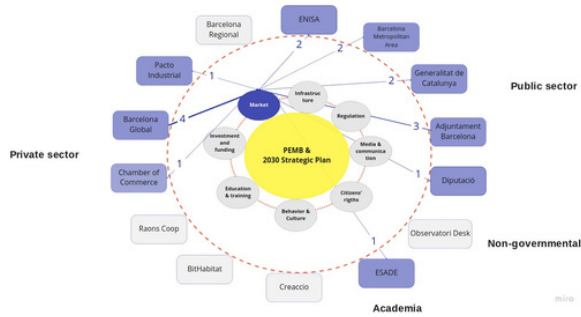
- Stakeholders' Influence in each component
- Components
- Stakeholders

Focusing on one component: Market

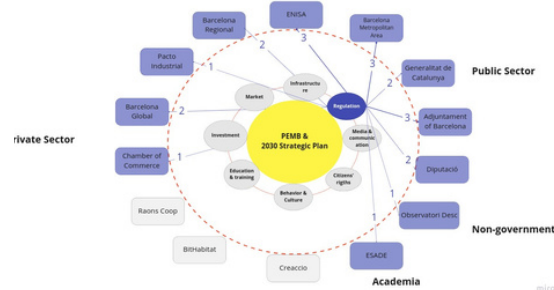


Stakeholders Network: 8 Components

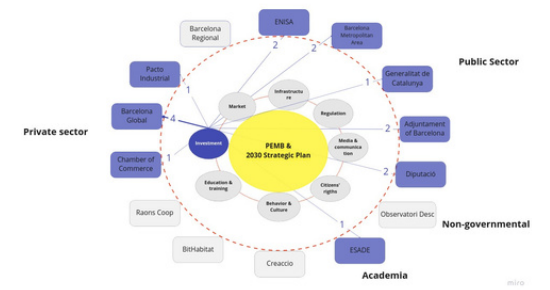
MARKET



REGULATION



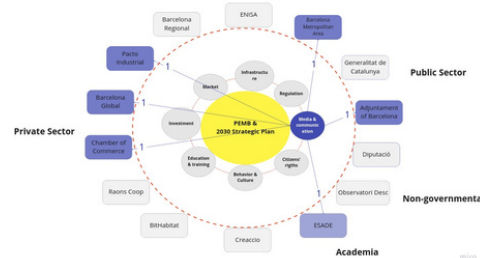
INVESTMENT



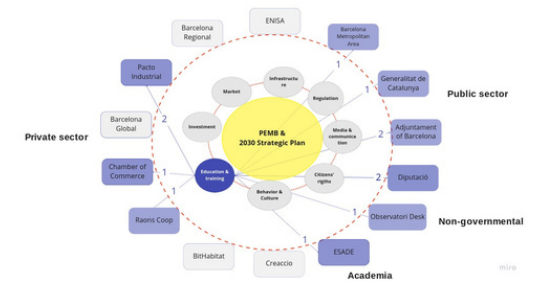
INFRASTRUCTURE



MEDIA & COMMUNICATION



EDUCATION & TRAINING



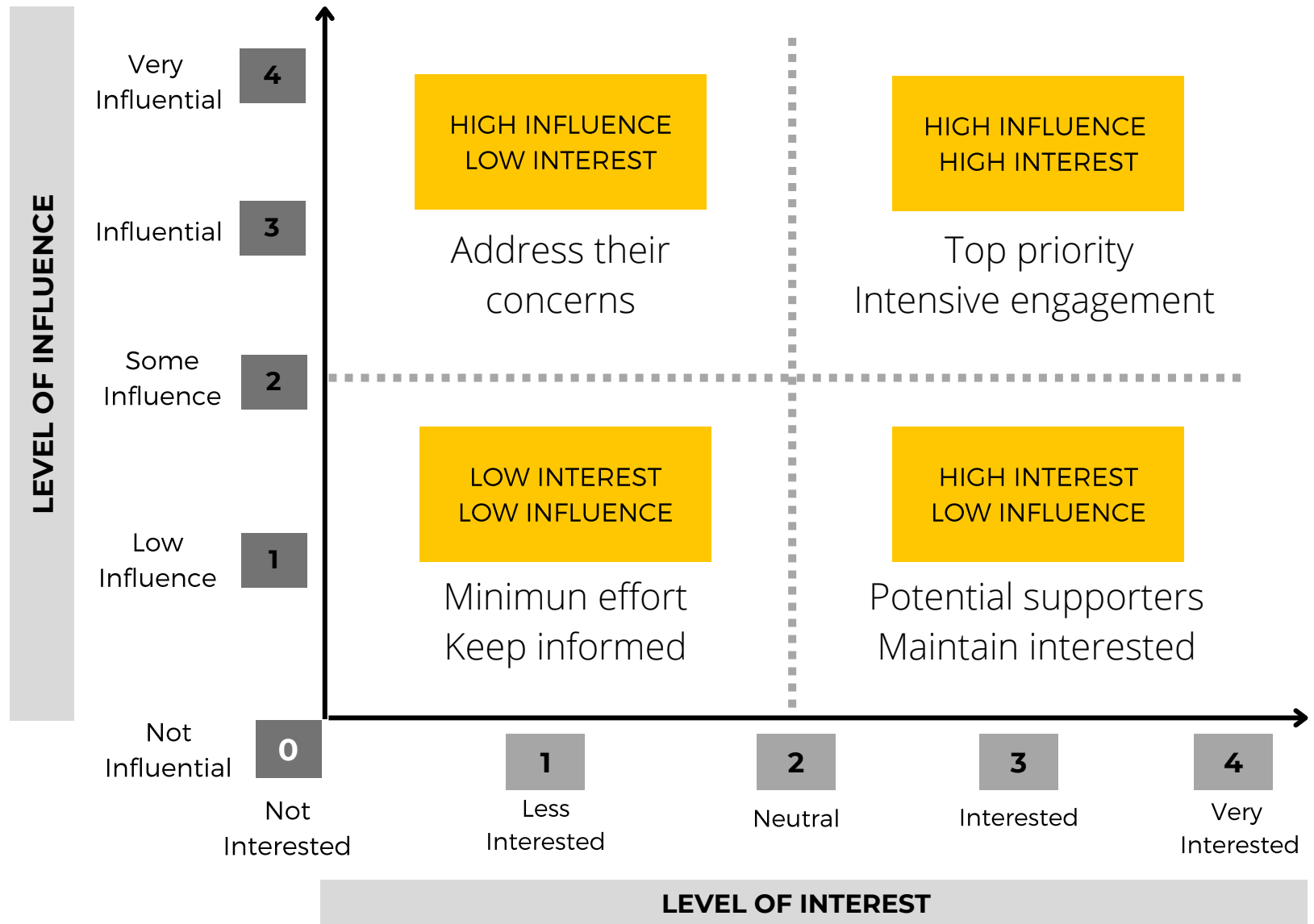
BEHAVIOUR & CULTURE



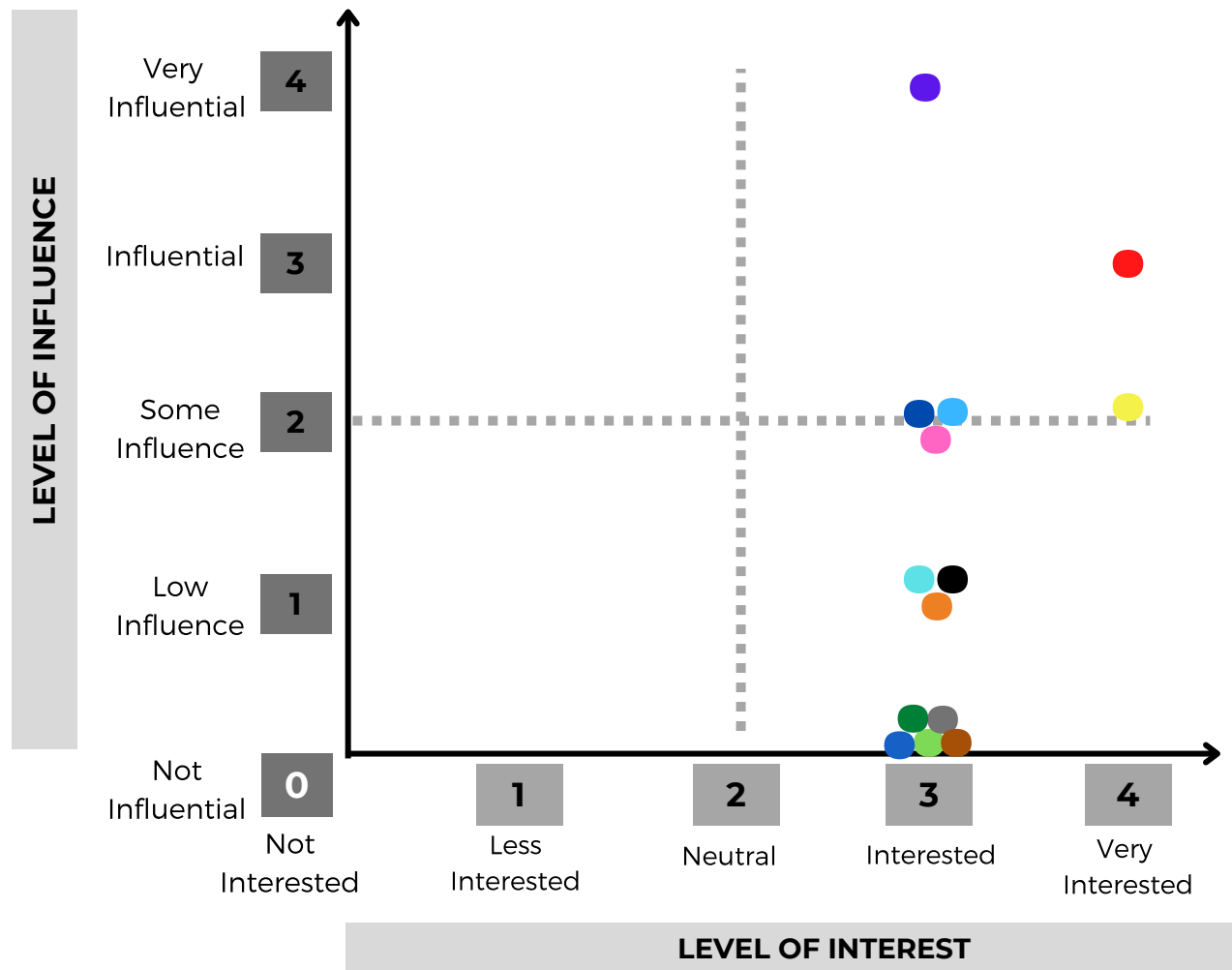
CITIZEN'S RIGHTS



Second Tool: Influence/Interest Matrix

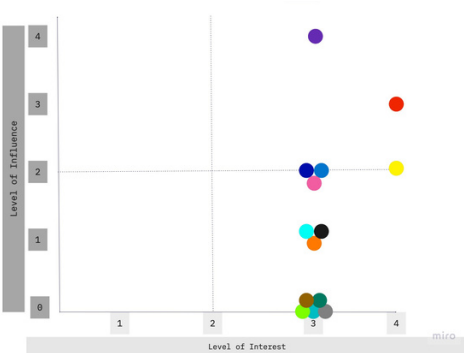


Focusing on one component: Market

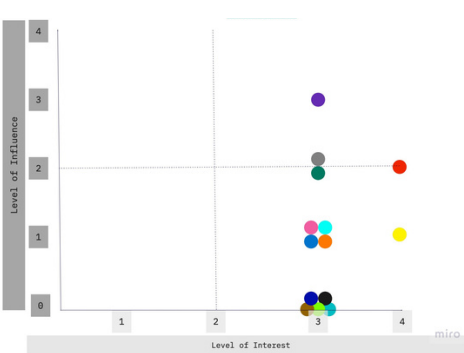


Influence/Interest Matrix: 8 Components

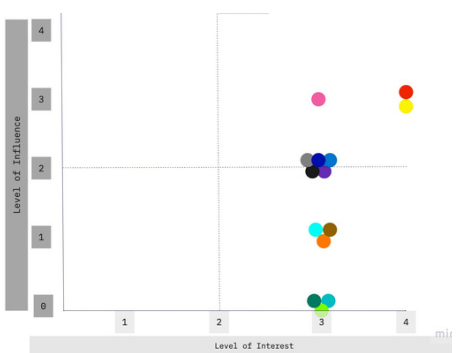
MARKET



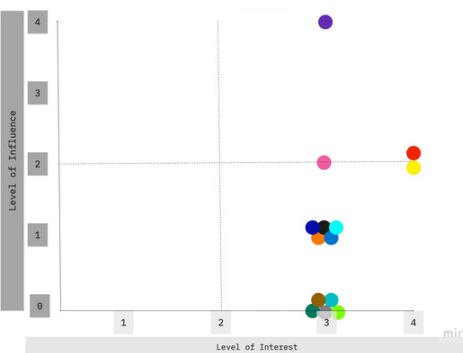
INFRASTRUCTURE



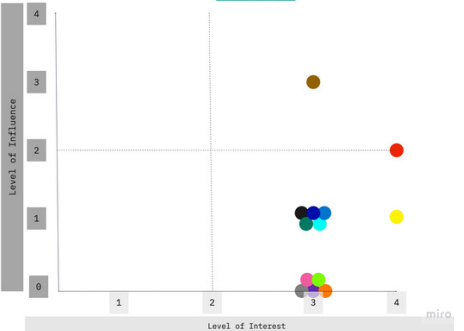
REGULATION



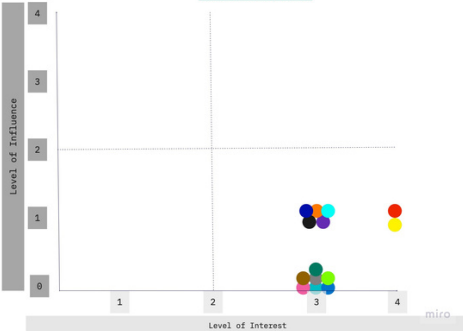
INVESTMENT



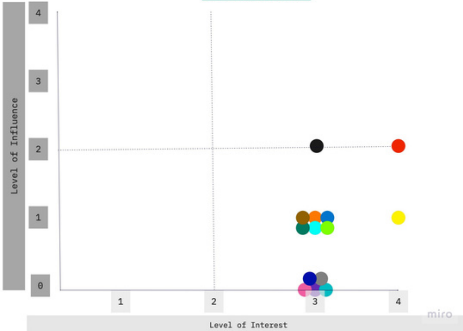
CITIZEN'S RIGHTS



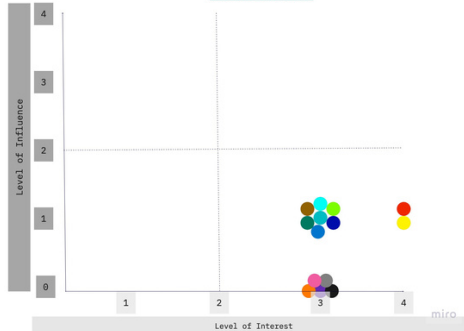
MEDIA & COMMUNICATION



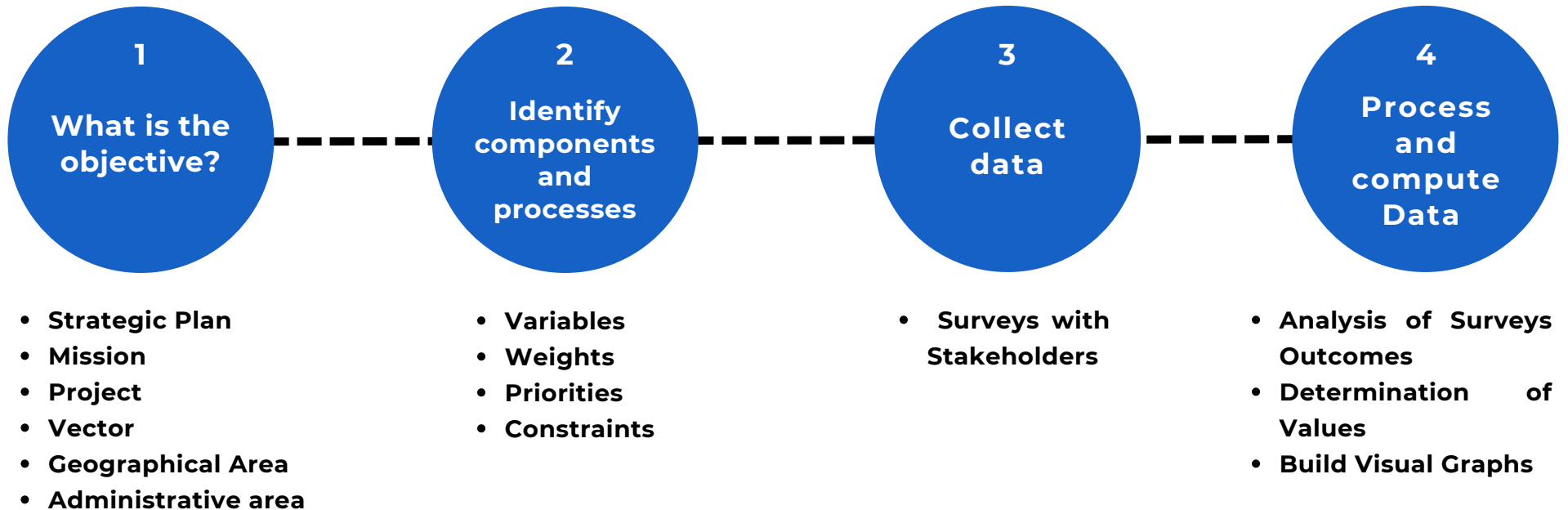
EDUCATION & TRAINING



BEHAVIOUR & CULTURE



How to scale up?



*Steps 2, 3 and 4 can be optimized with Data Science and/or IA

Final remarks

- The proposed tools complement PEMB's efforts to address governance and manage stakeholders for the 2030 Barcelona Metropolitan Commitment execution. However, to scale up this model with over 400 stakeholders, we believe PEMB should need the help of specialised professionals like data scientists.
- The advantages of the tools are: (i) they can be customised to PEMB's needs, (ii) they are flexible in responding to governance dynamism, and (iii) they are versatile and can be applied to all stages of the life cycle of the plan.
- Commitment to such many missions adds complexity to governance, so PEMB should test their governance first, using one mission as a pilot.
- Unique opportunity to expand our understanding of missions and the intersection of theory and implementation.
- By bringing the skillset we accumulate back to our countries, we can work towards realising our countries' vast and untapped potential.

Thank you!

