



## International Association of Educating Cities

### 2019- 2022 Strategic Plan

#### **Aim:**

The present Strategic Plan aims to be an instrument that orders a series of priority initiatives and actions of the International Association of Educating Cities for the period 2019-2022, with the goal of being a road map that allows us to face the future with guarantees and to go further with the advances achieved.

With this series of strategies the aim is to highlight the role of the local governments as educational agents; to increase the recognition of their work in front of the national and international organisations; to back up the work that the member cities are carrying out, by means of their institutional strengthening; to create spaces and materials of exchange and reflection, and to spread their best practices as educating cities.

After a journey of nearly 25 years, the International Association of Educating Cities (IAEC) has grown, consolidating itself and diversifying its activities and services so as to strengthen the commitment of its members with the values of the Educating Cities Charter. In the coming period we intend to take the challenge to update our map road, in order to adapt it to the stakes that our cities must face.

The IAEC is also a young organisation, open and dynamic and we would like to remain so. With the present plan we aim to search for a joint response to the new challenges and to make proposals for improvements that strengthen the education in the city for better coexistence and greater social cohesion and solidarity.

Currently, 489 cities from 36 countries form part of the IAEC, which means that the improvements introduced in these cities have an impact on the life of a population of more than 100 million people.

Continuing to increase the number of cities in those territories in which the Association has a low level of implantation, would allow the presence of the IAEC to be extended, providing a greater boost to the movement and gain impact at an international level in favour of the right to an Educating City and of the improvement of the quality of the life that this implies.

The work of defining the objectives included in this plan have been carried out, taking into account various points of view and taking as a basis the accumulated experience and knowledge. The results of the previous Strategic Plan 2015-2018 highlight the fulfilment of a series of goals, which is at the same time are a source of stimulus to continue working in a rigorous, ordered, planned and agreed way, evaluating the actions undertaken.

With the conviction that the collaboration of all is essential with regard to a document that will mark our actions over the next 4 years, the present plan has been elaborated in a participatory way.

An important part of the work of the Association will be to maintain a fluent communication with its members and to foster dynamic exchanges between them. In the interest of sustainability and in view of the difficulties faced by numerous cities to participate in the meetings and to physically attend encounters, we will try to combine these spaces of training and encounter with virtual ones by modelling the pilot experience tested in Latin America.

Likewise, we believe that it is important to keep on reaching agreements and alliances with other organisations and municipal networks, as well as with organisations from the civil society, given that we can confirm that where the best conditions have been created for the citizen participation and where educational experiences have been developed with organisations from the civil society, these cities maintain their commitment to the Charter even when institutional changes are produced. For this reason, we believe it is important to include the collaboration of the civil society. In this sense, the celebration of the International Day of the Educating City, started in 2016, is contributing to reinforce this collaboration, as well as to showcase the work undertaken by educating cities.

On the other hand, it should be pointed out that, given that the Association is mostly funded with public funds, as a manager of these resources it has the obligation to act with the required efficacy, efficiency, and transparency.

The present Strategic Plan lays out the major lines which define the way to be followed, which will become more specific and adapted to the new challenges by means of the annual action plans. Having clear and achievable goals that will allow us to continue being what we want to be: a source of inspiration for the cities that

already form part of the Association and a pole of attraction for those that are not yet members.

So as to be able to carry out the present Strategic Plan the commitment of all the educating cities will be necessary.

## **1. To increase the political impact**

Overall aim: to boost the impact of the IAEC both inside and outside the network, between its members and in other organisations, as well as establishing synergies with other organisations that work in line with the Charter.

### Specific goals:

To strengthen the institutional image of the IAEC.

To update the Charter of Educating Cities to bring in the new challenges that cities face in the 21<sup>st</sup> century.

To promote and reach national and international organisations with the new Charter of Educating Cities as well as resolutions and statements (declarations) about questions that affect the local governments that comprise the Association and to give value to, and to highlight, the importance of citizen education. At the same time that we ourselves join declarations, resolutions and statements that other organisations with similar interests may make.

To urge the United Nations and governments to recognise the role played by the local governments and to claim for the importance of education for tackling the challenges of the 21st century.

To urge different levels of government (local, regional and state) to listen to local governments in issues which are key to the Educating Cities and to be consulted through the different IAEC territorial networks and delegations.

To participate in the government organs and commissions of the UCLG with the aim of highlighting the key role that education plays in the achievement of the Sustainable Development Goals (SDG) , in questions such as literacy, sustainability, social justice, and gender equality, etc. To work together with UCLG in the localization of SDG to contribute to the fulfilment of the Global Agenda 2030.

To take advantage of the participation of the Association in activities of other organisations and networks so as to make known the IAEC, the principles of the Charter, the work of the member cities, etc.

To promote the policies of the Educating Cities and the commitment to the Charter from among other local powers.

To increase the relations with the media so as to provide visibility to the initiatives of the educating city, both from the association and from each of its members.

To participate in events that can make the work of the IAEC known, through the IAEC Secretariat, the Executive Committee, the Delegations, and the Territorial and Thematic Networks.

To increase the connection with other networks, such as, for example, UNESCO, ICLEI, CIDEU, Medcities, The Union for the Mediterranean, MERCOSUR, etc. with the aim of generating new synergies.

To promote a Pact for the Educating City in the different members cities, with the aim of joining forces and generating synergies with the civil society.

To go on with the Educating Cities Award with the aim of encouraging, recognising, publicising and holding innovative initiatives and activities carried out by local governments that have been demonstrated to have a significant and positive impact. This will stimulate other cities to adopt this initiative.

## **2. To improve the capacities of the local governments.**

Overall aim: to strengthen the capacities of the local government members and their organisations from the civil society in the defining, implementation and follow up of transversal public policies with the aim of advancing in the fulfilment of the Educating Cities Charter.

### Specific goals:

To offer assessment, advice and training for the new municipal teams that result from the electoral processes, as well as to other cities that require it, so as to promote the application of the principles of the Educating Cities Charter in their municipal policies.

To foster the interest and political will with regard to the incorporation of education as a transversal axis for the political action.

To produce a methodological guide on how to implement the principles of the Educating City, aimed at new members as well as member cities.

To promote the commitment as an Educating City as a differential factor.

The foster the exchange of experiences and mutual learning between the cities, by means of the creation of physical and virtual spaces that allow the exchange of information, knowledge and methodologies.

To organize study visits to innovative initiatives which can be inspiring for other member cities, following the peer-review methodology.

To promote the development of joint projects among various member cities, with the support of experts, as innovation and experimentation labs.

To consolidate and increase the offer of on-line training.

To reinforce thematic working groups within the territorial networks as well as at international level, and to share the outcomes with the ensemble of member cities.

To raise the awareness of diverse councillor's offices/departments/secretariats of the local governments, beyond those of education, of their educating potential based on programmes and initiatives that they are already carrying out; as well as various agents from the civil society.

Designing indicators so as to assess the degree of commitment and progress in relation to the Educating Cities Charter (self-assessment).

### **3. To make an in-depth reflection.**

Overall aim: to promote the reflection around the concept of the Educating City and to develop its application in various fields.

Specific goals:

To foster reflection on the following topics: Culture and feeling of belonging, social inclusion, Sustainable Development Goals (SDG) and Civic Participation, through publications, congresses, meetings, on-line courses, etc.

To produce documents that contribute to the development of the concept of the Educating City by means of the reflection, the analysis of the new situations faced by the cities as a result of globalisation, and of the best practices of various cities, and to spread them inside and outside the network.

To request articles, documents and collaborations from experts so as to spread the concept of Educating City and their position regarding specific topics, incorporating territorial sensibilities.

To work with faculties and universities from the member cities to promote spaces of reflection, training and research about the city as an educational agent.

To continue with the current publications for promoting debate and reflection.

To organise international, regional and national congresses and meetings of cities, with the participation of experts from different fields so as to debate and exchange new points of view and to learn, based on specific experiences carried out by the cities. To explore new methodologies of exchange which allow to deepen-in and enrich the discussions on the issues dealt.

To provide greater diffusion of the learning generated from the International Congresses.

#### **4. To consolidate the IAEC as a global network and to improve its governance.**

##### Overall aims:

To consolidate the IAEC as a global network with the capacity for strengthening and providing support for the work carried out by its member cities.

To improve the network organization and to increase the co-responsibility of the Executive Committee members and the Territorial Networks.

##### Specific goals:

To spread the proposals of educating cities to new territories through the Secretariat of the IAEC, the territorial networks, the members of the Executive Committee and associations of local governments, with the aim of promoting the incorporation of new cities in the Association.

To explore a line of cooperation with cities from geographic areas with low implementation in the IAEC to make the movement known.

To promote the translation of publications, articles, declarations and other documents and support materials generated by the IAEC, in as many languages as possible so as to achieve greater outreach.

To boost the existing territorial networks and to promote the creation of new networks in those territories with a significant number of members.

To ensure a higher use of the funds allocated to territorial networks to improve the services and the opportunities of exchange, meeting and capacity building offered to member cities.

To gain visibility and enable access to the information and documentation of the IAEC and its members through the permanent updating of the website and opportune technological improvements.

To provide support to the initiatives carried out by the member cities.

To facilitate access to information about initiatives of member cities that promote the fulfilment of the principles of the Charter, included in the databank.

To evaluate in a continual way the services provided by the Association, by its members.

To continue with the celebration of the International Day of the Educating City (on November 30<sup>th</sup>) and to invite member cities to plan different awareness initiatives to make their commitment to the Charter known. To urge the United Nations to officially recognize this International Day.

To consolidate the governance, the participation of member cities and the shared responsibility. To improve the inner organization and to take benefit of the potentialities of the Executive Committee members to extend the IAEC and to work issues of interest for member cities through the creation of working groups with specific tasks.

To explore online mechanisms and tools to reduce language barriers and to allow the sharing of the accumulated knowledge.

To reinforce the coordination between the Latin American Delegation and the territorial networks in the region to increase membership in this territory.

To secure the financial bases. To carry out initiatives for raising funds in addition to the fees of the member cities. To make requests to organisations that grant funds, and to promote initiatives that can generate revenues, etc.

To ensure continuous assessment of the services provided by the Association by member cities.