

# Barcelona Cooperation for Global Justice Master Plan 2023-2026



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# Abbreviations and acronyms

ACCD	Catalan Agency for Development Cooperation
AECID	Spanish Agency for International Development Cooperation
AMB	Barcelona Metropolitan Area
ODA	Official Development Assistance
UCLG	Unite Cities and Local Governments
CIDEU	Ibero-American Centre for Strategic Urban Development
HR	Human Rights
DGCD	Directorate General of Development Cooperation
DIBA	Barcelona Provincial Council
DJGCI	Global Justice and International Cooperation Department
DRI	Directorate of International Relations Services
EpJG	Education for Global Justice
FCCD	Catalan Development Cooperation Fund
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex people
SDG	Sustainable Development Goals
NGO	Non-governmental organisations
OTC	Technical Offices for Cooperation
MP	Master Plan
PDCJGB	Barcelona Cooperation for Global Justice Master Plan
ToC	Theory of Change

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# Presentation

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This is Barcelona City Council's fifth quadrennial Master Plan for international cooperation. Master Plans are the main planning tools. They outline the priorities, programmes, and actions of the City Council in this area, but they also serve to build consensus within the community of NGO, universities, various institutions, and the municipal political spectrum. Therefore, the outlined Master Plan is the successor of the previous ones and is situated within the current global and Barcelona context. The Master Plan aims to delve into the new mission of international cooperation: global justice. And finally, it seeks to improve strategic operations.

The previous planning period endured two major global contingencies – a global pandemic that locked down a large part of the world's population and, shortly after that, a war in the heart of Europe resulting from Russia's invasion of Ukraine with strong international repercussions – and it does not seem unlikely that new international shocks will also impact the new planning cycle. However, as they say in the world of urban strategic planning, the best way to improvise is to plan.

It is worth mentioning that the policy of global justice originates from the motivation of Barcelona's citizens to address, from within the city, the significant problems of our time that go beyond the municipal geographic boundaries and the temporal horizons set by our generation. These issues, in the absence of global legal frameworks, are the responsibility of the cities and their neighbourhoods. In that regard, the Municipal Charter of Barcelona, which grants competences to the City Council to develop a public policy of international cooperation, states the following: 'Barcelona, the capital of Catalonia, has always been a symbol of freedom and progress. A city of coexistence, built on plurality and diversity, it has projected to the world its capacity for initiative, vocation of modernity, and commitment to



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solidarity and constructing a peaceful world based on respect and tolerance. Barcelona, a cradle of cultures, has been and wishes to continue being an example in defending human and people's rights.'

The following Master Plan aims to establish the framework for municipal cooperation policy both in terms of the City Council's support to the global justice community and the department's operations tasked with putting it into practice: the Global Justice and International Cooperation Department.

In addition, this Master Plan is framed, at the state level, within the Cooperation for Sustainable Development and Global Solidarity Act and, at the regional level, within the Cooperation for Development Act and the strategic and programmatic instruments of the Government of Catalonia in this area. Its implementation will be coordinated with other local entities and interested municipal associations.

### **The drafting process**

The drafting process of the Master Plan consisted of three stages. In the first stage, an external assessment of the PDCJGB 2018-2021 was undertaken, during which areas for improvement were identified that need to be incorporated into the new Master Plan. During the second stage, the new Master Plan was written in partnership with the city's development cooperation organisations. The third stage was centred on the negotiations among the municipal political groups represented in the City Council.

The assessment and drafting of the Master Plan were conducted in an open and collective manner with the relevant parties (the sector, municipal groups, and reference counterparts in the South).

The assessment of the PDCJGB 2018-2021, as well as the first draft of the new one, were prepared by ICG - International Cooperation and Management, in coordination with the City Council's Global Justice and International Cooperation Department. ICG is the company that won the tender issued by the City Council through the usual mechanisms. The Master Plan Working Group set up by the Municipal Council of International Cooperation has played a particularly significant role. Comprising 13 people, it represents various entities, City Council bodies, and a municipal group, with 11 members serving on the Standing Committee of the Municipal Council for Cooperation. The results of the assessment are summarised in the following section. Finally, the Master Plan received the approval of the Municipal Council of International Cooperation, assembled in an extraordinary plenary session on 1 March 2023, and it was endorsed at the Full City Council on 31 March 2023.

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# 1 Insights from the assessment of the pdcjgb 2018-2021

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During the second half of 2022, an external assessment of the PDCJGB 2018-2021 (extended until 2022 by agreement of the agents) was carried out. This evaluation **emphasised** several elements: assessing the relevance of its design, analysing the level of implementation of the promoted actions, identifying strengths and weaknesses of the previous strategic planning exercise, and finally, guiding the definition of the Master Plan for the subsequent period.<sup>1</sup>

The assessment, directed in accordance with the ToC, enabled lines and axes of change to be identified, facilitating their representation in a logical framework. From this, the **dimensions of analysis** were structured: (1) design and conceptualisation, (2) structural conditions, (3) processes, and (4) results achieved.

To achieve the set objectives, a **participatory process** was implemented, involving a total of 114 individuals representing groups from the Barcelona global justice cooperation sector through the use of qualitative techniques (workshops and individual and group interviews) and quantitative methods (questionnaires).

In short, the report recommends continuing with the commitment to consolidate the global justice paradigm and to deepen it, as well as to improve

<sup>1</sup> Assessment Report of the Barcelona Master Plan for Global Justice Cooperation 2018-2021: [https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/informe\\_avaluacio\\_pladtor\\_coop\\_2018-21\\_def\\_1.pdf](https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/informe_avaluacio_pladtor_coop_2018-21_def_1.pdf).

and strengthen the definition of the logical model of the Master Plan in terms of strategic and operational metrics. It also provides insights and compiles shared proposals from the people contacted, such as the advisability of developing a gender justice strategy that allows focusing on specific tools with the dual objective of promoting specific actions and mainstreaming gender justice in all initiatives undertaken within the framework of this Master Plan, or maintaining the commitment to 0.7% of own income, among others.

For more information, please see Annex 2, which contains the primary **recommendations** derived from the assessment that have been crucial in identifying the most significant challenges that must be considered when defining the Master Plan for the next planning period, namely, from 2023 to 2026.

More specifically, the impact of prioritising gender justice in the previous PDCJGB has also been assessed. The insights and recommendations from this study have informed the new PDCJGB 2023-2026, particularly concerning internal coordination and coherence. Recommendations related to efficiency and improving the instruments are included in the strategic section of this Master Plan. For further details, please refer to Annex 3, which contains the main recommendations from the above assessment.



Full Meeting of the Municipal Council of International Cooperation (2 February 2023)

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# 2 Global context

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The global situation is characterised by overlapping cyclical trends. Firstly, there are long-term trends such as global warming, urbanisation of the world's population, political polarisation, and the rise of authoritarian regimes (autocratisation), often threatening municipal autonomy, and in general the inability of international governance structures to deliver effective responses to the major global challenges.

Secondly, there have been medium- and short-term global crises, such as the conflict between Ukraine and Russia, with significant side effects, including increased energy and food prices worldwide, as well as a rise in military spending, which are phenomena further exacerbated by the war.

Thirdly, it is important to highlight the advent of regional tensions in countries that are relatively important due to their connections with Barcelona, such as the Sahel, Iran, Israel-Palestine, Morocco - Sahara, Algeria, Tunisia, Turkey, Kurdistan, Syria, Lebanon, Mexico, Central America, Colombia, Cuba, Bolivia, Peru, Pakistan and the Philippines, among others.

Fourthly, Europe is torn between its values and its interests: to be a democratic power and a promoter of respect for human rights on an international scale, that is, a regulatory power that asserts its trading capacity and its soft power, or, on the other hand, to retreat in the face of the migratory phenomenon, reinforce the growing European violations through border migration policy, and ignore the impact of its consumption and public procurement on third countries for reasons of competitiveness.

The following describes some of the most significant elements of the current situation that may determine the struggle for global justice in the coming years:

1. There is a clear inability of the international regime to provide effective responses to the major global challenges, such as the increase in inequalities between territories and within societies themselves, hunger and poverty, or the climate emergency and the setbacks in women's rights, among others. On the other hand, it is becoming evident that the sustainability of life itself is being put at risk, which flows from the analysis of the climate and energy situation. Other global challenges that emerge are constant economic and financial instability, the growth of violent extremism, migratory tensions, the spread of infectious diseases, violent conflicts, and recurrent humanitarian crises, among others.
2. The Russian invasion and the war in Ukraine: two of the most important international consequences will be an escalation of defence budgets and the legitimising armies and weapons production. In this context, it will be important to consider and promote proposals aimed at resolving the conflict through peaceful means as the only possible alternative to preserve the right to life. A second consequence is general inflation and the rise in energy, cereal, and fertiliser prices on a global scale, which particularly affects countries that depend on them, such as those in the Mediterranean and East Africa. These events will increase food crises and protests due to the rise in fuel and bread prices.



Demonstration against the war in Ukraine in Plaça Catalunya, Barcelona (2 March 2022)

3. Worrying setbacks in human rights for women and LGBTI people, as well as attacks on feminist movements everywhere. Gender-based violence and persecution of women's rights and the rights of the LGBTI population around the world by various agents (governments, armed agents, far-right sectors and regressive forces) continue to affect millions of people worldwide, including women defenders, feminist activists and LGBTI activists, among others. At the same time, feminist movements continue to be a force for transformation worldwide and a key agent for global justice and peacebuilding.
4. The process of digitalisation, which was accelerated by the pandemic, will continue to increase the economic, political and social power of the large digital platforms, especially Google, Amazon, Meta, Microsoft, Apple, and their Chinese counterparts. On the other hand, digitalisation and artificial intelligence will accentuate two further processes that will need to be better identified. The first is the increase in political polarisation, social fragmentation and the erosion of democracies as a result of the widespread use of social networks to interpret reality, while the second derives from the digital and ecological transitions, which, although based on assumptions of sustainability, necessitate the mass extraction and exploitation of minerals such as cobalt, lithium or rare earths, often involving labour exploitation (typically in countries of the Global South) and requiring a large amount of energy to operate. This fact will lead to new peripheries and conflicts over territory, especially in Africa and Latin America, the seabed, and possibly to more greenhouse gas emissions.
5. On the other hand, many countries and cities will be subjected to the centralising and authoritarian impulses of some states and will be the centre of protests and democratic resistance, but also mobilisations of discontent as a result of the rise in the price of food and energy. In this context, Barcelona can establish new partnerships and update existing ones.
6. Cities will continue to grow and accumulate people living in conditions of vulnerability, many of whom will be migrants. Cities will follow the dynamic of capitalist growth, accumulate more power, and consume many more material and energy resources from their environment, as in the case of Barcelona itself, through diffuse global supply chains. They will be both victims and perpetrators of global warming and must prepare for its effects (water stress, heat spikes, extreme weather, rising sea levels, etc.). Cities will continue to urbanise as life in the countryside becomes more insecure. The peripheries will continue to grow informally in African, Latin American, and Asian cities and will concentrate most of the world's poor people.



7. Climate resilience. Cities of the world are entering a phase where they will be climatically strained according to their characteristics and geographical location, and their vulnerable populations will be greatly affected. Their leaders must protect against the strong impacts of a new pattern of rains, winds, water supply and solar radiation, and adapt them with new infrastructures, climate shelters, urban green spaces, etc. Conversely, they will need to reduce their contribution to the problem and understand and cushion their climate footprint. The trend for European cities like Barcelona will be primarily to take domestic measures (pacification, greening, etc.), but it will be necessary to fight to ensure that these are not merely a form of delocalisation of polluting processes abroad. In this context, the role of indigenous and environmental movements is of great importance in proposing alternatives and best practices.
8. Migrations are a structural reality of our society, and therefore, they will continue to occur in the future. Climatic tensions, violent conflicts, and food and economic crises, for which the global North shares responsibility, will incentivise migration. The European Union, concerned about the arrival of people from other continents from the south and the east, and especially its states, will reinforce coercive measures to curb the migration of undocumented individuals. Large military industries of control and security will continue to exploit this situation, forcing administrations to divert resources that should be dedicated to social services and care. The arrival of migrants, for the reasons stated or for others, is an opportunity to incorporate new knowledge and positive experiences for our city and is also a chance to add new agents who can promote transnational changes from a global justice perspective.
9. Barcelona can continue to act as one of the global capitals best representing democratic municipalism but also as a global capital for human rights. In that regard, Barcelona can contribute to denouncing situations of human rights violations that result in repressive regimes through its 'brand,' as is the case with Iran, Israel, Morocco, Russia, Turkey, Saudi Arabia, or countries like Mexico, Peru or Colombia, and others in Central America. However, the pressure that northern cities exert on the south through global supply chains leads to the perpetuation of human rights violations, such as the importation of electronics. The supply chains are well-known after experiencing disruptions from Covid-19 and later from the trade war with Russia and China, and the potential implementation of human rights respect policies can be considered.

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10. Education and culture. In the face of all these challenges and evidence, the notion of 'shared responsibility' in global problems must be significantly assimilated by the citizens of Barcelona. It will be necessary to advance towards a cultural shift in respect for all peoples and the entire planet and to progress towards a truly smart city with critically minded and compassionate people. Working with primary and secondary schools, universities, non-formal education bodies (libraries, civic centres, leisure education entities), and media and journalists is crucial for an education committed to what is happening in the world. Service learning is a prominent tool that encourages active participation and promotes meaningful learning, along with other methodological proposals. In the field of formal education, normative changes in the curriculum represent an opportunity to reinforce the relationships between formal educational centres and the multitude of social and educational agents working in the educational environment to jointly promote educational proposals that provide tools to question and critically transform the existing social, political and economic model.



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# 3 Global justice, the vision

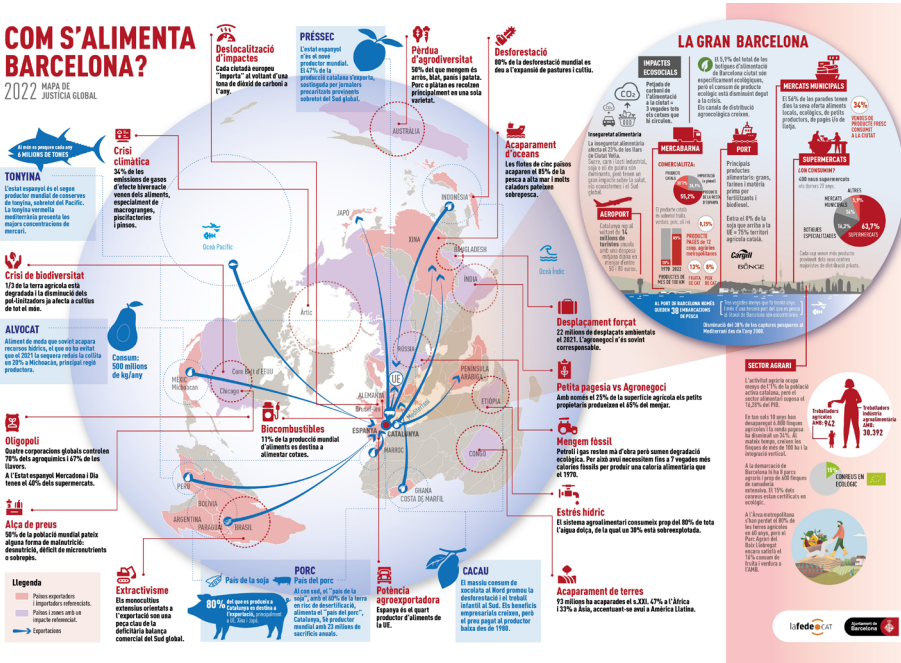
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In Barcelona, as in other cities around the world, the international solidarity movement grew and evolved until, at the beginning of the 2000s, with the advent of various global campaigns and networks (facilitated by the global deployment of the internet) and criticisms of globalisation that generates significant worldwide inequalities, a demand for global justice begins, and this term starts being used. Protests against the debt crises in the South, the West's invasions of Afghanistan and Iraq, and later, the instrumentalisation of the war on terrorism, the refugee crisis in Europe or the effects of climate change, among other issues, years later, did nothing but reaffirm that the struggle for global justice is necessary. It is from this perception of injustice on a global scale that both movements in the South and the North have demanded the establishment of an alternative regime based on a new moral hierarchy, a rule based on global justice.

Global justice is understood as a dynamic future, a desirable regime, a system of relationships on a planetary scale where individuals, communities, peoples, sexual identities, generations, ethnicities, countries, regions and their organisations live in peace, have access to the same rights, have their basic needs met, and exercise freedoms as well as obligations under the principle of global responsibility. They do this in harmony with the natural environment, atmosphere, oceans and land, caring for the climate and global biodiversity. They do this as members of a global political community where men and women treat each other with care, where everyone is related: the Earth.

# Barcelona's external responsibility

To confront global injustices, it is necessary to determine the responsibilities (who, when, how) to end or mitigate them to the greatest possible extent. In this way, causing harm leads to a derived responsibility. When the one causing it is a collective agent, a collective responsibility arises. From the perspective of interferences that cross borders, one can speak of external or extraterritorial responsibility. It can be associated with an interest group, a city like Barcelona, or any other geographic framework, an institution, a law or a rule. The term *responsibility* seems more appropriate than *blame*. Responsibility allows for the possibility of compensating for it but also of trying to prevent and resolve it.



"How does Barcelona feed itself?" map

<https://www.lafede.cat/ca/com-salimenta-barcelona-nou-mapa-dels-impactes-del-model-agroalimentari-al-sud-global/>



This Master Plan remains within this framework of analysis and action proposals, aiming to develop it further. In addition, it reaffirms the agreement between the international cooperation sector and the municipal administration, which placed the concept at the heart of its international cooperation, and this new Master Plan intends to continue promoting and supporting it.

Thus, it embraces the critical discourse and broad, dynamic conceptualisation constantly under construction, which allows various approaches and the ability to understand multidimensional processes and represents global justice.

In that way, this plan:

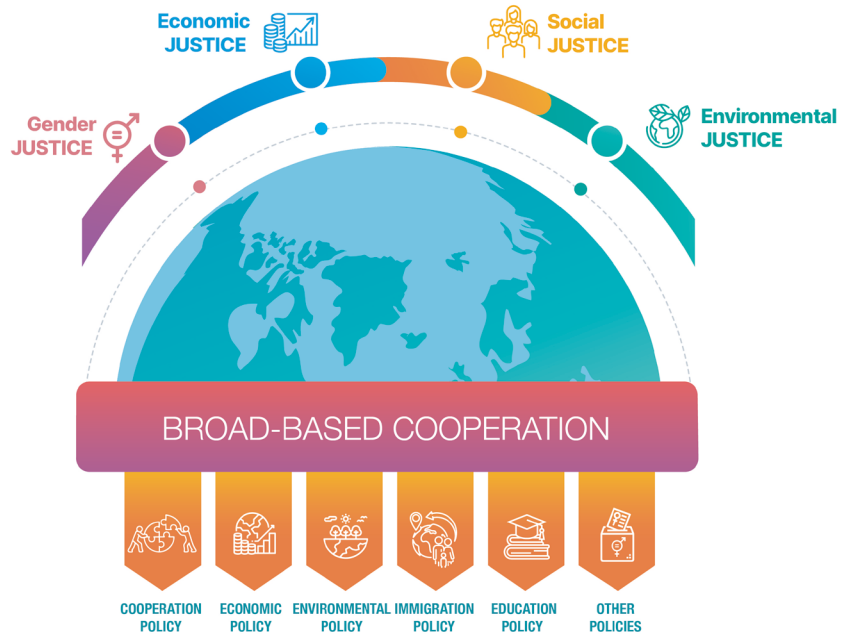
- Emphasises the systemic causes that generate injustices that become global.
- Questions aspects such as growth that does not consider negative externalities or planetary limits, often associated with certain modes of production, distribution, management and consumption, and certain patterns of social behaviour.
- Positions cooperation on the plane of global-local shared responsibility and proposes broad-band cooperation and the interrelation of global issues, which, in turn, require actions of equal breadth and mainstreaming nature.
- Prioritises policy coherence from a ‘whole-of-government policy approach, ‘ not just international aid.

In that sense, global justice is also the convergence of various justices.

### **Dimensions of Global Justice**

For the purpose of this Master Plan, ***dimensions of global justice*** are referred to as justices that, conceptually and broadly, assign responsibilities, rights and duties, and emphasise certain dimensions of reality (economic, gender, social and environmental, among others). It is assumed that moral and political obligations are derived from recognising human rights and enshrining the mutual support relationships upon which international cooperation and our society, in general, should be based. Thus, the four dimensions taken as pillars of global justice are economic justice, social justice, environmental justice and gender justice.

# GLOBAL JUSTICE



**ENVIRONMENTAL JUSTICE.** Cooperation that promotes fair and equitable access to common goods and equitable distribution of environmental burdens and impacts; that encourages every person, regardless of their origin, racialisation, gender or economic situation, to have the right to live in a healthy and ecologically balanced environment; that guarantees health, sustainability and good living, and that assumes the duty of responsible use of natural resources, landscape and common natural heritage, to maintain and preserve them for future generations. Thus, it must be cooperation that defends land and environmental defenders and advocates for economic activities and energy production that respect life and territory.

**ECONOMIC JUSTICE.** An economy designed to serve people that ensures livelihoods (with social and environmental responsibility), prioritising the satisfaction of human needs over profit, and in which poverty has no place. An economy committed to the community and linked to the territory that contributes to improving society. An economy that acknowledges and

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socially and economically recognises the unpaid work frequently performed by women, viewing care as an essential element of the paradigm. An economy that places workers at the centre and guarantees participation in decision-making through democratising workplaces. Consequently, it implies influencing global labour, production, trade and financial relations, which are at the base of inequalities, and proactively denouncing abuses and non-compliance.

**GENDER JUSTICE.** Justice that promotes gender equity in cultural, economic, social and political life; that challenges the heteropatriarchal and racist system, the power relations and the gender-based division of work on which it is based; that addresses the intersectionality of oppressions (of social class, origin, sexual orientation and identity, functional diversity, etc.) and fights the feminisation of poverty and precarity; that promotes the application of the ethics of care in an equitable way, linked to the feminist perspective; that promotes the political, economic and technological participation of women and guarantees their access to decision-making positions and resources on an equal footing and with equal opportunities, and that contributes to building societies free of violence, in which sexual, cultural, religious and functional diversity is recognised and defended. This dimension will be developed across the board throughout the Master Plan.

**SOCIAL JUSTICE.** Based on equality of opportunities and human rights not just the traditional concept of *legal justice*. It is founded on equity and inclusion and is essential for each individual to develop their maximum potential and for a peaceful society. It is oriented towards enjoyment and a fair and equitable distribution of the goods and services necessary for development, as well as the growth of individuals in society: socio-affective well-being, education, health and human rights, gender equity, strengthening the culture of peace, digital rights or democratic governance. This also includes the right to refuge, to move and to migrate, as well as the right to live without discrimination based on gender, sexual orientation, religion, racialisation, origin, age or disability, among others.

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# 4 Goals of Cooperation for Global Justice

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The four dimensions of global justice serve as the initial approximation for our conceptual framework. The second approximation is proposed based on specific **goals** that guide in a more defined and precise way the aspects that Barcelona has decided to address through international cooperation.

However, beyond the arrangement of the dimensions and goals and their order in the PDCJGB, the causes that generate injustices are multiple and require comprehensive actions and, therefore, multidimensional strategic orientations.

There follows a description of 32 different goals of Barcelona's cooperation for global justice, each corresponding to a dimension of global justice.

## Goals of Cooperation for Global Justice

### 1. ENVIRONMENTAL JUSTICE

- |      |  |
|------|--|
| 1.1. | Improve urban metabolism (urban environmental quality, public policy and management, public health, mobility, water and energy management).              |
| 1.2. | Contribute to increasing urban resilience and adaptation to climate change.  |
| 1.3. | Reduce the ecological footprint (carbon footprint, consumption patterns, loss of biodiversity, management of supplies and waste, large infrastructures). |
| 1.4. | Promote energy sovereignty among communities.  |
| 1.5. | Promote food sovereignty among communities.  |
| 1.6. | Promote global health.   |
| 1.7. | Promote the rights of nature and other species.  |

## 2. ECONOMIC JUSTICE

- |      |  |
|------|--|
| 2.1. | Promote the eradication of poverty and economic inequality, especially among women, and generate value chains in impoverished communities.   |
| 2.2. | Promote a social, solidarity and responsible economy.  |
| 2.3. | Promote a just transition to an ecological economy based on the acceptance of planetary boundaries, respect for nature, global health, and ecological transformation of production chains, free from an extractivist vision based on plundering natural resources. |
| 2.4. | Encourage the economy of care, a feminist economy, and the reorganisation of time and work.  |
| 2.5. | Promote decent work and the protection of labour and human rights.   |
| 2.6. | Improve transparency, accountability, and social engagement of corporate power in relation to unfair and dishonest production, trade, and financial practices that may have a negative impact on human rights, tax evasion and illegitimate debt.                  |
| 2.7. | Drive responsible public procurement in public administrations.  |
| 2.8. | Promote responsible consumption.   |

## 3. GENDER JUSTICE

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|------|---|
| 3.1. | Promote the mainstreaming of gender equity.   |
| 3.2. | Contribute to women's social, political, and economic empowerment and self-organisation.  |
| 3.3. | Encourage the fight against gender-based violence.  |
| 3.4. | Promote safeguarding the rights of women and girls: access to housing, participation, education, sexual and reproductive health, etc. |
| 3.5. | Promote a societal model and citizenship based on shared responsibility.  |
| 3.6. | Support the defence of sexual and gender diversity and the rights of the LGBTI community.   |
| 3.7. | Encourage an intersectional perspective on gender issues.   |

## 4. SOCIAL JUSTICE

- |       |  |
|-------|--|
| 4.1.  | Promote democratic governance and the institutional development of municipalities.   |
| 4.2.  | Promote the right to the city.   |
| 4.3.  | Promote digital and technological sovereignty without inequalities.  |
| 4.4.  | Contribute to ensuring the protection of children's rights.  |
| 4.5.  | Contribute to ensuring the protection and care of migrants or those in particularly vulnerable situations.   |
| 4.6.  | Protect and support human rights defenders and victims.  |
| 4.7.  | Promote municipalities free from violence, especially from gender-based violence.  |
| 4.8.  | Encourage peace, peaceful societies, and non-violent conflict resolution.  |
| 4.9.  | Promote decolonisation and historical memory, and value cultural diversity as wealth.  |
| 4.10. | Encourage a critical, respectful, active, and conscious citizenry in defence of human rights, promoting anti-racism and an intersectional perspective. |



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# 5 Strategic focus

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To respond more effectively to the challenges posed by the global context, the PDCJGB 2018-2021 established a shift in focus in the cooperation policy of Barcelona City Council, both conceptually and strategically, and laid the foundations for a transition from a development-oriented cooperation model and state agendas to a municipal, feminist, broad-band cooperation for global justice, aimed at greater coherence of all public policies.

This transition remains ongoing, and the process of change that this Master Plan aims to consolidate by reinforcing the goal of promoting global justice and driving a municipal cooperation agenda with a feminist, sustainable, and human rights-centred approach.

## **Municipal cooperation. From state cooperation to city cooperation**

Globalisation leads to the global re-territorialisation of sociocultural, economic, political, and environmental phenomena (migration, housing, energy, identity, culture, services, resilience, tourism, etc.). The emergence of the global-local dimension encourages a reorganisation around major cities, metropolitan areas or urban corridor systems. In this context, cities become key political actors in international relations. Cities like Barcelona demonstrate a clear willingness to actively participate in the governance of processes leading to global justice, not just as executors. Cities bring complementary agendas and contribute democratic density while also having the ability (and

will) to articulate themselves with other actors (states, multilateral organisations, social movements and civil society, business world, academia, etc.). They also bring narratives (from feminism, defence of common goods, decommodification, protection of the social function of essential services, etc.) and tools to manage these phenomena effectively in the economic, social, environmental, cultural and political arenas. Barcelona claims and promotes the municipal nature of cooperation that simultaneously fosters the right to the city.



Professionals from the Amman and Barcelona city councils working on the accessibility project for public spaces in Amman, Jordan (September 2018)

This right is achieved through ‘the exercise of citizenship and human rights that ensure collective well-being, democratic management through citizen participation, and the social function of property and the city, with the common good prevailing over individual rights’ (World Charter for the Right to the City, proposed by social movements at the 1st World Social Forum in Porto Alegre and renewed at the World Summit of Local and Regional Leaders in Bogota in October 2016). Barcelona propels this cooperation with cities with which it has established stable bilateral alliances (Havana, Maputo, Medellín, Tangier-Tetuan, etc.) based on horizontality, political dialogue, and technical cooperation. But it also aims to promote a more significant role for cities in global governance and assume a leadership role in international networks of local governments, many of which are based in Barcelona: UCLG, Metropolis, Eurocities, MedCities, Educating Cities and CIDEU, in particular.

## **Feminist cooperation**

The feminist perspective with an intersectional lens results from the conviction that any policy driven by institutions owes its progress to the struggles, milestones, and tools of the feminist movement. This perspective will be present in the dialogue with priority cities in identifying direct cooperation

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processes, as well as in global justice education initiatives in Barcelona and spaces for participation and influence at the international level, working collaboratively with other stakeholders. To do this, priority will be given to:

- Mainstreaming the gender perspective with an intersectional lens at all stages, levels, and processes of global justice cooperation policies.
- Addressing and eradicating gender discrimination and male violence.
- Promoting feminist economics and care, the reorganisation of time and work, and addressing the feminisation of poverty and precariousness and women's economic autonomy as a priority.
- Promoting the political and social participation of women, their empowerment, and recognition of their contributions in all their diversity.
- Defending the educational, cultural, and digital rights of women and girls.
- Guaranteeing women's health rights, with a particular emphasis on sexual and reproductive rights.
- Encouraging the development of close, inclusive, and safe cities for everyone where urban planning, sustainability, mobility, and housing policies are addressed with a gender perspective.

Likewise, these priorities will be aligned with feminist and LGBTI agendas, both locally and in the Global South.

### **Human Rights-based cooperation**

It is a perspective based on human rights, which places individuals at the centre and views public and private institutions as duty bearers responsible for exercising the human rights of all people in their diversity. This perspective will particularly address the following:

- The protection of children's rights, given their vulnerability.
- The promotion of environmental sustainability and ecological and climate justice, recognising their link with human rights and the unequal impact of the social, economic and health effects that environmental degradation and climate change have on the people of the countries of the South.

- The recognition of the right of peoples to promote their own identity, culture, and language, as well as the recognition of the values of intercultural coexistence.
- The anti-racist and decolonial perspectives will be applied cross-sectionally throughout the cycle of the public policy of cooperation for the global justice of the Barcelona City Council.



The Mexican journalists Natividad Ambrocio and Gabriela Rasgado arriving at Prat Airport in Barcelona (8 April 2021)

### **Broad-based cooperation. From international aid to co-responsibility**

The increasing interdependencies and the shared responsibility for injustices between North and South, centres and peripheries, necessitate moving beyond reducing international cooperation to international aid through a broader repertoire of actions: broad-based international cooperation. Education and the shift towards a cultural model imbued with democratic values and global awareness within Barcelona itself are considered to be of vital importance.

The role of EpJG, through education, advocacy, research, and communication, promoting critical, committed and mobilised citizens, becomes highly relevant in shaping more aware and responsible citizens regarding global issues, capable of demanding or supporting necessary changes in public policies and configuring itself as another actor.

Moreover, this 'broad-base' also implies integrative cooperation of citizens and all social actors in the promotion of global justice: social movements, entities of the social and solidarity economy, educational, youth, environmental, feminist, anti-racist and diaspora entities; trade union

and business organisations; universities and research centres, and public administrations themselves. The aim is to embrace shared responsibility for global problems across the city, emphasising the appropriation of processes by the cities and recipient communities of Barcelona's cooperation, which must spearhead their policies and strategies for global justice.



2nd State Meeting of Local Governments and Cooperation for Development (Lugo, 8 February 2023)

In this way, cooperation is conceived as a true space of international solidarity among people and nations, as a participatory work strategy that must link agendas around the world and promote critical and mobilised citizenship.

### **Coherent policies for global justice**

The effectiveness of the international cooperation agenda and the rational use of resources require that an administration's set of public policies is coherent, that there should not be policies that could erode human rights on the one hand, and on the other, there should be a policy of solidarity.

For an entity like Barcelona City Council, two fronts are key to ensuring policy coherence for global justice. Firstly, it is necessary that the City Council's public procurement deploy the necessary mechanisms and risk analyses to ensure that the companies it contracts systematically avoid human rights violations along the global supply and service chain. Secondly, it is crucial to equip the DJGCI with the capacity to influence the Administration to impact public policies with effects in the Global South, such as food, migration, and cultural policies. Therefore, the coherence of policies for global justice requires a public funding effort for the activities of global justice agents on the one hand (0.7%), and at the same time, the rest of the policies (the remaining 99.3% of the budget) are configured under the parameters of global responsibility.



Poster for the 2023 Mobile Social Congress



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# 6 Strategic areas and programmes

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In the previous section, we established five strategic transitions of cooperation, each representing a different approach to contributing to global justice.

In line with the strategic approach defined in the previous section, the **five strategic areas** proposed below collect, broadly speaking, the wide range of actions planned for this public policy.

- Area 1. **Right to the city and democratic governance:** foresees cooperation actions on urban problems in cities of the countries of the South, municipal, institutional development and democratic governance.
- Area 2. **Feminist cooperation:** cooperation aimed at mainstreaming gender in all actions promoted within the framework of this plan.
- Area 3. **Human rights-based cooperation:** cooperation aimed at protecting and promoting human rights, the rights of the peoples of the South, or in transnational processes.
- Area 4. **Broad-based cooperation:** educational actions, skills acquisition or impact at home.
- Area 5. **Policy coherence:** advocacy to ensure that our public policies at home are globally responsible and have a positive impact on a planetary scale.

These strategic axes adhere to differentiated action repertoires. In other words, within the various strategies are value languages of different ecosystems of cooperation agents to achieve global justice.

The first three strategic areas primarily roll out actions in countries of the South, while the other two include actions in our home region (Barcelona, Catalonia, the Spanish State, and the European Union). All can incorporate actions in transnational, regional, or global processes and may particularly pursue one or more dimensions of global justice (economic, social, gender, or environmental).

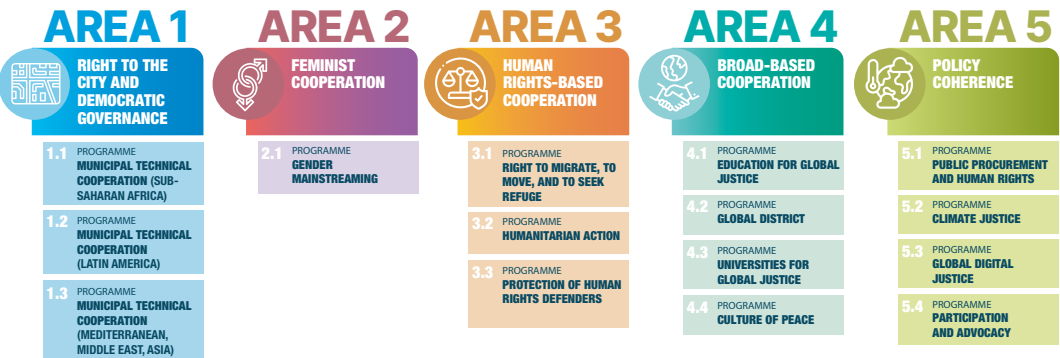
In essence, the new logical model of this Master Plan lies in a matrix in which any action must be characterised by pursuing one or more dimensions of global justice and, to achieve this, by defining one or more areas from the five strategic areas of Barcelona's cooperation defined above.

### Programmatic framework of the DJGCI

Consequently, throughout the duration of this Master Plan, Barcelona City Council, through the DJGCI, commits to orienting its actions around these five strategic intervention areas under the paradigm of global justice (and its dimensions and objectives for cooperation for global justice previously pointed out).

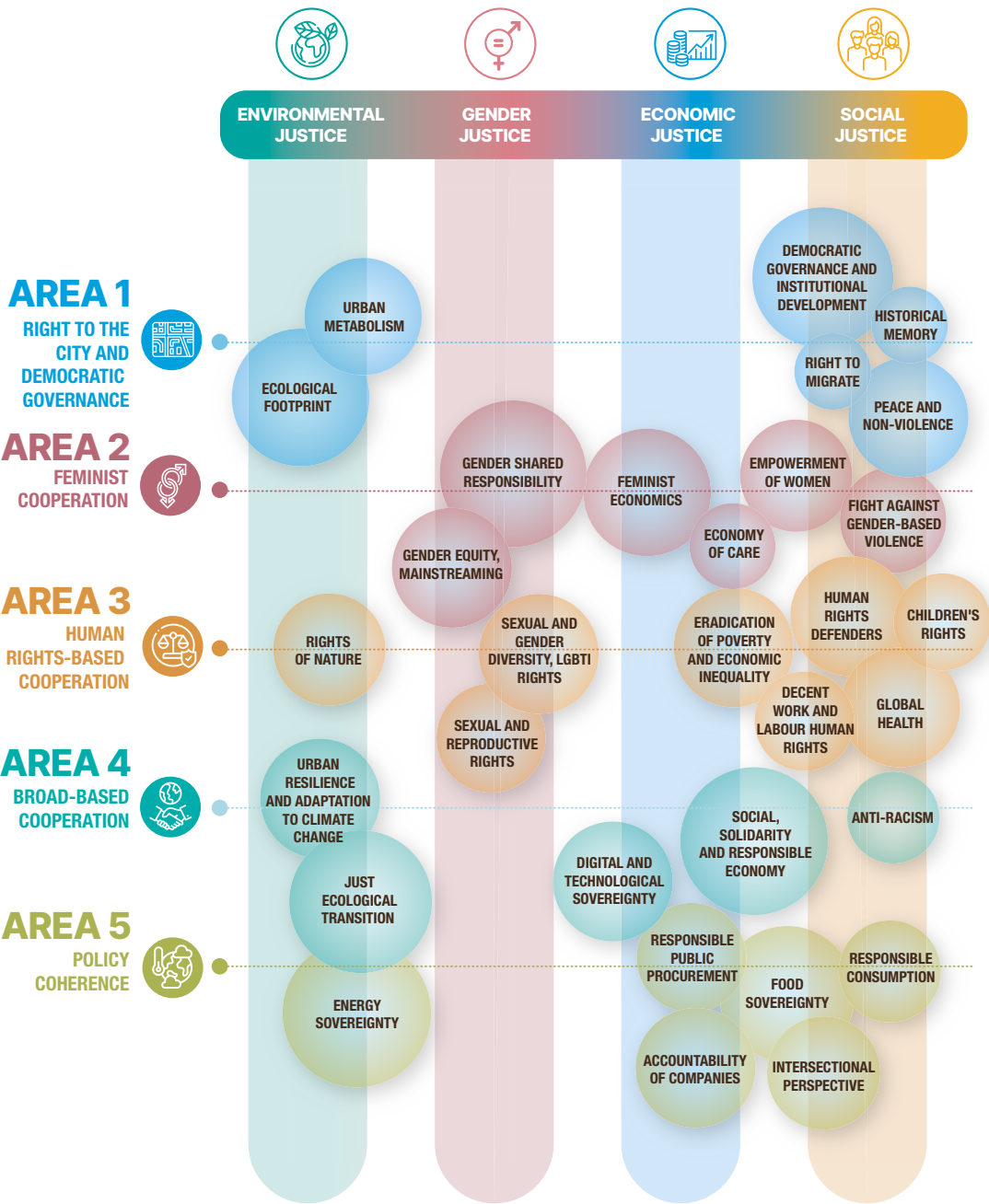
Each of the aforementioned strategic axes will include a series of DJGCI action programmes that, in turn, will compile a list of specific DJGCI actions. The internal programmes of the DJGCI are designed to highlight the inherent capacities of Barcelona City Council but also to interact with, accompany, and facilitate the actions of city cooperation agents in a synergistic relationship and complementarity of skill acquisition that increase the impact of the entire ecosystem of city agents. Each programme will have to have a DJGCI technical person in charge who will have to drive direct cooperation actions and maintain continuous contact with NGOs and other entities operating within the perimeter defined by the respective programme.

## STRATEGIC AREAS AND PROGRAMMES





# MATRIX OF STRATEGIC AREAS X JUSTICE



## AREA 1

### RIGHT TO THE CITY AND DEMOCRATIC GOVERNANCE

PROGRAMME	NAME	ACTIONS
1.1 / 1.2 / 1.3	Municipal technical cooperation	Develop a strategy for external cooperation (on the ground) and define its specificity by geographical areas:
		(1) Sub-Saharan Africa
		(2) Latin America
		(3) Mediterranean, Middle East, and Asia
		Promote the development of a municipal critical mass in cooperation and global justice and a meeting space among the agents.
		Implement cooperation in the micro-networks of urban strategy to expand the scope of Barcelona's technical cooperation.
		Identify a group of benchmark cities that carry out technical cooperation.

## AREA 2

### FEMINIST COOPERATION

PROGRAMME	NAME	ACTIONS
2.1.	Gender mainstreaming	Develop a gender justice strategy focusing on specific tools for mainstreaming gender in all actions promoted within this Master Plan.
		Support the promotion of an international advocacy agenda on women's and girls' rights: access to housing, participation, education, sexual and reproductive health, etc.
		Enhance the mainstreaming of gender policies in technical cooperation with partner cities.

## AREA 3

### HUMAN RIGHTS-BASED COOPERATION

PROGRAMME	NAME	ACTIONS
3.1.	Right to migrate, to move, and to seek refuge	Generate a constellation of support for organizations that monitor the Euro-Mediterranean border, protect the right to life and the reception of migrants, and denounce human rights violations (especially at the southern border, the Canary route, the central Mediterranean corridor, and the eastern Mediterranean corridor).
		Promote a lobbying group of EU cities working towards a European policy of legal and safe pathways that respect the lives of migrants.
		Support best practices for providing alternative and safe pathways for the arrival of people from at-risk countries and their replicability in other cities.
3.2.	Humanitarian action	Activate an effective response to humanitarian and emergency crises that places vulnerable individuals at the centre and considers gender, age, and diversity.
		Contribute to improving administrative procedures for response in humanitarian contexts.

AREA 3		
HUMAN RIGHTS-BASED COOPERATION		
PROGRAMME	NAME	ACTIONS
3.3.	Protection of human rights defenders	Strengthen the synergies between protection programmes (on a municipal, Catalan, Spanish, European, and Southern scale).
		Increase the quota of people protected who annually participate in this programme by expanding the profiles of persecuted defenders (environmental activists, journalists, human rights advocating educators).
AREA 4		
BROAD-BASED COOPERATION		
PROGRAMME	NAME	ACTIONS
4.1.	Education for global justice	Update, along with the rest of the involved parties, the Global Justice Education Strategy 2019-2021. The lines of work initiated in the field of formal education will be maintained, and initiatives linked to non-formal education will be launched.
		Implement the actions derived from the updated and consensus strategy among the agents: include the criteria and prioritisation mechanisms of areas, the governance model of the strategy, and its dissemination and awareness raising so that all agents make it their own.
4.2.	Global district	Structure a flexible relationship with the key individuals in the districts, local cultural facilities (such as public libraries, civic centres, and Fab Labs), and other non-formal education agents.
		Activate city-to-city technical cooperation, also on a neighbourhood-to-neighbourhood scale, with support from the Neighbourhood Plan, the territorial entities of the city, and the district itself to build a network around global justice.
4.3.	Universities for global justice	Define a system/protocol/mechanism to leverage the knowledge generated by universities within the framework of their collaboration with DJGCI.
		Consolidate the scope of the Universities for Global Justice Working Group, promoted during the previous Master Plan.
		Support the systematic introduction of degree credits around topics related to global justice, including gender justice, social justice, environmental and climate justice.
4.4.	Culture of peace	Create a working group on the culture of peace in Barcelona.

## AREA 5

### POLICY COHERENCE

PROGRAMME	NAME	ACTIONS
5.1.	<b>Public procurement and human rights</b>	Establish a consistent Barcelona City Council public procurement and human rights strategy.
		Complete the first phase of Barcelona City Council's procurement system in line with human rights by carrying out the first pilot projects.
		Begin the second phase of Barcelona City Council's human rights procurement system by creating and launching the body that must facilitate responsible extraterritorial public procurement.
5.2.	<b>Climate justice</b>	Identify the new climate justice programme.
		Support the creation of a climate justice reference centre.
		Support university initiatives for teaching and research in this field.
5.3.	<b>Global digital justice</b>	Define an international reference programme in this field, based in Barcelona, composed of various groups and specialists, bearing in mind the networks already existing in the city.
		Implement the actions derived from creating and launching the programme mentioned above.
5.4.	<b>Participation and advocacy</b>	Create capabilities for advocacy within the DJGCI technical team.
		Adapt the composition of the Municipal Council for International Cooperation to what the regulations establish.
		Promote research on the reality of global justice organisations in Barcelona that provides information on their dimensions, capacities, needs, resources, labour and wage situations, etc.
		Promote coordination and complementarity mechanisms with the actions of the City Council and other public administrations. Boost municipal cooperation on a Catalan, Spanish, and international scale based on our own experience.
		Develop and implement a communication plan for this Master Plan, led by the DJGCI.

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# 7 Geographical areas

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The PDCJGB 2018-2021 evaluation has allowed us to extract valuable lessons to formulate and guide the following planning framework, this Master Plan. Therefore, while the geographical priorities proposed for the next period are based on the continuity of previous Master Plans, due to the volatility of the international situation and the need to enhance the relevance of global justice, variations in some cities or regions may occur. The annual global justice cooperation plans will be able to anticipate other cities as destinations for Barcelona's cooperation. These cities must enjoy the agreement of the Full Municipal Council for International Cooperation.

The approach that will characterise the prioritisation of the situations in which to intervene will continue to be an urban and municipal one, so the priority will continue to be the resolution of urban problems through a regional approach. Barcelona will collaborate primarily with specific cities to gain a deeper understanding and provide better suited solutions.

Specifically, the following geographical priorities have been identified:

**The Mediterranean and the Middle East.** The main objective is to support the democratic currents that emerged in the wake of the Arab Spring. There will be contributions to improve public policies for peace and peaceful coexistence to deactivate violent extremism and promote the construction of alternative narratives to hate speech. Support will be given to democratic local governments that seek equitable and sustainable urban development

and democratic governance. Support will be extended to organisations and social movements that propose non-violent resistance formulas in conflict and military occupation situations. Special attention will be paid to the humanitarian crisis resulting from the war in Syria, both in its cities and in those of other countries hosting refugees, including European countries.

**The priority cities** will be Amman, Saida, Sarajevo, Tetuan, Tangier, and Tunis, West Bank and Gaza Strip communities, and cities that could potentially become humanitarian crisis points at any time.

**Sub-Saharan Africa.** Barcelona City Council will support improvements to urbanisation processes that might end up being poorly planned, intensifying negative impacts among the most vulnerable populations. Consequently, support will be given to urban planning policies and the provision of essential public services to build sustainable and inclusive cities. Initiatives that stimulate decent work and local economic development will be encouraged. Likewise, emphasis will be placed on fighting the causes of forced population displacement, such as climate change, human rights violations, and the impacts of extractive industries and agribusiness. Finally, efforts will be made to denounce the forgotten conflicts afflicting the region.

**The priority cities** will be Maputo and Dakar.



Local residents and members of the NGO and Barcelona City Council at the renovated Missavene Market in Maputo (Mozambique)

**Mexico, Central America, and the Caribbean.** To contribute to the sustainable and inclusive development of the region's large cities, the collaboration will focus on combating the structural causes of urban and peri-urban violence, especially against women, which are related to socioeconomic instability, the exodus to the United States, and violation of human rights. Support will be given to protecting human rights defenders (and threatened journalists).

The priority city will be Havana.

**South America.** Support for this region will focus on driving environmental, social, and human rights policies in the urban context to reinforce advancements in terms of global justice. There will be collaboration with the main cities of Colombia to turn them into key political agents in the peace process. This will be done through support for integrating the demobilised population, creating spaces for political and social dialogue, developing sustainable and fair economic alternatives, and protecting human rights leaders and activists.

The priority cities will be Cali, Medellín and other cities in Colombia involved in the peace process.

**Conflict Zones.** In a severe humanitarian crisis, Barcelona City Council will coordinate humanitarian initiatives to cover the needs of the affected population.

The priority city will be Kyiv.



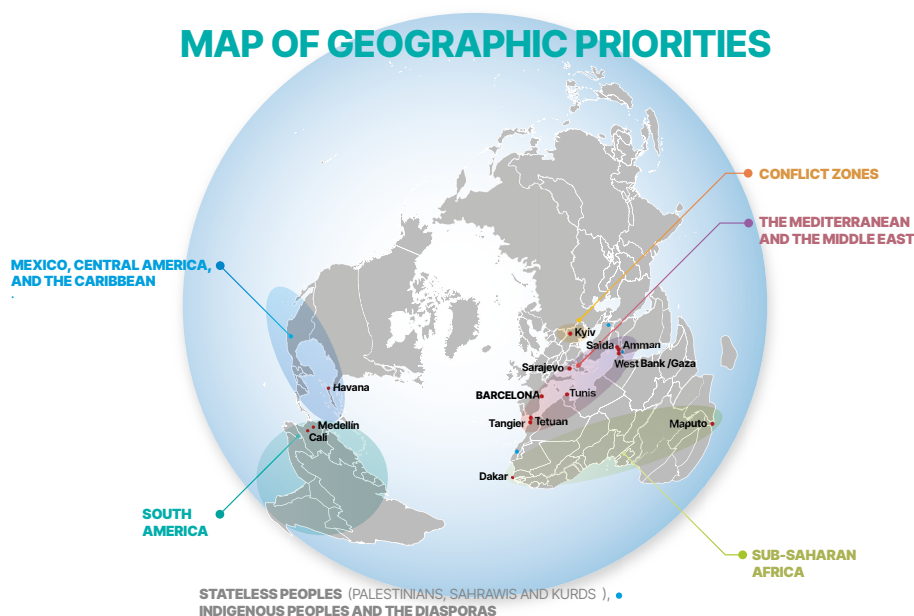
Firefighters from Barcelona and Ukraine in Nisko, Poland (2 June 2022)



The Master Plan will also prioritise support for **stateless peoples**, such as the Palestinians, Sahrawis, Kurds, and indigenous peoples faced suffering rights violations and political persecution, as well as the **diasporas**.

For each region, care will be taken to have information available in order to design and evaluate coherent actions that respond to problems from a gender perspective.

Support and encouragement will also be given to coherent global justice and EpJG policy initiatives in Barcelona and other cities in the Global North by prioritising those that are part of networks involving Barcelona or by updating the EpJG Strategy for promoting critical awareness of the causes of inequalities and conflicts and the importance of rethinking connections with the rest of the world from a broad perspective. To that effect, contributions will be made to a change in attitudes and practices of citizens and public powers so that they are aware, respectful, and committed to the social transformation of their environment. This will then be specified in a series of recommendations that should guide the policy of Barcelona City Council to articulate a new strategic framework aligned with the Master Plan currently in force.





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# 8 Players

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Barcelona City Council will continue to promote relationships based on collaboration, complementarity, and convergence with other agendas that impact global justice, with an extensive range of players, both in the Global North and the Global South, characterised by having diverse capacities, orientations, specialisations, and historical links with the city.

Specifically, the following alliances will be strengthened:

**Cities, city networks, and micro-networks of urban strategy.** The municipal orientation of City Council cooperation implies that cities are the main nodes of the network of players that Barcelona wants to strengthen. The City Council will continue to promote the link and direct cooperation relations with priority cities through technical cooperation, the exchange of experiences and good practices, and political dialogue. The right to the city will underpin these links and will be specified by working on planning and social and democratic management of the city, the social function of the city and urban property, political participation, inclusive and equitable cities, urban mobility, and the right to housing and a healthy and sustainable environment, among other things. Besides bilateral relations, Barcelona will actively participate in international city networks to promote a more active and influential role in the global decision-making system. Thus, participation in generalist networks that operate on a global scale, such as UCLG or Metropolis, will be strengthened; generalist networks that operate on a regional scale, such as Eurocities, Medcities, CIDEU, or UCCI; and in a wide range of sectoral, global or regional networks, such as ICLEI, C40,

or Educating Cities. Creating and consolidating ‘micro-networks of urban strategy’ will continue to be supported as spaces that allow for deepening specific issues from a municipal, urban, and gender perspective.

**NGOs and social movements.** NGOs for global justice have been the main implementers of municipal cooperation policies due to their agility in anticipating and adopting paradigm changes, which are more horizontal and inclusive. In addition, their presence on the ground, knowledge, capacity for influence and awareness, and the relationships and experience they have accumulated make them key players in ensuring the roll-out of the global justice paradigm. The City Council's commitment to supporting their work will be maintained, while dialogue will continue to be encouraged to improve and make the city's cooperation policy more effective. Finally, social movements, such as feminists, LGTBI and anti-racist groups, are recognised as social transformation players who enrich reflection from their specificities, organisational cultures, diagnoses of reality, and alternative action strategies and allow the transition towards broader and more transformative agendas.



2023 Week for Peace activity in Rambla de Raval in Barcelona

**Cooperatives and business players.** More emphasis will be placed on small and medium-sized businesses that are part of the city's cooperative, social and solidarity economy based on democratic and participatory internal management. The added value they bring to society derives from the fact that they are primarily initiatives designed to serve people and are committed to the community, create decent employment, are linked to the local dimension, distribute wealth better, and collaborate with transformative grassroots social movements. To that end, contexts will be articulated to integrate the variety of existing initiatives in the definition, planning and, if applicable, execution of cooperation actions in this area.

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**Trade union organisations and the defence of workers' rights.** Work will be undertaken to promote a greater presence of trade union organisations in rolling out the City Council's cooperation policy. This should give more centrality to issues such as protecting labour rights, defending decent work or women's economic emancipation. It is also intended to highlight their capacity for dialogue with business players as well as their international roots, which allow them to coordinate global struggles.

**Universities, schools, research centres, *think tanks* and others.** Prominence will be given to those players whose role is to generate and disseminate knowledge, enabling the design of more substantiated and cohesive policies. To that end, relationships that value these players' ability to analyse development agendas critically will be strengthened; to reflect on global justice and other broader and more complex cooperation paradigms to contribute to sensitising and educating committed, free, responsible and critical citizens; to provide research and knowledge on priority issues included in this Master Plan; to supply methodologies, tools and quality indicators, and to make contextualised evaluations and policy analyses, as well as systematising good practices. In addition, their bridging function will be promoted to generate alliances with city residents and the rest of the city's cooperation players.

**The media.** The City Council will work to strengthen the capacities of local media and specialised entities' communication teams to put communication at the service of global justice. This action will form part of a more expansive communication strategy to augment the City Council's communicative capacities, extending even to public spaces due to their transformative potential and capacity for impact.

**Diasporas and migrant associations.** Barcelona's transnational communities are a source of cultural, social, and economic wealth that frequently preserve their cultural or familial ties with their countries of origin, and they can assist in better understanding what is happening there and why. The City Council will support educational, advocacy or international aid processes led by or involving associations of diverse origin in Barcelona.

**Catalan, state-level, European, and international cooperation.** In recent years, Catalonia has increasingly embraced cooperation based on global justice principles and approaches, steered by the public administrations implementing this public policy. Aware of this reality and the leadership exercised in it, Barcelona City Council will promote coordination and complementarity with all institutional territory players, strengthen its policy's urban and metropolitan character based on rights and a feminist approach,

and promote policy coherence in favour of global justice. Efforts will also be made to enhance coordination among grant proposals from various players and to minimise bureaucracy in cooperation in general. Coordination spaces and joint work with municipal actors will be strengthened. Thus, a coordinated approach is proposed with municipal stakeholders like FCCD, DIBA, or AMB. Regarding the role of municipalism as a global justice player, collaboration with Catalan local governments through the FCCD will continue.

Beyond the municipal dimension, coordination will be as close as possible with the DGCD and the ACCD of the Government of Catalonia, occasionally through lead projects and with their representatives on the ground when there are any.

The pursuit of synergies with cooperation players will also extend beyond established links in Catalonia to ensure a greater presence in decision-making spaces, a greater impact of interventions, and facilitate the exchange of knowledge and experiences.

Coordination and joint work with Spanish cooperation (AECID), especially on the ground through embassies and the OTCs, is key as regards dialogue facilitation with local authorities on the ground (as in the specific case of the OTCs) and the capacity of cooperation players in specific contexts to come together.

## COOPERATION PLAYERS



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Lastly, the City Council will explore collaboration spaces with the European Union (delegations and European programmes) and multilateral organisations in situations that favour a more effective deployment of its cooperation policy. In any event, advocacy work will be prioritised within organisations themselves and in international forums to promote multi-level and multi-agent governance of global public goods. This work will be considered within the framework of the networks of cities and local governments, in which Barcelona must have a leadership role.

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# 9 Operational structure

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## **a. GOVERNANCE AND PARTICIPATION SPACES**

The participation of cooperation players and city residents is framed within the guiding principles of transparency and accountability of the City Council's cooperation policy for global justice. Consequently, the City Council will continue strengthening governance spaces and mechanisms, and ensure gender parity at all policy cycle stages: planning, roll-out, monitoring, and evaluation.

The Municipal Council for International Cooperation is the reference context for this municipal policy, and during this programming period, it will continue to serve as a consultative body, fostering participation and collaboration amongst the various players that shape the sector.

In line with its mandate, it will continue to guide the City Council's actions regarding international cooperation, humanitarian action, human rights promotion, and peacebuilding. Likewise, it will be the primary space for fostering a consensus among the players, thus enabling the creation of synergies and compatibilities that ultimately enrich cooperation policy.

To enhance the Council's effectiveness, the City Council will continue to advocate creating working groups in specific areas of interest. These groups will be formed within the Council but will be open to participation from individuals, institutions, and external groups who can bring valuable knowledge and experience.

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The groups are defined by a variety of criteria that ensure equal representation between men and women and which will strengthen communication, coordination and the complementarity of knowledge:

- Geographical, which will assist in defining working plans and the action strategy in priority cities and regions.
- Thematic or sectoral, in which experiences, models and capacities present in the city and linked to the objectives of this Master Plan's cooperation for global justice can be shared.
- Concerning specific issues, which may require the participation of interdisciplinary teams and external professionals with diverse approaches.

To promote coherent broad-based cooperation, the DJGCI will continue encouraging reflection on matters such as municipal public procurement policies, ethical finances, sustainability and others related to the objectives defined in this Master Plan.

Likewise, participation will continue in the coordination table for foreign action initiated by the International Relations Services Department (DRI), intended to coordinate the actions of the City Council departments and also assist in bringing the global justice paradigm closer to the rest of the City Council.

Finally, another mechanism that will favour citizen participation in this policy will be promoting work in the districts through the reference people and entities on the ground. As a result, support and visibility will be increased for solidarity activities organised by grassroots entities established in Barcelona's neighbourhoods, and their appropriation of the global justice paradigm will be strengthened. In this way, it is intended to capitalise on their roots in the neighbourhood, small local entities and schools to increase the impact of EpJG actions.

## **b. MODES AND TOOLS**

To implement its policy of cooperation for global justice, the City Council has three modes of action:

### **Direct initiative cooperation**

This encompasses all actions proposed by the City Council on its initiative or with the cities with which it collaborates within the framework of technical cooperation. The resulting actions can be carried out directly or in coordination with other players, whether or not they are from Barcelona.

This is the mode through which city-to-city cooperation is most effectively coordinated and horizontal relations of technical cooperation are established

to exchange knowledge and strengthen institutional capacities. City-to-city cooperation has significant weight in the actions of Barcelona City Council, promotes stable alliances with priority cities and constitutes an area of work with great potential for mutual learning.

### **Cooperation at the initiative of other players**

This corresponds to the set of actions that stem from other cooperation players in Barcelona or from anywhere else in the world that do not belong to the City Council or the cities with which it maintains bilateral working relationships.

Among these, NGOs hold a prominent position as the main executors of the policy in this area and for their presence in all coordination spaces. However, other significant players also intervene with a great potential for action and generating impact, such as universities, research centres, *think tanks*, trade unions, business organisations and social movements, with a broad vision of cooperation and policy coherence that promotes multi-player coordination and democratic governance.

Through this mode, the City Council can also join initiatives driven by players that receive the support of other administrations and are directed towards the same objectives as this Master Plan, thus amplifying the impact of the city's cooperation policy.

### **Multilateral cooperation and with global networks**

This refers to the City Council's support for actions of multilateral institutions, international agencies, and cooperation bodies, as well as associations and global networks of various players, to increase cooperation effectiveness, synergy, and impact.

In that sense, Barcelona City Council is committed to multilateralism and prioritises, in its agenda, cooperative work in international municipal and metropolitan networks that contribute to strengthening the role of cities as political agents.

Distribution of **resources by mode** of action:

- Direct initiative cooperation: between 25% and 35% of resources.
- Cooperation at the initiative of other players: between 60% and 70% of resources.
- Multilateral cooperation and with global networks: around 5% of resources.





The Ibero-American Centre for Strategic Urban Development (CIDEU) Assembly, held in Mendoza, Argentina (5-7 July 2023)

The **instrumental** framework available to Barcelona's cooperation is as follows:

### **Technical cooperation**

This instrument aims at strengthening capabilities in institutions and entities of the Global South across diverse areas: organisational, administrative, economic, services, health, environmental, educational, and so forth.

Barcelona City Council primarily promotes horizontal and egalitarian technical cooperation, in which there is an exchange of knowledge and mutual experiences, and shared learning among the participating players. This instrument is used in all modes of action, that is, direct initiative, other players, and multilateral cooperation. It is developed through projects, programmes, and actions with micro-networks of cities for collaboration and joint work.

### **Economic cooperation**

This is the main instrument for implementing cooperation policy. It involves contributing economic resources to entities and organisations working for global justice in developing initiatives. It is used predominantly in the action mode at the initiative of other players and is executed through two avenues:

- Public calls for subsidies for funding projects and programmes in global justice cooperation and emergency humanitarian action.

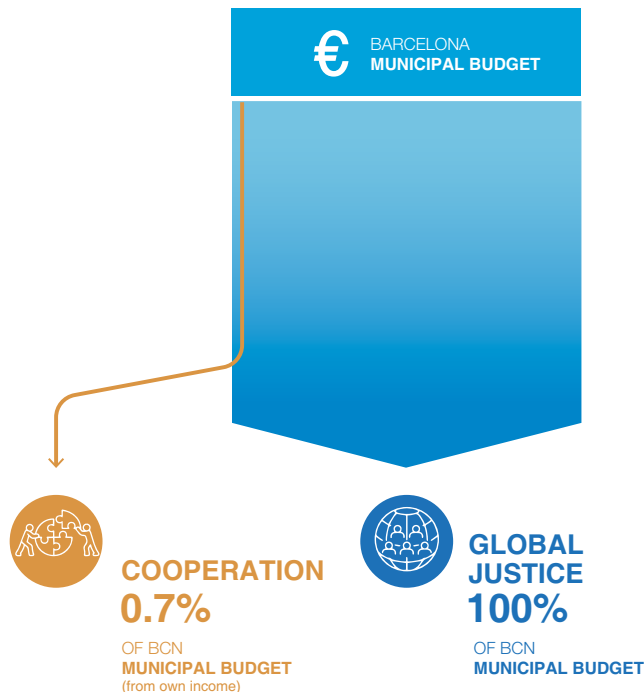
- Collaboration agreements signed between the City Council and other entities, mainly NGOs, for developing projects and programmes.

### c. RESOURCES

Regarding **financial resources**, in 2015, Barcelona City Council achieved the target of allocating 0.7% of its resources to official development assistance (ODA) and it will maintain this commitment while this Master Plan is in force. The revenues generated internally on which the annual 0.7% is calculated are: direct taxes (Chapter 1), indirect taxes (Chapter 2), fees and other income (Chapter 3), and income from assets (Chapter 5), discounting repayments.

The budgetary allocation of financial resources for strategic objectives or areas, modalities or geographical priorities will be established in each annual planning exercise. In the case of action modalities, the previous section establishes the percentage distribution of the resources allocated in relation to the total ODA. On the other hand, the regional strategies that will be defined during the life of this Master Plan will further detail the specific resources for geographical priorities.

## POLICY COHERENCE FROM CONSIDERING 0.7%



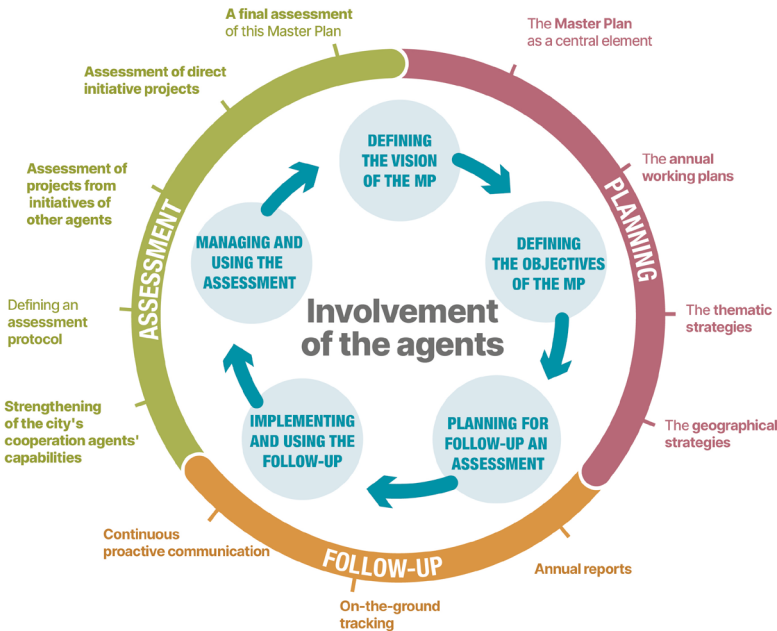
As for **human resources**, Barcelona City Council has an institutional structure represented by the DJGCI equipped with a team of people who specialise in planning, deploying, monitoring, communicating, and evaluating actions for global justice cooperation. In any event, during the term of this Master Plan, the development of their abilities will be promoted.

**d. PLANNING, FOLLOW-UP AND ASSESSMENT**

Proper planning, appropriate follow-up, and timely assessment are essential elements to ensure the achievement of the objectives set out in a Master Plan. While planning assists us in focusing on the most relevant objectives and outcomes, follow-up and assessment enable us to identify the most positive aspects and significant challenges from the past to make well-informed decisions and direct public policies more efficiently and effectively. Gender indicators will be included in follow-up and assessment.

These three phases (planning, follow-up and assessment) are interconnected within the overarching ‘**public policy cycle**’ that constitutes a Master Plan, and in this context, they are conceived as processes that mutually enrich each other and are aimed at the same objectives.

**PLANNING, FOLLOW-UP AND ASSESSMENT OF THE MASTER PLAN**



One of the findings from the assessment process of the previous Master Plan highlighted the need to strengthen the planning, follow-up and assessment systems based on the following key **premises**: (1) in a context – local, national, regional, and international – like the present, these tools must be sufficiently flexible to adapt to a complex reality in the context of global justice, and (2) there is a need to ensure the participation of players in this system of planning, follow-up and assessment and to reinforce the existing spaces and promote new ones where necessary and with the collectives with which it is necessary.

**Planning** will have various key instruments that will guide the effective deployment of the cooperation policy for global justice:

- The Master Plan, as a central element, includes the main guidelines of this public policy for all the city's players or agents.
- The annual working plans as elements that specify, from an operational point of view, the annual commitments of the Master Plan.
- The thematic strategies, as elements that will help equip all agents with planning tools in certain areas.
- The geographical strategies, as elements that will define the objectives on which Barcelona's cooperation policy will be coordinated in certain geographical areas (cities, countries or regions).

The **follow-up** will focus not only on pursuing the effectiveness and efficiency of the actions promoted within the framework of this Master Plan but also on transparency and accountability. In that respect, two instruments will be developed:

- Annual reports will collect all the actions initiated by Barcelona City Council (directly or indirectly) so that the degree of achievement of the areas and strategic actions defined in this Master Plan can be easily identified.
- On-the-ground tracking of interventions, both institutional and technical, and both in Barcelona and in the countries where cooperation actions for global justice are being rolled out.
- Continuous proactive communication through the website, social media and other channels.



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**Assessment**, for its part, gains importance in generating knowledge and identifying learning opportunities. Thus, while this Master Plan is in force, various instruments will be promoted:

- Strengthening of the city's cooperation agents' capabilities around the culture of assessment through advice and specific training.
- Defining an assessment protocol that incorporates a gender perspective and determines the tools and methodology for assessing the promoted actions and the mechanisms for socialising results.
- Assessment of projects from initiatives of other agents, either through concurrent competitive calls or through nominative grants.
- Assessment of direct initiative projects, developed by the City Council with priority cities within the framework of technical cooperation actions.
- A final assessment of this Master Plan, which will need to be initiated a year before it ends, will allow for informed and rational decision-making to define the strategic planning exercise that follows it.

A **follow-up and assessment committee** will be created within the Municipal Council of International Cooperation to contribute to the construction and nurturing of this planning cycle, and it will meet at least in the first quarter of each year with two objectives: (1) to reflect on the results of the actions carried out in the previous year and (2) to understand the programming of the current year.

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# A1 Annex 1

## Correlation table with the SDGs

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The United Nations 2030 Agenda consists of 17 goals, rolled out through 169 targets that specify what is to be achieved. The following table correlates the objectives of the Global Justice Plan with the SDGs and, in each case, indicates each SDG's closest target or targets. The purpose of this exercise is found in one of the most important cross-cutting targets of the 2030 Agenda: '17.14. Enhance policy coherence for sustainable development.' The table shows us that the degree of coherence between the PDCJG and 2030 Agenda goals on the significant challenges of social, environmental, economic, gender justice, and so on, is relatively high, despite differences in the issues covered and the language used. It does not seem unreasonable to state that cooperation policies for global justice promote the model of sustainable development promoted by the United Nations and vice versa. However, there are also objectives where the correlation is relatively weak or difficult to establish because the SDGs do not explicitly defend objectives so obvious for global justice as human rights, democracy, interculturality, diversity of identity and sexual orientation, or animal rights. In that sense, the table can also be useful for critical and informed debate between the two perspectives.

**1. ENVIRONMENTAL JUSTICE**

**1.1. Improve urban metabolism (urban environmental quality, public policy and management, public health, mobility, water and energy management).**



6.a. Expand international cooperation and support for capacity building in activities and programmes related to water and sanitation, including water collection, desalination, water efficiency, wastewater treatment, recycling and reuse technologies.



7.3. Double the overall improvement rate in energy efficiency



9.a. Facilitate the development of sustainable and resilient infrastructures in developing countries through increased financial, technological, and technical support.



11.2. Provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, particularly by expanding public transport, with special attention to the needs of vulnerable people, women, children, people with disabilities, and older persons.

## GOALS OF THE MASTER PLAN

2023-2026

## SDG

**1.2. Contribute to increasing urban resilience and adaptation to climate change.**



11.b. Significantly increase the number of cities and human settlements adopting and implementing integrated policies and plans to promote inclusion, efficient use of resources, mitigation and adaptation to climate change, and resilience in the face of disasters.



13.1. Strengthen all countries' resilience and adaptive capacity to climate-related hazards and natural disasters.

13.b. Promote mechanisms that increase capacity for effective planning and management in relation to climate change in the least developed countries and small island developing states, with particular emphasis on women, young people, and local and marginalized communities.



**1.3. Reduce the ecological footprint (carbon footprint, consumption patterns, loss of biodiversity, management of supplies and waste, large infrastructures).**



11.6. Reduce cities' per capita environmental impact, paying special attention to air quality and managing municipal and other types of waste.



12.2. Achieve sustainable management and efficient use of natural resources.

12.4. Achieve environmentally-sound management of chemicals and all waste throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release into air, water and soil to minimise their adverse impacts on human health and the environment.

12.5. Substantially reduce waste generation through prevention, reduction, recycling and reuse.

12.a. Support developing countries in strengthening their scientific and technological capacity to move towards more sustainable consumption and production patterns.



13.a. Fulfil the commitment of countries participating in the United Nations Framework Convention on Climate Change to mobilize jointly \$100,000 million annually from all sources to address the needs of developing countries in respect of concrete mitigation measures and the transparency of their implementation, and to fully operationalise the Green Climate Fund, capitalising it as soon as possible.



14.1. By 2025, prevent and significantly reduce marine pollution of all kinds, particularly from land-based activities, including marine debris and nutrient pollution.



15.5. Take urgent and significant action to reduce the degradation of natural habitats, halt biodiversity loss and protect and prevent the extinction of threatened species.

15.a. Mobilise and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.

## GOALS OF THE MASTER PLAN

2023-2026

## SDG

**1.4. Promote energy sovereignty among communities.**



7.a. Improve international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and clean fossil fuel technology, and promote investment in energy infrastructure and clean energy technology.

7.b. Expand infrastructure and upgrade technology to provide modern and sustainable energy services for all countries.

**1.5. Promote food sovereignty among communities.**



2.a. Increase, through enhanced international cooperation, investments [...] to improve agricultural production capacity in developing countries.

**1.6. Promote global health.**

3.b. Support the research and development of vaccines and medicines for communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines in accordance with the Doha Declaration on the Trade-Related Aspects of Intellectual Property (TRIPS) Agreement and Public Health, which affirms the right of developing countries to fully utilize the provisions of the TRIPS Agreement for flexibility to protect public health and, in particular, provide access to medicines for all people.

3.d. Strengthen the capacity of all countries, particularly developing countries, for early warning, risk reduction and management of national and global health risks.

**1.7. Promote the rights of nature and other species.**

14.2. Protect and sustainably manage marine and coastal ecosystems to prevent significant adverse effects, among other things, by strengthening their resilience and restoring them to restore the health and productivity of the oceans.

14.5. Conserve at least 10% of coastal and marine areas in accordance with national and international laws and based on the best available scientific information.



15.c. Increase global support for combating poaching and trafficking of protected species, particularly by increasing the capacity of local communities to promote sustainable livelihood opportunities.

## 2. ECONOMIC JUSTICE

**2.1. Promote the eradication of poverty and economic inequality, especially among women, and generate value chains in impoverished communities.**



1.a. Guarantee a significant mobilisation of resources from various sources, even by means of improving cooperation for development, in order to provide sufficient and predictable means to developing countries, particularly in less advanced countries, so that they can implement programmes and policies aimed at ending poverty in all of its dimensions.

1.b. Create robust national, regional, and international policy frameworks based on gender-responsive development strategies aimed at favouring the poor to drive accelerated investment in poverty eradication measures.



5.1. End all forms of discrimination against all women and girls everywhere in the world.

5.a. Undertake reforms to give women equal rights to economic resources and access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources, in accordance with national laws.



8.a. Increase Aid for Trade support for developing countries, particularly the least developed countries [...].



9.3. Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.

9.b. Support the development of technologies, research and innovation in developing countries, and ensure a conducive policy environment for industrial diversification and value addition to commodities, among other things.

## GOALS OF THE MASTER PLAN 2023-2026

## SDG

### 2. ECONOMIC JUSTICE



10.3. Ensure equal opportunities and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions to this effect.

10.a. Implement the special and differential treatment principle for developing countries, particularly least developed countries, in accordance with World Trade Organization agreements.

10.b. Encourage official development assistance and financial flows, including foreign direct investment, to states where the need is greatest, particularly least developed countries, African countries, small island developing states, and landlocked developing countries, following their respective national plans and programmes.

### 2.2. Promote a social, solidarity and responsible economy.

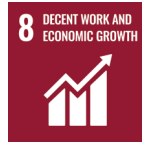


8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalisation and growth of micro, small, and medium-sized enterprises, among other things, through access to financial services.

8.5. By 2030, achieve full and productive employment and ensure decent work for all men and women, including young people and persons with disabilities, and equal pay for work of equal value.

## 2. ECONOMIC JUSTICE

2.3. Promote a just transition to an ecological economy based on the acceptance of planetary boundaries, respect for nature, global health, and ecological transformation of production chains, free from an extractivist vision based on plundering natural resources.



8.4. Progressively improve global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation in accordance with the 10-year framework of sustainable consumption and production programmes, with developed countries taking the lead.



12.c. Rationalise inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions in accordance with national circumstances, including by restructuring taxation and phasing out harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a way that protects the poor and affected communities.



17.7. Promote the development and transfer of environmentally sound technologies to developing countries on favourable terms, including concessional and preferential terms, as mutually agreed.

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**2. ECONOMIC JUSTICE**

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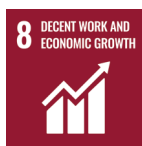
**2.4. Encourage the economy of care, a feminist economy, and the reorganisation of time and work.**



5.4. Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and the formulation of social protection policies, as well as promoting shared responsibility within the household and the family, as nationally appropriate.

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**2.5. Promote decent work and the protection of labour and human rights.**



8.8. Protect labour rights and promote a safe and secure working environment for all workers, including migrants, in particular women migrants and people in precarious employment.

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**2.6. Improve transparency, accountability, and social engagement of corporate power in relation to unfair and dishonest production, trade, and financial practices that may have a negative impact on human rights, tax evasion and illegitimate debt.**



12.6. Encourage companies, especially large and transnational ones, to adopt sustainable practices and integrate sustainability information into their reporting cycle.



16.4. By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime.

16.5. Substantially reduce corruption and bribery in all their forms.

2. ECONOMIC JUSTICE

2.7. Drive responsible public procurement in public administrations.



12.7. Promote sustainable public procurement practices following national policies and priorities.

2.8. Promote responsible consumption.



- 12.1. Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns [...].
- 12.3. Halve per-capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.
- 12.a. Support developing countries in strengthening their scientific and technological capacity to move towards more sustainable consumption and production patterns.





3. GENDER JUSTICE

3.1. Promote the mainstreaming of gender equity.



- 5.1. End all forms of discrimination against all women and girls everywhere in the world.
- 5.c. Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.



GLOBAL JUSTICE OBJECTIVE	SDG
<b>3. GENDER JUSTICE</b>	
<b>3.2. Contribute to women's social, political, and economic empowerment and self-organisation.</b>	 <p>5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>
<b>3.3. Encourage the fight against gender-based violence.</b>	 <p>5.2. Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.</p> <p>5.3. Eliminate all harmful practices, such as child, early and forced marriages, and female genital mutilation.</p>
<b>3.4. Promote safeguarding the rights of women and girls: access to housing, participation, education, sexual and reproductive health, etc.</b>	 <p>3.7. Ensure universal access to sexual and reproductive healthcare services, including family planning, information and education, as well as integration of reproductive health into national strategies and programmes.</p>  <p>4.5. Eliminate gender disparities in education [...] at all levels of education and vocational training.</p>



5.5. Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

5.6. Ensure universal access to sexual and reproductive healthcare and reproductive rights, as agreed in accordance with the Programme of Action of the International Conference on Population and Development, the Beijing Platform for Action and the outcome documents of the respective review conferences.

5.a. Undertake reforms to give women equal rights to economic resources and access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources, in accordance with national laws.

## GLOBAL JUSTICE OBJECTIVE

## SDG

### 3. GENDER JUSTICE

**3.5. Promote a society/citizenship model based on shared responsibility.**



5.4. Recognise and value unpaid care and domestic work through the provision of public services, infrastructure and the formulation of social protection policies, as well as promoting shared responsibility within the household and the family, as nationally appropriate.

**3.6. Support the defence of sexual and gender diversity and the rights of the LGBTI community.**



10.3. Ensure equal opportunities and reduce outcome inequalities, including eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions to this effect.

**GLOBAL JUSTICE OBJECTIVE****SDG****3. GENDER JUSTICE**

**3.7. Encourage an intersectional perspective on gender issues.**



10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status.

**GLOBAL JUSTICE OBJECTIVE****SDG****4. SOCIAL JUSTICE**

**4.1. Promote democratic governance and the institutional development of municipalities.**



16.6. Develop effective, accountable and transparent institutions at all levels.

16.7. Ensure the adoption of responsive, inclusive, participatory and representative decision-making at all levels.



17.1. Strengthen domestic resource mobilisation, including through international support to developing countries, to improve national capacity for tax and other revenue collection.

17.9. Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation.

17.18. Enhance capacity-building support to developing countries [...] to significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other relevant characteristics in national contexts.

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**4. SOCIAL JUSTICE****4.2. Promote the right to the city.**

11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

11.3. By 2030, enhance inclusive and sustainable urbanisation and the capacity for participatory, integrated and sustainable planning and management of human settlements in all countries.

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**4.3. Promote digital and technological sovereignty without inequalities.**

5.b. Enhance the use of enabling technology, particularly information and communication technology, to promote women's empowerment.



9.c. Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries.



17.8. Fully operationalise the technology bank and science, technology and innovation capacity-building mechanism for least developed countries, and enhance the use of enabling technology, particularly Information and Communication Technologies.

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**GLOBAL JUSTICE OBJECTIVE****SDG****4. SOCIAL JUSTICE**

**4.4. Contribute to ensuring the protection of children's rights.**



16.2. End abuse, exploitation, trafficking, torture and all forms of violence against children.

**GLOBAL JUSTICE OBJECTIVE****SDG****4. SOCIAL JUSTICE**

**4.5. Contribute to ensuring the protection and care of migrants or those in particularly vulnerable situations.**



1.3. Implement, at the national level, appropriate social protection systems and measures for all individuals, including minimum levels.

1.5. Build the resilience of people experiencing poverty and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.



8.8. Protect labour rights and promote a safe and secure working environment for all workers, including migrants, in particular women migrants and people in precarious employment.



10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

10.7. Facilitate orderly, safe, regular and responsible migration and mobility of people, including implementing planned and well-managed migration policies.

4. SOCIAL JUSTICE

4.6. Protect and support human rights defenders and victims.



16.3. Promote the rule of law at national and international levels and ensure equal access to justice for all.

16.10. Ensure public access to information and protect fundamental freedoms in accordance with national legislation and international agreements.

4.7. Promote municipalities free from violence, especially from gender-based violence.



5.2. Eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation.



16.1. Significantly reduce all forms of violence and related mortality rates everywhere.

4.8. Encourage peace, peaceful societies, and non-violent conflict resolution.



16.1. Significantly reduce all forms of violence and related mortality rates everywhere.

16.4. By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organised crime.

## 4. SOCIAL JUSTICE

**4.9. Contribute to promoting decolonisation and historical memory, and claim cultural diversity as wealth.**



11.4. Strengthen efforts to protect and safeguard the world's cultural and natural heritage.



17.6. Improve North-South, South-South, and triangular regional and international cooperation in the field of science, technology, and innovation, access to these, and increase the exchange of knowledge under mutually agreed conditions.

**4.10. Encourage a critical, respectful, active, and conscious citizenry in defence of human rights, promoting anti-racism and an intersectional perspective.**



4.7. Guarantee that all learners acquire the necessary theoretical and practical knowledge to promote sustainable development, among other things, through education for sustainable development and adopting sustainable lifestyles, human rights, gender equality, promoting a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and the contribution of culture to sustainable development.



10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic or other status.

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# A2 Annex 2

## Recommendations derived from the assessment of the PDCJGB 2018-2021

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The following is a summary highlighting the key observations from the PDCJGB 2018-2021 assessment report, compiled by the ICG and accessible on the website: [https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/informe\\_avaluacio\\_pladtor\\_coop\\_2018-21\\_def.pdf](https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/informe_avaluacio_pladtor_coop_2018-21_def.pdf)

### FROM A CONCEPTUAL POINT OF VIEW

- Continue the commitment to consolidate the paradigm of global justice, given that it is a concept under construction and based on transitions that go beyond the temporal scope of a Master Plan.
- Reinforce the internal coherence of the 'logical model' of global justice:
  - ✓ by introducing links between its elements, especially between the targets and strategic objectives;
  - ✓ by more clearly defining the implementation of the transitions at each level of programming;
  - ✓ by reflecting on the composition, scope and functions of the global justice targets;
  - ✓ by revising the inconsistencies of a model that goes 'beyond the traditional division between cooperation, humanitarian action and education' but which, in practice, continues to operate under this division, and
  - ✓ by simplifying the strategic framework by adjusting the scope of the objectives and actions to the duration of the Master Plan.



- Define the position of gender justice within the overall concept of global justice, with more precise intersectional references and a more explicit role in transitions.
- Define global justice's theoretical/conceptual and practical link with the 2030 Agenda to facilitate policy coherence.

## FROM THE STRATEGIC POINT OF VIEW

- Define a strategy to consolidate the concept of global justice among stakeholders.
- Introduce a selective approach to prioritise collaborations and interventions most in line with the paradigm of global justice.
- Maintain the budgetary commitment to 0.7% and balanced distribution of budget resources among modes of action.
- Strengthen strategic alliances with local cooperation agencies and new agents with complementary knowledge and capacities.
- Maintain a vision of promoting the participation of all Barcelona cooperation stakeholders through already established spaces and by driving new ones.
- Develop a specific strategy on gender justice to properly integrate it and ensure its strategic, operational, and instrumental implementation.
- Continue promoting cooperation that other stakeholders initiate:
  - ✓ considering the reduction/concentration of the modalities of the regular call;
  - ✓ prioritising interventions with a municipal, urban, and broad-base approach;
  - ✓ opting for interventions under the logic of multi-year programmes/agreements;
  - ✓ assessing the degree of deployment of the use of ToC for EpJG projects, and
  - ✓ improving the definition and management of emergency response.
- Continue promoting direct initiative cooperation:
  - ✓ revisiting the conceptualisation of 'city-to-city cooperation' in a municipal key;
  - ✓ compiling a census of the interventions made by the City Council departments.

# A3 Annex 3

## Recommendations derived from the 2018-2021 gender justice impact evaluation

The following is a summary highlighting the key recommendations from the 2018-2021 gender justice impact evaluation report of interventions funded by the Global Justice Department and International Cooperation for the promotion of gender equality, compiled by the ICG and accessible on the website: [https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/avaluacio\\_justicia\\_genere\\_djgci.pdf](https://ajuntament.barcelona.cat/relacionsinternacionalsicooperacio/sites/default/files/avaluacio_justicia_genere_djgci.pdf).

DIMENSION	RECOMMENDATIONS
GENDER JUSTICE DESIGN AND CONCEPTUALISATION	<ul style="list-style-type: none"><li>• Keep gender justice at the core of the international cooperation policy for global justice.</li><li>• Develop, in a coherent and integrated way, a <b>dual strategy for gender justice</b> in the new Master Plan:<ul style="list-style-type: none"><li>- specifically addressing the substantive aspects, and</li><li>- mainstreaming, facilitating the approach to gender justice at the strategic and operational levels of the Master Plan.</li></ul></li><li>• Facilitate a more comprehensive approach to the gender justice goal on the conceptual —<b>strategy</b>— and practical —<b>guide or methodology</b>— plane.</li><li>• Analyse, from a gender perspective, the ecosystems in which international cooperation actions for global justice are contextualised and make visible the conditions and position of women, at least on a regional scale.</li></ul>

DIMENSION	RECOMMENDATIONS
STRUCTURE (EFFICIENCY)	<ul style="list-style-type: none"> <li>• <b>Strengthen the capacities</b> of the DJGCI team in terms of gender justice.</li> <li>• Draw up guidelines that develop the expected effects in relation to gender justice in modalities and instruments (for example, in the terms and conditions, the formulation guide or the forms).</li> <li>• Assess the relevance of incorporating <b>positive action measures</b> in modalities B and C.</li> <li>• <b>Reorient the gender marker:</b> <ul style="list-style-type: none"> <li>- responding to the strategic framework of the new Master Plan, and</li> <li>- attending to the particularities of each modality.</li> </ul> </li> <li>• <b>Adapt the application forms</b> so that there is a correct correlation between their content and the assessment criteria established in the gender marker.</li> <li>• <b>Standardise</b> the planning and monitoring <b>instruments</b>, align them with the logical framework established in the PDCJGB and introduce precise tools for gender justice.</li> </ul>
RESULTS (EFFICACY)	<ul style="list-style-type: none"> <li>• Integrally include, in each <b>goal and objective</b> of the Master Plan, clear mandates in relation to gender justice that demonstrate the expected effects of each.</li> <li>• Keep gender justice as a specific area and provide it with a greater capacity to promote <b>empowerment processes and specific institutionalisation</b> actions.</li> <li>• Establish a <b>strategic action framework</b> for city-to-city cooperation prioritising actions between homologous departments, such as municipal equality mechanisms.</li> </ul>
COHERENCE	<ul style="list-style-type: none"> <li>• Establish a benchmark <b>policy framework</b> in relation to gender justice that, from the links and criticism, identifies connections and correlations that facilitate policy coherence.</li> <li>• Strengthen the <b>internal coordination mechanisms</b> of the City Council, aimed at systematising spaces and networks (key for technical cooperation) essential for the development of gender justice.</li> </ul>
PROCESSES (COORDINATION, LEADERSHIP AND INSTITUTIONAL INVOLVEMENT)	<ul style="list-style-type: none"> <li>• <b>Strengthen alliances</b> with cooperation players (NGOs from the Global North and South) who already have experience in addressing gender justice in the field of cooperation.</li> <li>• Promote and further explore the specialisation of <b>municipal networks</b> that expertly address gender justice, especially in relation to technical cooperation.</li> <li>• Create some kind <b>of space</b> that specifically addresses <b>gender mainstreaming</b>, as established by the Master Plan itself, and that responds to the leadership of the DJGCI.</li> </ul>