



Barcelona Cooperation for Global Justice Master Plan

2018-2021

**Barcelona
Cooperation
for Global Justice
Master Plan**

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Abbreviations

ACCD	Catalan Agency for Development Cooperation
AECID	Spanish Agency for International Development Cooperation
AMB	Metropolitan Area of Barcelona
APS	Service-Learning
DAC	OECD Development Assistance Committee (DAC)
CEB	Barcelona Education Consortium
CGLU	United Cities and Local Governments
CRIPB	Barcelona International Peace Resource Centre
CRP	Pedagogic Resources Centres
DIBA	Barcelona Provincial Council (Diputació)
DJGIC	Global Justice and International Cooperation Department
EpJG	Education for Global Justice
FCCD	Catalan Fund for Development Cooperation
MDG	Millennium Development Goals
PAE	City of Barcelona Foreign Action Plan
PAM	Municipal Action Plan
PCJG	Cooperation for Global Justice Master Plan
SDG	Sustainable Development Goals

1

Introduction

Master plans are Barcelona City Council's main cooperation planning instruments. This is Barcelona City Council's fourth Cooperation Master Plan and it covers the period 2018-2021. It is recognised as the successor of the three previous plans and is built on bases that have gradually consolidated the public policy for development, solidarity, human rights and peace promoted by the council over the course of recent years. But at the same time, it proposes the revision of some of its founding premises. This revision corresponds largely to diverse interconnected factors.

First, various economic and financial crises have worsened inequalities and exclusion at the heart of societies, while reinforcing centres of accumulation and dispersing them geographically, just as they have also caused a fall in proposals for cooperation among regular donors and, at the same time, have led to the growth of the extreme right in the European Union and in the United States. Also, humanitarian catastrophes, such as those caused by conflicts in the Mediterranean and the Middle East, or by wars and poverty in sub-Saharan Africa, are causing major forced displacements of people. Other factors are ongoing global warming and loss of biodiversity, among others. All these factors are leading to a worldwide scenario that demands a new approach to international relations based on a renewed and much more intense cooperation between the whole group of actors, especially cities that are gaining relevance in world governance.

Consequently, this Master Plan proposes to reinforce the goal of **global justice**, which aims to enrich the classic development cooperation scheme. It places the emphasis, therefore, on the systemic causes that generate injustices, which are today becoming global. It questions aspects such as growth that does not consider negative externalities or the planet's limits, often associated with certain modes of production, distribution, management and consumption and with certain social behaviour patterns. At the same time, it proposes a **broadband cooperation** that assumes the growing inter-dependencies, as well as the mainstreaming and complexity of the problems affecting the world. This scenario means including **coherence of policies** as a priority and accepting that the city's global action will also generate

negative impacts outside of its borders. Finally, it also requires giving **Education for Global Justice** (EpJG) a greater centrality in the implementation of the policy for shifting towards a truly transformative cooperation.

Moreover, a new scenario is emerging for operating international relations, monopolised to date by the states. The intensification of two not necessarily antithetic processes – globalisation and decentralisation – helps to sketch a more fragmented, but simultaneously more inclusive and therefore more effective multilateralism, where greater atomisation of the political actors occurs. It is within this context of dissemination of power and of inter-dependencies where the cities are called to take on a central role as political actors in the new institutional architecture that has to govern these processes.

Barcelona is a global city, a dimension that rests on material and immaterial bases, linked to an economic activity geared towards foreign audiences (tourism, exports, trade fair activity, etc.); on the fact that it has access to infrastructures that strengthen the links between the city and the world, especially the port and the airport; to hosting the headquarters of various international and also multi-national institutions and programmes; to its consular activity; to its presence of institutions and production centres and services of the highest order in many spheres, and the numerous social and cultural initiatives that are projected beyond the territory, especially cooperation for global justice.

But it is also a global city because of what it radiates outside of its frontiers, because of the influence that it exercises over global interest networks. Barcelona, like any territory, is inserted into a structure of inter-dependencies linked to the global economy. Therefore, it is also a reproducer of flows that configure centres and peripheries, that generate inequalities and that impact on the sustainability of the ecosystems. Co-responsibility in the production and reproduction of these global phenomena demands of Barcelona co-responsibility in the contribution of solutions that are also global.

Aware of this reality, this Cooperation for Global Justice Master Plan (PCJG) will have to maintain a close coherence with the Barcelona City Council plans and programmes that are foreign in nature. It aims, at the same time, to act as an instrument for the definition and planning of public policy in this sphere that strives precisely for the empowering of Barcelona as a global city, which considers the coherence of the overseas action of the municipal Government and that places a special accent on the promotion of global justice.

The drafting of this master plan consisted of three phases. In the first, the Global Justice and International Cooperation Department commissioned a group of experts to produce a diagnosis of the city's cooperation. Thus, an approximate snapshot was obtained of its situation based on identification of the main weaknesses, threats, strengths and opportunities. A participatory process was launched in which interviews and workshops were held with representative organisations from the sector, Lafede.cat, the Municipal Committee for International Development Cooperation, experts from the academic and educational world, universities and research institutes, trade unions and employer organisations; also the most active City Council units in this field, especially the technical team of the Department itself. In the second phase, this same group of experts produced a draft master plan, which again was submitted to debate with the sector. The third phase consisted in its negotiation with those municipal political groups with representation on the City Council.

This Master Plan incorporates as an annex a document containing the diagnosis of the City Council's cooperation with evaluation of the indicators from the previous Master Plan, available on the website.

Finally, the Plan was endorsed by the Municipal Committee for International Development Cooperation, brought together in an extraordinary plenary session on 13 November 2017, and was approved at the Municipal Committee Plenary Meeting on 22 December 2017.

2

Global context

This master plan takes as a reference, as would be expected, the current local and worldwide context. This brings up a whole series of challenges, and also of opportunities, for Barcelona's cooperation, in a situation noticeably different to the situation to which the previous Master Plan responded.

Effectively, the crisis of values in Western societies; the recurring humanitarian crises, especially some which are close to our city; or the failure of the Arab revolutions, among other factors, configure an especially complex and unstable world scenario that it is necessary to tackle from new perspectives.

The main defining characteristics of this context in transformation could be summarised as follows:

- **A blatant incapacity from the international regime to contribute effective answers to major worldwide challenges.** Effectively, as evidenced by the severe world crisis that we are experiencing, the international regime shows its limitations for tackling growing inequalities of all kinds that arise between territories and at the heart of societies themselves. Moreover, it is becoming evident that this is endangering the very sustainability of life, as inferred from analysis of the climate and energy context. Other global challenges that appear include constant economic and financial instability, the growth of violent extremism, migratory tensions, the spread of infectious diseases, violent conflicts and recurring humanitarian crises, among others.



Proactiva Open Arms rescue ship in the Mediterranean

- **Globalisation dynamics demand new models of governance.** The dynamics of the globalisation process that has been taking place in recent decades have gradually configured a world system characterised by the existence of numerous inter-dependencies and growing externalities of a transnational nature. These blur the political frontiers of the nation states and expose the territories, economies and societies to rationales of a global nature.

Phenomena like those mentioned previously demand new models of governance to combat them. Consequently, everything points towards a new more active and representative multilateralism, which must be accompanied by a regulatory and institutional framework suitable for managing global public assets, given that these phenomena affect the entire international community and simultaneously exceed the capacities of the nation states.

- **Cities are becoming first-class political actors in the international sphere.** In the face of the state-centric model, other political actors are emerging with force. In particular, cities, which show a clear desire to influence global agendas. Cities can contribute to a new model of international relations (city diplomacy), elaborated from proximity and inclusion, that favours articulation in networks, horizontality, cooperation and consensus, that promotes more democratic and plural dynamics sensitive to the demands of citizens and that reinforces the public interest with respect to the private. Sanctuary cities in the United States or refuge cities in Europe illustrate, among others, the capacity of local organisations to propose valid solutions, alternatives to those offered by the states, to tackle global challenges, such as people's international mobility.
- **A new global agenda is being configured.** The approval of the Sustainable Development Goals (SDGs) and the promotion of the new Agenda 2030 imply the overcoming of the limitations raised by the Millennium Development Goals (MDGs). A universal agenda is thus shaping up to establish the bases for more inclusive and sustainable development models, emerging from a process with noticeably more participation.

An agenda that demands a shared effort of transformation by all countries and actors, based on the principle of common but differentiated responsibilities. The implementation of this agenda requires, therefore, influencing the background processes linked to the functioning of the global value chain, in as much as it impacts on phenomena such as inequalities, sustainability, gender equality, and violent conflicts, among others. It thus becomes an opportunity to advance towards coherence of policies. However this approach to the international agenda



Earthquake damages in Mexico (September 2017)

must be critical and must place the emphasis on structural elements that have negative repercussions on the global justice milestone and must be alert to other emerging narratives on development, such as *good living (sumak kawsay and suma qamaña)*.

At the same time, it appeals to the very same international cooperation agenda, configured from the states and focused over the course of recent years on aid flows and, especially, on a technocratic approach over efficacy and efficiency.

Economic and budgetary crises and recentralising drives throw the development cooperation system into tension. The successive crises in the financial sphere since 2008 (credit, debt and euro) have had a significant impact on economic and budgetary dimensions, among others. Managing and digesting these crises has materialised in the implementation of austerity programmes and structural reforms (privatisation, de-regulation and liberalisation) in the majority of countries. Thus, the Official Development Aid (ODA) budgets have suffered severe cuts, especially significant in Spain and particularly in Catalonia. In the case of Barcelona City Council, despite having suffered a significant reduction in the first years of the crisis, it has gradually recovered its cooperation budgets to reach levels of 0.7% of its own income allocated to ODA. These important cuts also led to a severe weakening of sector organisations, which are highly dependent on public funds.

3

A change of focus

3.1 The city of Barcelona's commitment to cooperation

The city of Barcelona has shown at key moments its commitment to sharing responsibility for phenomena that occur in the world. Solidarity with the Balkans, with Central America, to demand commitments from countries to assign 0.7% of their GDP to ODA, mobilisations for the abolition of the debt, against the war or the current campaign demanding safe routes and the hosting of refugees are just some of the emblematic examples of this desire for involvement and solidarity. This has crystallised in support for numerous cooperation initiatives that have emerged, in the majority of cases, from civil society organisations and from active municipalism.

Barcelona City Council's international cooperation policy is, largely, the consequence of this citizen pressure, which has been demanding and defending a public policy in this area, built on the dual logic of responsibility and opportunity. A policy that has enjoyed broad political consensus and that discursively has been based on the values that municipal governments can bring to the cooperation system: their proximity to citizens; a greater capacity for building partnerships with different actors; fewer connections with geostrategic interests and greater horizontality in relations. An action that has been enriched by the greater knowledge and development of urban policies by the City Council over the course of recent years, meaning that today Barcelona has become a relevant actor in these policies as a factor for development.

This was accompanied by significant regulatory, institutional and in relative terms, budgetary developments. In the regulatory sphere, the passing of the Catalan Law



Palestinian Water Authority and Coastal Municipalities Water Utility (Gaza) staff visiting a waste water treatment plant in Gavà (May 2017)

for Development Cooperation (Law 26/2001, of 31 December), which was drafted with the active participation and broad consensus of all the Catalan cooperation stakeholders, represented a key milestone since it enabled the bases to be laid down for an authentic public policy and the establishment of mechanisms for regulation of the governmental action (and somehow of the action of the other actors) in this sphere. Thus, some elements are deduced from the text that have decisively and gradually permeated both the orientation and the way of executing this policy. On the one hand, it is made explicit that the mission is to promote sustainable human development, to eradicate poverty and to reduce inequalities, by influencing the structural causes that generate them. On the other, it is conceived as a participated and participative policy, articulated around the principle of consensus agreement between all the cooperation actors. In addition, it shows its commitment to the target of 0.7%, to generous ODA and to creating the conditions to advance in the coherence of policies. In this sense, **in 2015 the City Council secured 0.7% of its own income for ODA, with close to 9 million euros executed.**

In this way, shape has been given to this policy through the City Council putting into practice diverse planning instruments, such as master plans and annual work plans.

Therefore, this has been conceived with a strategic nature and not as a mere instrument for sharing out subsidies.

Finally, regulatory and budgetary developments have been accompanied by an **institutional structure** at the heart of the City Council, now represented by the Global Justice and International Cooperation Department, which has contributed to consolidating the levers of this emerging policy. At the same time it has favoured the coordination and active participation in its definition and implementation by different cooperation actors, integrated mainly into the Municipal Committee for International Development Cooperation.

Its consideration as a public and simultaneously participated and participative policy for cooperation has led to an implementation which has intensively combined the modalities of bilateral cooperation from third-party initiatives, consensus-agreed bilateral and direct bilateral cooperation. NGOs have always occupied a central position among cooperation actors due to their capacity for generating discourse and mobilisation, but also because they are the main implementers of policies in this sphere and also because they have a principal presence in all the spaces for the coordination and definition of this policy. In 2015, nearly the entirety of the funds channelled through the indirect modality (calls for participation) and a significant percentage of the consensus agreements were managed by this kind of actors.

Moreover, the City Council has very actively established **direct cooperation** with some cities, such as Medellín, Maputo, various Palestinian cities, Havana, and the Tangier-Tétouan corridor, among others. Beyond the historical cooperation with Sarajevo during the war of Bosnia in the early 1990s, an entire catalogue of projects and good practices exists between Barcelona and these cities. These experiences, based on horizontal dialogue and the reciprocity of the political and technical teams, have become true channels for the exchange of knowledge and technical expertise for institutional strengthening, the definition of policies and the provision of public services. All based on a municipal and municipalist agenda, in which participation of the different departments was very significant. Undoubtedly, this has become one of the main assets of the City Council's cooperation.

Although the main cooperation agents were the NGOs, besides the City Council itself, Barcelona has a rich and diverse range of actors that, albeit to an unequal extent,

play an active role or alternatively contribute great potential to Barcelona's cooperation. These are the universities, the research centres, the think tanks, the trade union organisations and the social movements. This fact shows the dynamic nature of a committed and active society. The challenges of the cooperation policy consist, precisely, first of all, of promoting greater involvement in this sphere and, secondly, of contributing to weaving spaces for consensus between these actors.

Beyond this general framework, **the aforementioned diagnosis carried out in the phase prior** to the drafting of the master plan has enabled identification also of some challenges which Barcelona's cooperation for global justice is facing, and on which the current Plan aims to have an impact.

Briefly it is possible to distinguish **three types of shortfalls**.

• In the **strategic** sphere, the following can be highlighted:

- A certain incoherence within the set of City Council public policies that have an impact on the goal of fomenting global justice.
- Weak links between the sector organisations in the municipalist cooperation model advocated by the City Council, partly as the result of the generalist orientation of the instruments for relations drawn up by the City Council (mainly, calls for participation).
- Insufficient participation by some key actors in the sphere of cooperation that could contribute a certain added value, especially the centres of knowledge production, trade unions and social movements.
- Insufficiently strategic use in the sphere of cooperation of the City Council's participation in the different international networks (especially CGLU; Metropolis and Medcities).
- Inexistence of sufficiently defined strategies in critical dimensions of cooperation, such as peace-building and the EpJG.

• In the **institutional** sphere, it is necessary to strengthen:

- The spaces for coordination among the City Council's departments in this sphere.
- Coordination with the Catalan public administrations, within the framework of the initiative of the Catalan cooperation.
- The spaces for interlocution and participation of the sector in the cycle of the City Council's cooperation policy, reinforcing the working groups of the Municipal Committee for International Development Cooperation or promoting thematic or geographic sub-committees in order to favour consensus agreement.
- The instruments and mechanisms for responding to humanitarian and emergency crises to make them more efficient.

- As for **capacities**, identified are:
 - A weakening of the capacity for action of the NGO fabric due to the decline in public budgets for cooperation.
 - An unequal international networking of cooperation organisations.
 - An insufficiently developed culture of monitoring and evaluation of cooperation actions.

The features that characterise the current context challenge the bases of the model around which the development cooperation agenda has been articulated in recent years. In summarised form, the aforementioned model was based on the following elements:

- **Oriented towards development**, this being understood as an accumulative and dynamic process of socioeconomic progress. A kind of progress often linked to material wellbeing (and, therefore, to economic growth measured in monetary terms) and that refers to a north (developed) - south (underdeveloped and impoverished) rationale. Development and underdevelopment are understood, therefore, as different stages of a single process of progress. In this way, cooperation has to become a tool for helping territories and their peoples to prosper via the pathway of development experienced by the countries of the north.
- **Main focus on aid disbursement**, as a key factor for measuring the efforts and commitments of countries in the sphere of development cooperation. Together with the quantitative element, the emphasis is placed on the efficient management of resources.
- **Articulated around a state-centric agenda**, defined mainly from an intergovernmental space such as the DAC and that assumes that the states are who design and lead national development strategies. Thus, it tends to attribute to the rest of the agents (cities and local governments, civil society, universities, companies, trade unions, etc.) an executive role and underestimates their nature as political actors, bearers of agendas complementary to those of the states.

3.2 A municipalist cooperation for global and broadband justice

The dynamics of globalisation mentioned in the “Global context” section demand a new approach to cooperation that responds more effectively to the challenges that they pose and that, at the same time, takes advantage of the incidence spaces that open up. This new approach, which determines the vision of Barcelona City Council’s cooperation policy, proposes **three transitions**.

From development cooperation to global justice cooperation

Global justice proposes a broader and more complete framework for analysis than that which centres around the north-south dichotomy and on the linearity of development. It underlines the growing interconnections on a global scale and, therefore, the interferences that actions produce on other peoples and territories. Actions that are derived from a mode of production, distribution, consumption and exchange that often harms these communities. It places the accent on the structural elements that generate injustices and promotes the transformation of power relations that strengthen inequalities. At the same time it proposes a cosmopolitanism of human rights, under the assumption that everyone has responsibilities and obligations with respect to the injustices that are suffered by “others” no matter where they occur.

Cooperation for global justice proposes four milestones to be achieved, which in turn are intertwined and reinforced into each other:

- **Economic justice**, founded on an ecological, democratic, feminist and fairer economy. An economy designed to be at the service of people, which prioritises the satisfaction of human needs above those of profit and social and environmental responsibility. An economy committed with the community and linked to the territory, which contributes towards improving society. An economy that values and recognises socially and economically the unpaid work that women often carry out. In consequence, it implies influencing relations of global production, commerce and finance, which are found at the basis of inequalities and that undermine the food sovereignty of peoples.

- **Environmental justice**, which favours a fair and equitable access to environmental goods or services and that advocates that everyone, independently of their origin or socioeconomic situation, has the right to an environmental quality of life (clean air and water, efficient waste management, etc.), and assumes their responsibilities towards the environmental impacts generated by their way of living.
- **Gender justice**, which promotes gender equity in cultural, economic, social and political life; that questions the hetero-patriarchal system and relations of power, the sexual division of labour on which it is based; that gives a response to the intersectionalities of the oppressions and that fights the feminisation of poverty and precarity; that advocates the application of the care ethics in an equitable way, linked to the feminist perspective; that advocates the political, economic and technological participation of women and that guarantees their access to decision-making positions and to resources in equality of conditions and opportunities and that contributes to building societies free of violence, in which sexual, cultural, religious and functional diversity are recognised and defended. It will be mainstreamed into any action envisaged in this Plan.
- **The right of people to refuge, to travel and to migrate**, the latter recognised in the Universal Declaration of Emerging Human Rights¹. The defence of this right is based on three premises. The first is that the movements of people are a reality. The second, against the view that tends to perceive migration as a problem, highlights the value of diversity and advocates the demolition of walls (tangible and intangible). The third considers that both respect for and the guarantee of human rights derive from the dignity that corresponds to every person. In the case of migrant, displaced and refugee people, fleeing from the place of origin for reasons of political, sexual or religious persecution, or to avoid situations of a lack of minimally demandable living conditions, constitutes a fundamental right for all people to lead a dignified life.

The objective of global justice contributes towards re-situating cooperation. It is fundamental to understand how poverty, inequality and injustice are created and perpetuated for broad sectors of the population, and that requires a clear comprehension of glocal processes.

This objective and the master plan itself are situated within the regulatory framework of the defence of human rights and gender equity, established at different administrative levels, from the international to the local sphere.

1. See IDHC (2009), *Universal Declaration of Emerging Human Rights*.



In short, the transformations that are promoted by global justice are based on processes developed from non-violence, human rights, interculturality, plurality and participation, from a new relationship between genres and the recognition of the limits of our planet.

From a cooperation subsidiary to states' development agendas to a municipalist agenda in favour of global justice

Globalisation is representing the re-territorialisation of sociocultural, economic, political and environmental phenomena on a global scale (migration, housing, energy, identity, culture, services, resilience, tourism, etc.). The emergence of the global-local dimension promotes its reorganisation around major city centres, metropolitan areas or urban corridor systems. In this context, cities become key public actors in international relations. Cities such as Barcelona are showing a clear desire to participate actively in the governance of processes that lead to global justice, and not only as implementers. Cities are bearers of complementary agendas and they contribute democratic density, along with the capacity (and the will) to articulate themselves with the rest of actors (states, multilateral bodies, social movements and civil society, business world, academia, etc.). But they are also bearers of new narratives (feminisation of politics, defence of common assets, decommodification, protection of the social function of essential services, etc.) and of tools for managing these phenomena in an effective way, in the economic, social, environmental, cultural, and political terrain alike.

Barcelona defends and advocates the municipalist character of the cooperation that it foments at the same time as the right to the city. A right that is achieved through the “exercising of citizenship and of human rights that ensure collective wellbeing, democratic management through citizens’ participation and the social function of ownership and of the city, with the common good predominating over the individual right”². Barcelona promotes this cooperation with cities with which it has established stable bilateral alliances (Havana, Maputo, Medellín, Tangier-Tétouan, etc.) based on horizontality, political dialogue and technical cooperation. But it also wants to advocate a more important role for cities in worldwide governance, assuming a leadership position in those international networks of local governments, many of which are headquartered in Barcelona: CGLU, Metropolis, Eurocities, Medcities, Ciutats Educa-dores and Centro Iberoamericano de Desarrollo Estratégico Urbano (Ibero-American Centre for Urban Strategic Development - CIDEU), especially.

2. *Municipal Charters for the Right to the City, proposed by the social movements at the 1st World Social Forum in Porto Alegre and renewed at the World Leader of Local and Regional Leaders in Bogotá in October 2016.*

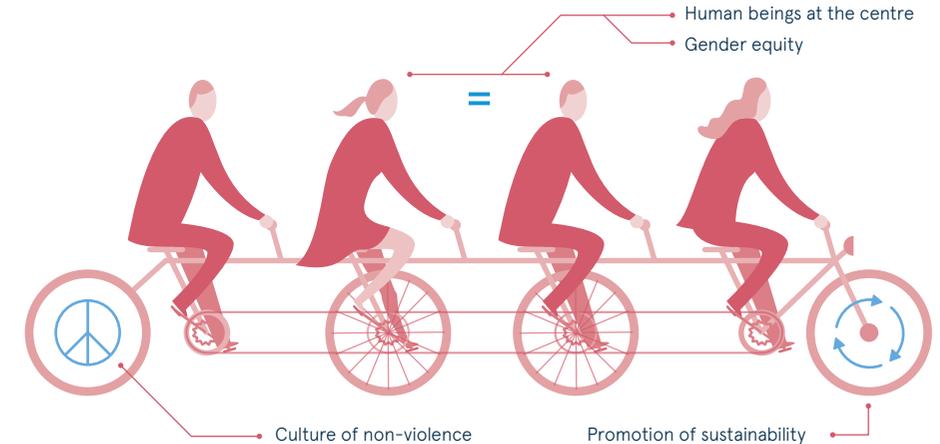
From an isolated policy to coherence in the set of public policies

For all the above, cooperation is conceived as a veritable space for international solidarity between people and peoples, beyond the management of limited resources aimed at the fight against poverty and inequalities. Cooperation must serve to encourage empathy between peoples and a political dialogue on the global challenges that connect agendas from all over and that promote a critical and mobilised citizenry.

In consequence, it is necessary to open it up to new agendas, alternatives to the development models in force, and to new individuals who advocate social justice processes. Broadband cooperation has to be redefined, therefore, around these new milestones and alliances:

- **Cooperation centred around the global responsibility of Barcelona** on what is happening in the rest of the world and future generations, and not only on the efficiency of aid.
- **Cooperation committed to the agendas of change towards global justice promoted by other actors:** social and solidarity economy, ecology, energy transition, feminisms, food sovereignty, participatory democracy, culture of peace and human rights.
- **Pushing for true coherence in the City Council overseas action policies,** taking advantage of the intersection between these agendas.
- **Promotion of spaces for political dialogue articulated with actors** that enable the building of common and shared milestones and **the laying of the bases for authentic city cooperation.** The acceptance of the political partnership as a principle for relationship between agents, based on a division of tasks according to their position, enabling overcoming of the donor-receiver or party-counterparty logic in favour of horizontal dynamics.
- **Centrality of Education for Global Justice (EpJG),** as a fundamental pillar of transformative cooperation that underlines the spheres of education, impact, research and communication. It is necessary to understand EpJG as a “process of knowledge and of critical analysis of reality that connects local action with its global dimension. Its aim is to promote a critical awareness towards causes that generate inequality and conflicts [...]. It also contributes to the change of attitudes and practices that have to enable a responsible, respectful body of citizens who are committed to social transformation”³.

3. *L. RUBIO and L. LUCETTI (2016), APS pau, drets humans i solidaritat: noves propostes d'educació per a la justícia global.*



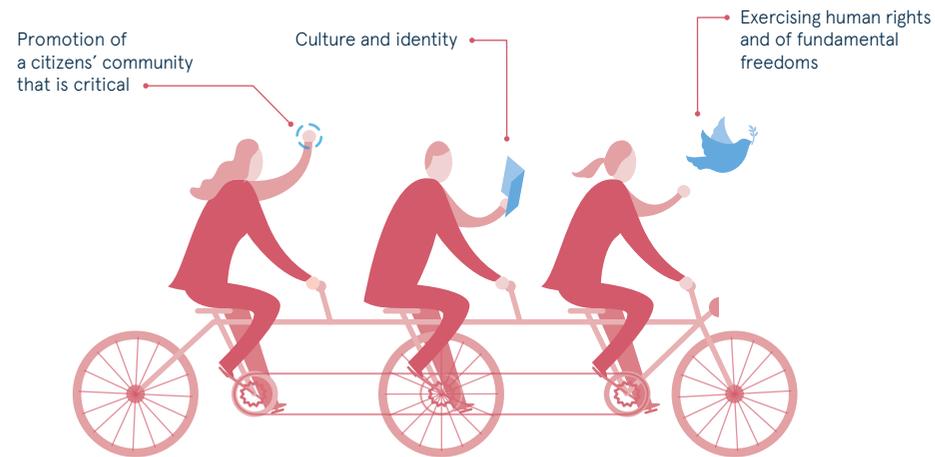
Based on the mission and vision of the City Council's cooperation policy for global justice, mentioned above, the following values and ordering principles can be established to orient this policy; many of them inspired by the council's previous master plans and by the Catalan Law on Cooperation.

Barcelona City Council's **cooperation values** are as follows:

- **Human beings at the centre:** recognition of human beings in the individual, collective and environmental dimensions as protagonists and ultimate beneficiaries of the global justice cooperation policy.
- **Gender equity:** the defence of equity between genders and the overcoming of unequal power relations of men over women, of submission and of violence of all kinds towards women.
- **Promotion of sustainability:** in its economic, social, political, cultural and environmental aspects, in relation with the different worldviews and cultures of networked communities.
- **Culture of non-violence:** the advocating of peace, justice, equality and equity in relations between people, peoples, cultures, nations and states. Also the prevention and peaceful solution of conflicts and social tensions, the strengthening and planting of roots of peace and co-existence from an intercultural perspective.

4

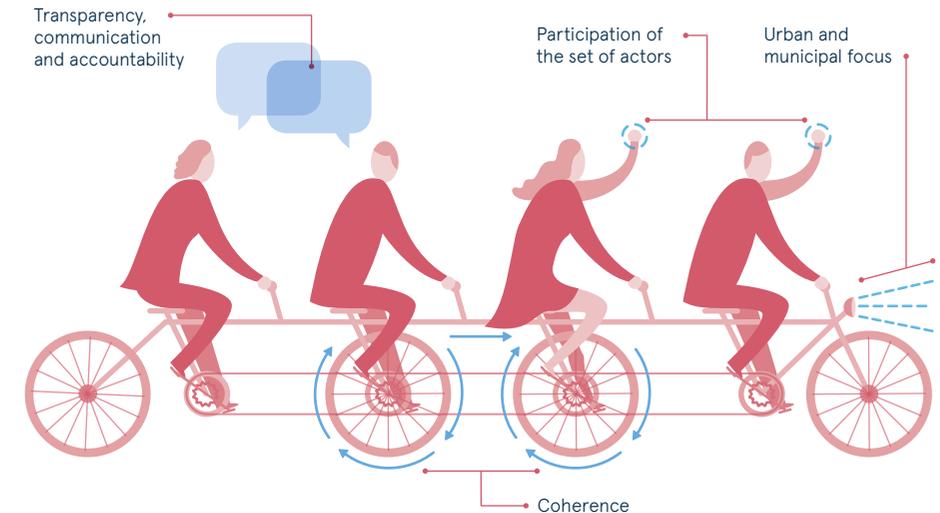
Values and principles of cooperation



- A **guarantee of the exercising human rights and of fundamental freedoms** that are universal, indivisible and inter-dependent, and considering the democracy and dignity of the person as fundamentals of all efforts in favour of global justice, from a focus based on human rights and on the principle of equality and non-discrimination.
- **Culture and identity:** the recognition of the right of peoples to the recognition, defence and promotion of an own culture, language and identity, and also of the values of intercultural coexistence.
- The **promotion of a citizens' community that is critical**, committed, mobilised via the EpJG through awareness-raising, training, research, communication and political lobbying.

Moreover, Barcelona City Council's **ordering principles of cooperation** are as follows:

- **Coherence** in the overall municipal action with regard to its action overseas, whether through proactive policies or domestic policies that have extra-territorial consequences. Therefore, it is necessary to advance in the creation of space of coordination within the City Council, while fomenting the information and appropriation of defining cores of this policy among the different departments.
- The **participation of the set of actors** (from here and from there) in the spaces of definition and rolling out of the policies of cooperation for global justice. Participation, developed around the recognition of diversity and complementarity between actors,



must be articulated around international partnerships and commitments that promote common and shared agendas that are efficient and long-term in nature.

The diverse and rich map of actors is composed principally of NGOs for global justice; social movements; social and solidarity economy organisations and also educational, youth, ecologist and feminist organisations; trade unions and employer organisations; universities and research centres, and the public administrations themselves. Also, ownership from the cities and communities that receive Barcelona's cooperation which must effectively lead its global justice policies and strategies.

- **Transparency, communication and accountability** as key aspects for achieving results in terms of global justice. This principle must be deployed across all phases of the policy cycle: in the drawing up of its definition and planning; in the making of decisions regarding the awarding of subsidies (calls for applications and direct actions), and in the promotion of monitoring and evaluation of the actions. Moreover, innovative communication strategies must be developed to enable a more effective accountability that reaches the aforementioned cities and citizens in general.
- **Urban and municipal focus**, complementary to state cooperation and articulated around the pillars of horizontality, political dialogue and technical cooperation. Promotion of compact, connected, integrated and inclusive cities, in harmony with the New Urban Agenda.

4. The New Urban Agenda was approved at the UN Habitat III Conference, held in Quito in October 2016, <<http://habitat3.org/the-new-urban-agenda>>.

5

Cooperation objectives

In application of the guiding vision, values and principles of Barcelona City Council's global justice cooperation policy, this master plan proposes a strategic deployment of the action that breaks away from the dichotomy between strategic lines, sectorial priorities and cross-departmental priorities present in other planning exercises.

Therefore, it defines some strategic objectives referring to the entirety of the action that are not classified in line with the classical division between cooperation (actions in the south), education (actions in the north), and humanitarian and emergency action. The cooperation policy's mission to promote global justice requires a comprehensive proposal that enhances the previous scheme, built upon a linear and sectorial approach to development and on a north-south geographical logic. Moreover, the old epigraph of cross-sector priorities is eliminated, as it is considered that any action advocated by the City Council in this sphere must be necessarily permeated by each and every one of the ordering values and principles that determine the global justice cooperation policy.

Moreover, the objectives correspond with the transition from the previous model and the change of focus that is introduced by the current master plan. Thus, the first seven objectives impact work geared towards global justice, while objectives eight and nine reinforce the city of Barcelona's municipalist and urban view of cooperation. Support for the culture of peace and non-violence, the defence of human rights and the protection of people in emergency situations correspond to objectives and practices already included in previous master plans, which will be maintained in this one due to their evident relationship with the achievement of global justice.

Finally, objective number ten aims to reflect the will to advance towards the articulation of the set of public policies in relation to global justice. This seeks coherence in the action within the City Council, but also aims to encourage it in the relationship that it maintains with the rest of the city's public administrations and agents, as well as advocating the responsibility of citizens with regard to global justice.

These objectives are included in Figure 1.

Cooperation objectives

• 1. Promoting economic justice

- 1.1. Promoting the production fabric and socially responsible practices among the economic and social agents of the cities.
- 1.2. Stimulating the cooperative economy, responsible public procurement, ethical banking, responsible consumption and fair trade initiatives.
- 1.3. Promoting the care economy, the feminist economy and the economic empowerment of women.
- 1.4. Improving the capacities of local administrations and of civil society to defend and promote dignified employment and the effective application of labour rights.
- 1.5. Reinforcing the capacities of the institutions and of citizens to denounce abuses by transnational companies or by determined stakeholders such as corruption, tax evasion and avoidance or unlawful public indebtedness.
- 1.6. Promoting education in economics with a vision of global justice.

• 2. Promoting environmental justice

- 2.1. Increasing the capacities of the local administrations to reduce the impacts of urban metabolism and increase environmental quality.
- 2.2. Improving municipal capacities to increase the resilience of cities to climate change.
- 2.3. Promoting policies and citizens' actions addressing the reduction of the carbon footprint (via the reduction of emissions of greenhouse gases, energy efficiency and the adoption of renewable energy sources).
- 2.4. Promoting the food sovereignty of peoples, which includes the right to food, access to the land, to natural resources and common assets, and food production and distribution on the basis of environmental, social and economic sustainability.
- 2.5. Promoting education for sustainability
- 2.6. Reinforcing the institutional capacities and those of civil society to denounce the negative impacts of extractivism-based models and promote alternative models of production, consumption and exchange.

• 3. Promoting gender justice

- 3.1. Strengthening the capacities of the local administrations to incorporate the mainstreaming of gender equity into their municipal policies.
- 3.2. Expanding the capacities of organisations and bodies that work for gender justice and for the defence of sexual and gender diversity, with special mention of vulnerable collectives, such as LGTBIQ+.
- 3.3. Promoting the participation of feminist organisations as co-producers of the city's public policies.
- 3.4. Increasing and promoting the presence, participation and visibility of women in public and private spaces for decision-making in the political, economic and social spheres.
- 3.5. Promoting employment free of gender inequalities, encouraging co-responsibility and strengthening entrepreneurship and employment opportunities for women.
- 3.6. Promoting sexual rights and reproductive rights, as well as care rights.
- 3.7. Advocating the active participation of women in the resolution of conflicts and situations of violence.
- 3.8. Promoting a co-education model in schools.

• 4. Promoting the right to migrate, to travel and to refuge

- 4.1. Strengthening the capacities of organisations that work in the field to guarantee the safe mobility of people in contexts of warfare, environmental or economic crises, or persecution for political, religious or sexual reasons.
- 4.2. Promoting cooperation and the exchanging of good practices in the international sphere with refuge cities.
- 4.3. Improving knowledge and information among citizens regarding the situation and the rights of people who are migrants, displaced persons or refugees in order to help to change perceptions and attitudes.
- 4.4. Promoting the protection and guaranteeing of children's rights.

• 5. Promoting the guarantee of exercising human rights and the rights of peoples

- 5.1. Contributing to protect people and groups under threat through activity in defence of human rights.
- 5.2. Contributing to the strengthening of peoples through intercultural and multi-lingual education, as well as the recovery and dissemination of their culture.
- 5.3. Promoting the recognition, respect, protection and guarantee of human rights from the cities and the use of the human-rights-based focus.
- 5.4. Reinforcing the capacities of organised civil society in processes of consolidation of human rights.
- 5.5. Promoting education in human rights.

• 6. Protecting the human rights of people in situations of emergency

- 6.1. Contributing to the reconstruction, rehabilitation and regeneration of urban areas affected by catastrophes of natural, socio-natural or human origin.
- 6.2. Contributing towards increasing the resilience of peoples who have suffered or may suffer disasters.

• 7. Advocating a culture of peace and non-violence

- 7.1. Promoting education for peace.
- 7.2. Contributing towards the reversion of the factors that generate and reproduce structural and cultural violence in the cities, and preventing violent extremism.
- 7.3. Strengthening the capacities of the municipal administrations and civil society organisations aiming at the eradication of urban violence, and, especially, gender violence.
- 7.4. Increasing the institutional capacities of the cities and of civil society for the non-violent resolution of conflicts, mediation, reconciliation and reparations for victims.
- 7.5. Helping to guarantee the protection of the most vulnerable groups against urban violence and giving support to the victims.
- 7.6. Promoting demilitarised and disarmed municipalities.

• 8. Promoting the democratic government of cities

- 8.1. Contributing to the institutional strengthening processes and the design and management of municipal public policies.
- 8.2. Contributing to the processes of political, administrative and fiscal decentralisation and to multi-level governance.
- 8.3. Promoting the democratic management of cities, based on citizen participation into the urban policies planning processes.
- 8.4. Promoting a more active and influential role of the cities and the metropolises in the global decision-making system, through strong and active participation in the international cities networks.

• 9. Promoting the right to the city

- 9.1. Promoting sustainable, equitable and inclusive cities, which integrate the principles of the social and solidarity economy, ecology and feminism.
- 9.2. Promoting the right to the access and supply of basic public services such as water and sanitation, waste management, public transport and urban mobility, education, health and housing.
- 9.3. Promoting urban spaces that guarantee public safety and peaceful, caring and intercultural coexistence.
- 9.4. Promoting the free access and circulation of knowledge, culture and new technologies.

• 10. Improving the coherence of policies towards global justice

- 10.1. Promoting the coherence of policies within the City Council in all their dimensions (vertical, horizontal, temporal and global), reinforcing the institutional apparatus and expanding the capacities of analysis and monitoring of the policies.
- 10.2. Promoting the coherence of the action in favour of global justice of the different city organisations and institutions in which the City Council participates or with which it collaborates.
- 10.3. Promoting the principle of coherence of policies in spaces for coordination and collaboration together with the rest of the public administrations.
- 10.4. Promoting the global responsibility of the city of Barcelona in favour of global justice through support for EpJG actions promoted by the citizens of Barcelona.

6

Action modalities

In application of the provisions established in previous planning exercises, Barcelona City Council has three action modalities to roll out its cooperation for global justice policy.

Direct initiative cooperation

Direct initiative cooperation includes those actions that the City Council proposes on its own initiative or alternatively proposes mutually with cities with which it cooperates or to which it offers technical assistance.

The implementation of the actions derived from it can be done directly or in agreement with other actors, whether or not they are from Barcelona. Consequently, these actors participate in some phases of the cycle of the programme or project: identification, formulation, strategic and operational planning, implementation, monitoring and evaluation of results and impact.

This is the modality that best allows for the articulation of the city to city cooperation and focusing it on the lines proposed in the priority territories identified in this Plan.

Moreover, it becomes a modality that makes use of the entire set of instruments and that permits both the strengthening of technical and institutional capacities in networked cities and the development of EpJG programmes in the city.

This modality will concentrate between 25% and 35% of the City Council's resources assigned to cooperation.



Maputo City Council (Mozambique) delegation visiting Mercabarna (June 2017)



Cultural Centre Barcelona-L'Havana in Havana (Cuba)

Third-party actors' initiative cooperation

The third-party actors' initiative cooperation corresponds to the set of actions that come from other cooperation agents from Barcelona, or any other part of the world, that neither belong to the City Council nor to the network of cities with which it works and that are channelled through it.

Through this modality, the City Council may join other initiatives promoted by actors that count on the support of other public administrations and that coincide with the strategic objectives of the master plan, and thus expand the impact of the city's cooperation policy.

This modality will concentrate between 60% and 70% of the City Council's resources assigned to cooperation.



Service-learning project by SETEM Catalunya at the INS Montjuïc (Barcelona)



Solidacities network meeting in Brussels (October 2016)

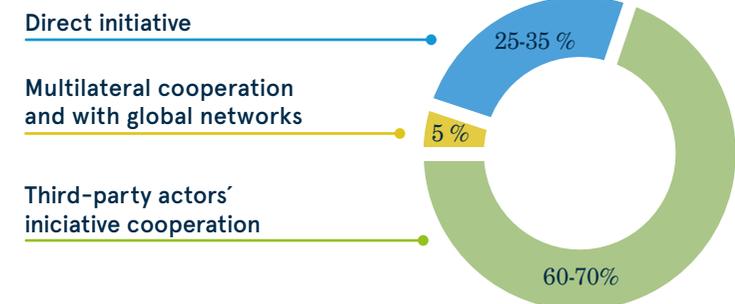
Multilateral cooperation and with global networks

Multilateral cooperation refers to the support of the City Council in the actions of diverse multilateral bodies that work in the promotion of global justice and the development of a fairer international order with more solidarity.

Overcoming the vision from previous planning exercises, the sense of multilateralism does not refer simply to the support of the institutions of the United Nations system or others of a supranational nature. Their capacity to operate effectively in determined contexts is recognised. In any case, in this Plan the City Council is opting for a multilateralism more centred on work in municipalist and metropolitan networks that contribute towards strengthening the role of the cities as political actors in cooperation for global justice.

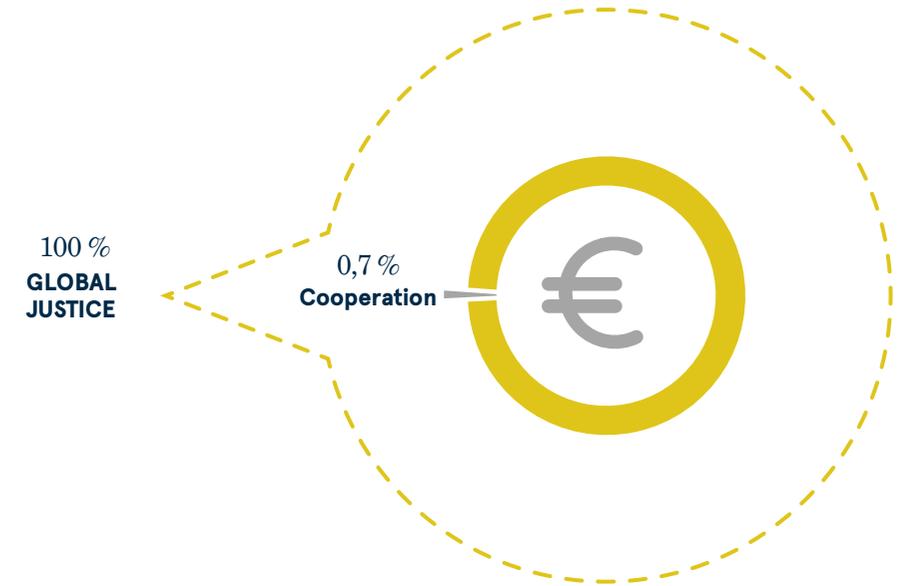
This modality will concentrate a maximum of 5% of the resources of the City Council allocated to cooperation.

Resource allocation by action modalities:



7

Resources of Barcelona's cooperation for global justice policy



Barcelona City Council will maintain the commitment, achieved since 2015, to allocate **0.7% of its own resources**⁵ to cooperation actions for global justice during the period 2018-2021. The own income figure on which the 0.7% is calculated, in accordance with the document referred to, is the sum of the amounts settled two years previously for direct taxes, indirect taxes, fees and other income, heritage assets and deducting the amount of the refunds.

Moreover, it is necessary to strive to promote the participation of all the council departments in technical cooperation activities with networked cities or broadband projects and to take advantage of the human and technical capacities installed.

The budgetary appropriations by strategic objectives, modalities or geographical priorities will be established in each annual planning exercise.

The process of administrative modernisation will continue in order to make the call for grants and emergency aid faster.

⁵. See *Catalan Fund for Development Cooperation: Criteria for application of the 0.7% of municipal self-income to development cooperation Technical justification*.

8

Geographic priorities: an urban and regional approach

Based on the urban and municipalist focus of cooperation for global justice that was noted previously, this Plan proposes a **regional approach** when establishing geographical intervention priorities. Thus, it is aimed to act in a more effective way with regard to problems and processes that cut across a region and impact on the urban spaces. In this sense, in the period of development of this Plan, strategic documents will gradually be prepared to define more precisely the frameworks for action in the priority regions that are mentioned below.

At the same time, the cooperation of the city of Barcelona has been concentrated into some priority cities in different regions, with the aim of being able to have a better understanding of the context and relations of interinstitutional trust that go beyond the governments in question.



Specifically, the following geographical priorities are identified:

- **The Mediterranean and the Middle East**, to strengthen the democratic currents that blossomed around the time of the Arab Spring. Contribution to public policies of peace and peaceful coexistence to de-activate violent extremism and promote the elaboration of alternative narratives that de-activate hate dynamics. Support for local democratic governments to develop inclusive cities that seek equitable and sustainable urban development, while favouring citizen participation and democratic governance. It also will give support to the organisations and social movements that propose formulas of non-violent resistance in situations of conflict and military occupation.

Special attention will be paid to the humanitarian crisis that originates from the war in Syria, both in its cities and the rest of the countries that are hosting refugees, including European countries.

Priority cities: Amman, Sidon, Tétouan, Tunis and towns on the West Bank and the Gaza Strip, and cities that may at a given moment become a point of accumulation for the humanitarian crisis.

- **Sub-Saharan Africa**, to attend to accelerated and low-quality urban development processes that intensify negative impacts among the most disadvantaged populations. Consequently, support will be given to policies for urban planning and the provision of basic public services aimed at developing sustainable and inclusive cities. Initiatives will be promoted that stimulate dignified employment and the development of local productive economies.

Priority cities: Maputo and Dakar.

Moreover, emphasis will also be placed on fighting the causes that generate forced displacement of the population from their homes, such as climate change, persecutions and violations of human rights, or the impacts of extractive industries and agro-industry. Finally, efforts will be made to continue denouncing the forgotten conflicts that are devastating the region.

- **Mexico, Central America and the Caribbean**, to contribute to the sustainable and inclusive development of their major cities and the implementation of the right to the city. Equally, collaboration with the cities of Mexico and Central America will be focused on combating the structural causes that provoke the violence in the urban and peri-urban environment, especially against women, with the background of socioeconomic instability, the exodus towards the United States and the

continual violation of human rights in the region. Especially, support will be given to initiatives for the defence of human rights activists.

Priority city: Havana.

- In **South America**, support will be given to the development of environmental, equity and social inclusion, human rights defence and peace agendas of an urban nature that consolidate the advances achieved during recent years in global justice matters.

In this line, work will continue preferentially in the main cities of **Colombia**. Thus, the aim is to contribute to making out of its cities political actors of the first order in the peace process through actions such as facilitating the integration of the demobilised population, support for spaces for political and social dialogue, the development of sustainable and fair economic alternatives, and the protection of trade union representatives and human rights activists, among others.

Priority cities: the Colombian cities involved in the peace process.

The annual cooperation for global justice master plan will be able to envisage other cities as the objective of Barcelona's cooperation: these cities must have the agreement of the Plenary Meeting of the Municipal Committee for International Development Cooperation.

Finally, the Plan considers the following as priority intervention spheres:

- **Stateless peoples (such as the Palestinian, Sahrawi, Kurdish and indigenous peoples) and the diasporas (such as the Syrian, Palestinian, Eritrean, Central American)** in situations of violations of their rights and persecution for political reasons.

- The **global north**, for promoting or giving support to EpJG initiatives. Through these actions, it is intended to promote critical awareness towards the causes that generate inequalities and conflicts.

In the same way, it aims to contribute to the change of attitudes and practices that have to make possible a responsible, respectful society of citizens committed to social transformation.

Moreover, support will also be given to the capacities of the actors to weave convergences within the framework of broadband cooperation.

9

Alliances for a municipalist cooperation

The three pillars that guide the mission and vision of Barcelona City Council's cooperation policy in this Plan (for municipalist, urban and broadband global justice) demand a renewal of the alliances for action. Effectively, these defining characteristics advocate a relationship between the actors based on partnership, complementarity and convergence with other agendas that influence global justice.

The renewal and strengthening of these alliances will contribute towards achieving the Council's action objectives in this sphere in a more effective and coherent way.

Specifically, the following alliances will be reinforced:

- **Networked cities.** Cities are becoming the main nodes of the solidarity network that Barcelona wants to promote. Consequently, the City Council will continue strengthening the links and relations of direct cooperation with those cities that are included in the geographical priorities of this master plan. These will be articulated around technical cooperation, the exchange of experiences and good practices and political dialogue.

Moreover, and in line with the PAE, the alliances will be reinforced with other cities with which values and political vision are shared, such as Paris, Berlin, Madrid, London, Athens, New York, Los Angeles, San Francisco, Montreal, Seoul and Kyoto. With these cities it is aimed to work on developing shared agendas on themes that promote the right to the city: planning and social and democratic management of the city, social function of the city and of the urban property, political participation, inclusive and equitable cities, urban mobility, right to housing, and a healthy and sustainable environment, among others.

Besides the bilateral relations, Barcelona will participate in a very active way in the international networks of cities to promote a more active and influential role in the global system of decision-making. Thus, participation will be reinforced in generalist networks that operate on a global scale such as CGLU (of which Barcelona's mayor is the current co-president) and Metropolis; generalist networks that do it on a regional scale such as Eurocities, Medcities, the CIDEU or the Union of IberoAmerican Capital Cities (UCCI), and in a broad range of sectorial networks, whether global or regional, such as ICLEI, C40, in the field of sustainability and resilience, Ciutats Educadores, in that of education and the right to the city, and Solidarity Cities, in that of hosting refugees and solidarity.

- **NGOs and social movements.** The NGOs for global justice have traditionally been the main implementers of municipal cooperation policies. Their presence in the field, their knowledge, capacity for advocacy and awareness-raising, relations and experience make them key actors in rolling them out. The City Council's commitment to continue giving support to its work as a main actor is firm, at the same time that dialogue will be reinforced to contribute to the development of a city cooperation policy for searching the fastest mechanisms of administrative inter-relations.

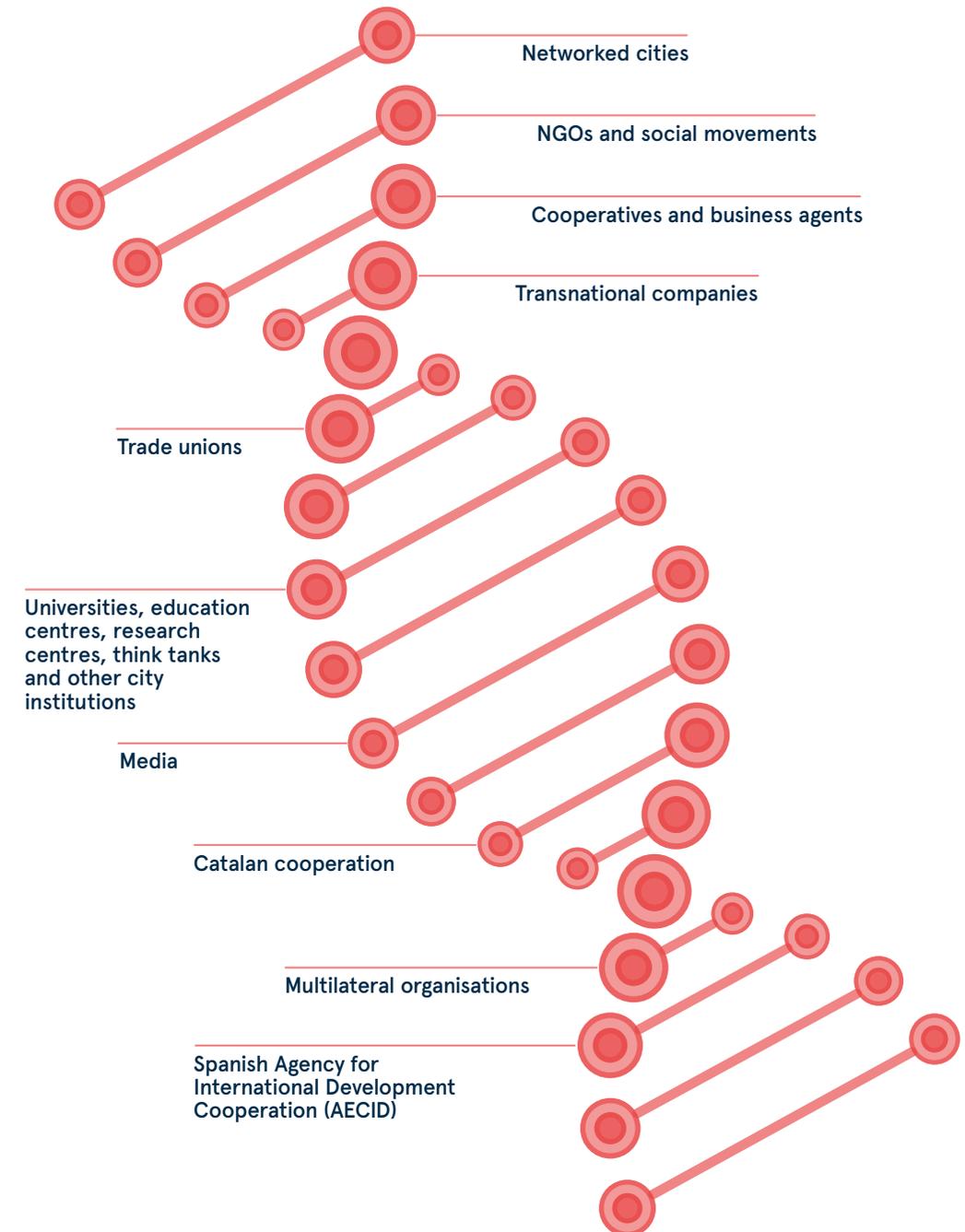
Moreover, the Plan recognises social movements as strategic subjects for social transformation, necessary for transitioning towards broader and more intersectional agendas that promote global justice. These movements contribute to this objective based on their specificities, which derive from organisational cultures, diagnoses of reality and alternative and own action strategies.

- **Cooperatives and business agents, especially those linked to the social and solidarity economy and small businesses.** At the centre of the convergences that the City Council's broadband cooperation for global justice aims to promote is the cooperative, social and solidarity economy and the small- and medium-sized enterprises. Consequently, spaces will be articulated to integrate the broad range of initiatives existing in the city in the definition, planning and, if necessary, implementation of cooperation actions in this sphere.

As has been commented previously, this Plan prioritises support for these initiatives insofar as they make possible democratic and participatory management in the economy and in business. Because largely they are initiatives designed to be at the service of people and are committed to the community. Because they create dignified employment, provide services, are linked to the territory, better distribute wealth and collaborate with transformative social movements.

- **Transnational companies and major operators.** Moreover, spaces will be promoted for dialogue and joint work with the major business agents (with diverse corporate formulas, including investment funds) to promote the adoption of a focus based on human rights, economic and environmental justices and gender equity in its ordinary action, both in the city and the exterior.

- **Trade unions and workers defence organisations.** Work will be done to promote a major incorporation of trade unions in the implementation of the City Council's cooperation policy. This fact must enable questions such as the protection of labour rights, the defence of dignified work or the economic emancipation of women to be afforded greater centrality. It is also aimed to highlight their capacity for inter-locution with business agents and their international networking, an aspect that enables them to articulate global struggles.



- **Universities, education centres, research centres, think tanks and other city institutions.** The capacity for generation and application of knowledge from academia and other research spaces must contribute to enriching the council's policy of cooperation for global justice. Consequently, efforts will be made to build up more strategic and productive relations. It is highly appreciated the capacity of these actors to critically analyse agendas for development; to develop broader and more complex narratives on global justice and cooperation; to contribute towards raising awareness and educating a committed, free, responsible and critical group of citizens; to provide research and knowledge on priority themes included in this Plan, and to supply methodologies, tools and indicators of quality, evaluation and coherence of policies, as well as systemisation of good practices. Furthermore, they become a unique and independent agent for generating alliances with citizens and with different agents (public administrations, organised civil society, businesses, etc.).

- **Media.** Due to their capacity in terms of influencing through informal education, the media become very relevant actors for promoting a committed body of citizens that mobilises in the face of global injustices. At the same time, they are also holders of responsibilities, in the sense that they transmit values, stereotypes and prejudices that contribute to developing collective imaginaries on determined phenomena and on political, social and cultural ecosystems different to their own.

In consequence, the City Council will work to strengthen the capacities of these actors to help put communication at the service of global justice. Especially, it will promote Betevé as a leading television channel in informal education. This action will be framed within a strategy for strengthening communication tools from the city council in this sphere, which will also include the use of public spaces, in awareness of the transforming and influential capacity of this instrument.

- **Catalan cooperation.** Cooperation in Catalonia is currently undergoing a certain recovery and convergence in the view of the different public administrations that promote this public policy. Aware of this opportunity, coordination and complementarity will be advocated with the set of institutional actors in the territory, while the urban and metropolitan nature of the policy will be reinforced along with the coherence with policies in favour of global justice. The best coordination of calls for grants will also be facilitated. Specifically, spaces of coordination and will be reinforced and work with the following actors:

- **Catalan Fund for Development Cooperation (FCCD).** Considered a very relevant author for emphasising the municipalist vision of cooperation from Catalonia and, at the same time, for creating a network and expanding the capacities of

direct technical cooperation. The economic support will be maintained and there will be regular participation in its decision spaces.

- **Barcelona Provincial Council (DIBA).** Under a rationale of complementarity, it is considered that the DIBA can contribute its supra-municipal vision. It can help to articulate the municipalities of the province of Barcelona and offer its knowledge and technical capacity in spheres where comparative advantages are available, such as environmental and territorial or cultural management.

- **Metropolitan Area of Barcelona (AMB).** In the same way as the previous organisations, the AMB complements the work of the city and strengthens its metropolitan role, while contributing knowledge and vision on this scale and the related competencies (waste, transport and others), often the heart of many cooperation initiatives. In addition, good coordination will be necessary in the representation of Barcelona in different forums and international networks where they coincide to offer a joint image and message.

- **Government of Catalonia.** The Catalan Government, through the **Catalan Agency for Development Cooperation (ACCD)** and the General Department of Development Cooperation, will become an important actor in the coordination of joint actions promoted from the territory in spheres such as the management of the refugee crisis or the improvement in the educational curriculum in EpJG at the city's education centres (with the collaboration of the Catalan Ministry of Education). In this sense, the Plan that is presented here will be linked with the Catalan Cooperation Master Plan.

- **Multilateral organisations.** The City Council will explore spaces for collaboration with multilateral bodies in those situations that favour a more effective development of its cooperation policy. In any event, advocacy work will be prioritised, both within the bodies themselves and in international forums, to promote a multi-level and multi-actor governance of the global public assets. This work will be proposed within the framework of the networks of cities and local governments in which Barcelona must play a leadership role.

- **Spanish Agency for International Development Cooperation (AECID).** Notwithstanding the City Council's cooperation for global justice being recognised as municipalist and complementary to that of the states, the spaces for institutional relation with the AECID will be maintained, especially with the technical cooperation offices (OTC). These play an important role in facilitation and interlocution with the local authorities in the field.

10

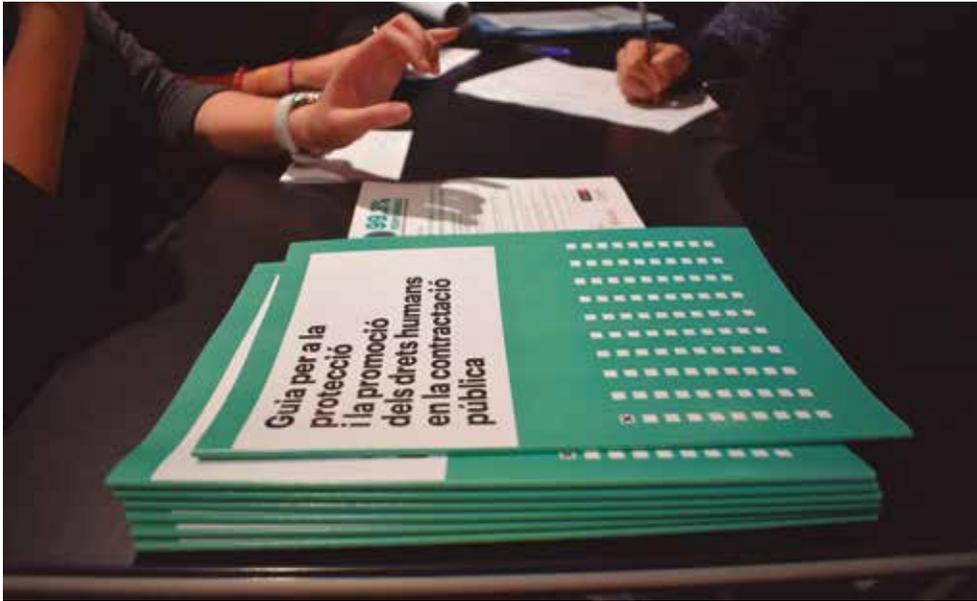
Strategic actions

Over the course of the period that this Plan represents, the City Council commits to driving forward a series of actions necessary for promoting the change of focus proposed in this master plan and its launch.

Other than some specific actions relating to the objectives of peace or defence of human rights, these actions are linked with the set of objectives. In short, they want to look in depth at the quality of the instruments within reach of the City Council to deploy its cooperation policy, improve the generation and capitalisation of knowledge or advance in the coherence of policies.

The actions planned are as follows:

- **Deployment of broadband actions.** Support will be given to those actions that contribute to advancing towards a city globally responsible and in relation with future generations. The city's global footprint will be analysed, the negative externalities will be reduced and work will be done jointly with other cities. The actions will consider both reforms within the City Council and the rest of the public administrations present in the city of Barcelona and also the rest of actors in the city.
- **Promoting mechanisms that favour the coherence of policies for global justice within the City Council.** This exercise will imply a whole series of actions:
 - Promoting actions in favour of responsible public procurement, ethical finances and social clauses within the framework of the policy of cooperation for global justice, with a special emphasis on **public procurement**.
 - Facilitating the internal training (and information) about the objectives of the cooperation policy (and of overseas action in general) in council departments.
 - Promoting more stable and solid structures within the framework of cooperation (and of the exterior action, in general) within council departments.
 - Promoting the strategic inclusion of cooperation in the action plans of each council department.



Handbook on human rights promotion and protection in public procurement drafted by Nexes, Servei Civil Internacional and SETEM Catalunya

- Promoting stable spaces for coordination on the actions that the council departments carry out in this area. This action will be led by the Department of Global Justice and International Cooperation and must take into account a dual sphere (management and technical). In this sense, in line with what is proposed in the Foreign Action Plan, the creation is proposed of an **international co-responsibility sub-committee** within the City Council that favours the council's international coordination in its foreign action (and, therefore, also in cooperation).
- More lobbying and monitoring of the actions carried out by the institutions and bodies in which the City Council participates and that can impact on the achievement of the global justice target. The City Council must try to promote greater alignment with the objectives of the cooperation policies in its board or trustees meetings.

- **The drafting**, together with the sector organisations and operators, of an **EpJG strategy** that allows for the advancement towards:

- The consolidation of the conceptual bases of global justice and, at the same time, the development of a greater consensus on global justice as the ultimate target of the cooperation.
- Curricular enrichment and educational innovation (through tools such as service learning and curricular spaces in graduate and post-graduate degrees) and strengthening coordination with the Education Consortium and the universities of Barcelona to promote effective incorporation of these subjects into the education programmes of schools and study plans at all education levels.
- The continuation of joint work spaces in favour of a cooperative model based on complementarity and the creation of new networks among educational agents.
- The rolling out of Education for Global Justice by districts, taking advantage of the potential of the organisations and education centres present in the territory.
- The strengthening of communication as a tool for transformation in favour of global justice, which implies reviewing contents, formats and resources.
- The reinforcement of the dimension of the City Council's political influence through articulation with organisations and social movements in the city.

- **The preparation of strategic alignments**, also in a participated way, relating to priority regional areas in the City Council's cooperation actions. These will have to be coherent with what is established by the Council's Foreign Action Plan and will also have to incorporate the lessons learned from the evaluation processes mentioned above.

- **The drawing up of a programme for the temporary hosting of human rights defenders**, in coordination with the State and the Catalan public administrations and complementary to the initiatives promoted by these actors.

- **The promotion of the capacities and reordering of the map of Catalan institutions and organisations that advocate a culture of peace** in Barcelona in order to increase the efficacy and efficiency of the actions in this sphere.

- The creation and streamlining of **working groups within the Municipal Committee for International Development Cooperation in areas of special interest**. Through the committee itself, sectors and themes of interest will be identified and their composition established.
- Drawing up of a **Strategic Plan for Global Justice Communication** by the City Council, geared towards being accountable to citizens regarding foreign action and the Council's cooperation and designed to promote the presence of contents linked to global justice in the city's media. Finally, this Plan also has to allow for the rolling out of the lobbying initiatives promoted by the Administration itself towards themes related to global injustices, such as illegitimate debt, tax evasion and avoidance, inequalities (of all kinds), the increase in the ecological footprint, violations of human rights, etc.

Barcelona city hall facade at Sant Jaume square



- **The reinforcement of the capacities of the cooperation technical teams.** This will be done mainly via two methods. First, providing them with more resources, if necessary, to tackle all the challenges, such as accompanying the council departments, more and better monitoring of actions promoted by organisations, interaction with the international networks of cities, etc. Secondly, through a programme of continuous staff training that enables the knowledge linked to international debates to be updated and the management of municipal public policies, among others. In this sense, use will be made of the capacities available in the city (research centres and think tanks especially) with whom the City Council maintains a privileged relationship.
- **The review of agreements with institutions with which the City Council participates.** During this planning cycle, a strategic reflection will be promoted regarding the participation of the City Council in institutions and projects pertaining to the foreign action sphere of the city that should contribute to strengthening the connection with the strategic alignments established in the master plan. In this sense, it will be necessary to define shared action lines with all these institutions in fields of shared interest.
- **Promoting the impact assessment of actions driven or supported by the City Council,** through training, resources allocation and the provision of methodologies. This should contribute to generate knowledge flows that revert on the entire cooperation policy. In this sense, for starters evaluation processes of municipal cooperation carried out with the main priority cities over recent years will be promoted.

11

Governance and spaces for participation

The participation of citizens and the set of cooperation actors, as well as transparency and accountability, are main guidelines for the City Council's policy of cooperation for global justice. Consequently, the City Council will work to strengthen the spaces and mechanisms of governance in all phases of the cycle of this policy: planning, implementation, monitoring and evaluation.

The **Municipal Committee for International Development Cooperation** will continue being the space of reference, as consulting body and sectorial participation body of Barcelona City Council for this municipal policy. In accordance with its mandate, it will continue guiding the actions of the City Council in international cooperation, humanitarian action and the promotion of human rights and peace. Similarly, it will act as the main space for encouraging agreement between actors that allows for synergies and complementarities to be created that, in short, enrich the cooperation policy.



Municipal Committee for International Development Cooperation meeting (November 2017)

With the aim of strengthening the operativity of the Council, the City Council will promote the creation of **ad hoc working groups in specific areas of special interest**. The experience of the Education for Development and Business Cooperation groups has already been very well valued by the set of actors. They will be created within the Council itself, but remaining open to the participation of people, institutions and collectives that are not members if it is considered that they can contribute relevant knowledge and experience.

The groups will be defined in line with a diversity of criteria and will enable reinforcement of the communication, agreement and complementarity of the actors:

- **Geographical**, will help to build up the work plans and the strategy for action in the priority cities and regions.
- **Thematic or sectorial**, where it is possible to share the different experiences, models and capacities present in the city linked to the strategic objectives of this Plan.
- **Tackling specific problems**, which may require the participation of interdisciplinary teams and diverse focuses.

In line with a broadband cooperation that advocates the coherence of policies, the incorporation of new themes will be promoted to be analysed within the Council. Specifically, the monitoring and debate on municipal policies for public procurement, ethical finances, sustainability and others related with the objectives pursued by this Plan will be promoted. Also, the actions of the different departments of the City Council will be coordinated through an foreign action coordination sub-committee.

Finally, another mechanism for promoting participation of citizens in this policy will be the promotion of **work in the districts**, through their respective Solidarity and International Cooperation Councils. Consequently, the support and visibility of the solidarity activities organised by the grassroots organisations rooted in the different Barcelona neighbourhoods will increase. It is thus intended to take advantage of their roots within the neighbourhoods and the education centres and to increase the impact of the EpJG actions.

12

Planning, monitoring and evaluation of the cooperation policy for global justice

The City Council understands the comprehensive nature of the cycle of the cooperation policy, in which the different phases are inter-related. Thus, the planning, monitoring and evaluation become processes that are mutually enriched, oriented towards the same objective. Therefore, without an adequate planning, the bases for monitoring and evaluation are weak and cannot be done correctly. In the same way, a correct evaluation is fed by the information that good monitoring contributes. Finally, the result of the evaluation will promote changes in the planning, thanks to the knowledge generated.

The instruments of **strategic and operational planning** that have to guide the effective rolling out of this policy, besides this Plan, are the **annual plans and the thematic and geographic strategies**. In line with what was noted in previous master plans, the annual work plan is the instrument for operational planning that specifies the annual commitments of the Master Plan. In a complementary way, the drawing up of strategic alignments that this Plan considers in matters such as culture of peace, EpJG and on some of the geographical areas will contribute to provide the City Council with planning tools in these spheres.

Moreover, **transparency and accountability** are becoming the ordering principles that guide the cooperation policy for global justice of the City Council. For this reason, **monitoring** mechanisms are required to enable measurement of the degree of achievement of the objectives and the strategic actions defined in the Plan. Again, the main monitoring instrument that the City Council will use will be the drafting of an **annual report** that contains all the cooperation for development actions promoted, directly or indirectly, from the City Council.

Finally, **evaluation** becomes the other accountability pillar. In fact, monitoring and evaluation contribute to generating knowledge and identifying lessons for improving results with regard to global justice. Thus, evaluation exercises improve cooperation efficacy and quality through a more informed and rational decision-making process and enable presentation of the results of the management and of the impact of the action itself to citizens. In this sense, the conducting of operational evaluations on projects implemented by the organisations and, especially, of those promoted directly by the City Council with the main priority cities, will be promoted

In line with the commitment for transparency and accountability, the annual plans will define monitoring and evaluation indicators.

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