

THE IMPETUS PLAN FOR THE SOCIAL AND SOLIDARITY ECONOMY

2016 – 2019



Ajuntament de
Barcelona

Economia
Cooperativa,
Social i Solidària
i Consum

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1 INTRODUCTION

This document, titled The Impetus Plan for the Social and Solidarity Economy in Barcelona, is the result of a municipal initiative. Its aim is to offer a transformative socio-economic vision of the urban reality. It includes an action programme and aims to contribute towards reducing social and territorial inequalities, while promoting an economy at the service of people and of social justice.

The Impetus Plan comprises a diagnosis, the development process and the set of actions desired to be carried out in the city over the coming years. It is structured into the following parts:

- **The social and solidarity economy in Barcelona:** analyses the reality of the transformative socio-economic fabric of the city and its roll-out across the territory
- **The Planning Process:** explains the process involved in drafting the Plan and related co-production and co-responsibility dynamics.
- **Contents of the Plan:** describes the general and specific objectives, lines of work, measures and actions to be implemented.
- **Development of the Plan:** indicates the different agents involved in the Plan's execution and spaces for joint and participatory work.
- **Budget, Monitoring and Evaluation:** details the budgetary allocations, as well as the impact assessment criteria used.
- **Annex. Towards a New Socio-Economic Policy:** offers an overview of the plural economy and of the proposal for the city's socio-economic transformation.

2

THE SOCIAL AND SOLIDARITY ECONOMY IN BARCELONA

THE SOCIAL AND SOLIDARITY ECONOMY (SSE)

The social and solidarity economy (SSE) comprises a broad (formal and informal, individual and collective) range of socio-economic initiatives that prioritise the satisfying of needs – whether of its members or of other people – above financial profit. In the case of collectives, ownership is also collective and management democratic. These initiatives are independent of the public authorities, are governed by values such as equity, solidarity, sustainability, participation, inclusion and commitment to the community, and are promoters of social change.

The SSE is a **diverse sector**, made up by a set of socio-economic activities and inspired by the cooperative movement. Independently of their legal structure (or absence thereof), the initiatives that form part of it share common elements that define the **transformative nature of the SSE: democratic and participative management, orientation towards people's needs and commitment to the community.**

Democratic and participative management: unlike the hierarchical organisational model, in which certain individuals or the governing elites control, manage and make decisions regarding the resources, assets, information and future of the majority, the SSE introduces democracy into the economy and into enterprise.

Orientation towards people's needs: the SSE tries to recover the original function of the economy, putting it at the service of people in order to manage resources equitably and exploit them in a sustainable way, and creating a production model that converts work into an instrument geared towards satisfying people's needs.

Commitment to the community: the organisations of the SSE contribute towards improving society by creating jobs, providing services, supporting social causes, funding initiatives based on solidarity towards poor countries and collaborating with transformative social movements.

According to the study The Social and Solidarity Economy in Barcelona (2016), the city is home to **4,718 socio-economic initiatives** that, according to their legal structures, form part of the social and solidarity economy. Some of the most significant data are:

- 2,400 **third social sector** organisations
- 1,197 **worker-owned enterprises**
- 861 **cooperatives**
- 260 **community-economic initiatives**

In total, they account for **53,000 people employed**, over **100,000 volunteers**, over **500,000 consumer cooperative members** and approximately **113,000 mutualists**.

SSE initiatives exist in all sectors of economic activity: from energy through culture to the food sector.

Barcelona is home to **861 cooperatives** of all types, representing 20% of all the cooperatives in Catalonia. The large **majority are worker cooperatives**: these account for 77% of the total (numbering 667, of which 36 are social initiative cooperatives).

Furthermore, the city is home to 31 **consumer and user cooperatives**, which operate in a very wide range of activity fields: food, paper, energy, health, etc.

Since 1993, the city's main **housing cooperatives** have built 2,093 homes in Barcelona, and today a new model is emerging known as **housing cooperatives with assignment of use rights**.

In the education area there are **19 education cooperatives**, of which 80% are worker cooperatives, 10% consumer cooperatives and 10% mixed. They concentrate around **2,500 members, over 5,600 students and they employ over 750 people**. There are also 13 free schools running plus various child-rearing and shared education initiatives for ages between 0 and 3 years.

Worker-owned enterprises enjoy a significant presence in the city: they represent **25.4 % of Barcelona's SSE enterprise fabric**, although a challenge in this sector's articulation is detected.

All local development projects must count on the strength of the **third social sector** because, with **2,400 organisations** in the city, it represents over 50% of SSE initiatives: 48 of them correspond to **special work centres** and 20 are **work integration social enterprises (WISE)**.

The **seven ethical finance organisations** operating in Catalonia are all based in Barcelona. Furthermore, in the insurance sector, the EthSI (Ethical and Solidarity Based Insurance) seal exists to certify insurance products, brokers and agents in line with SSE criteria. In Spain there are seven certified companies, four of them based in Barcelona.

Community economies have emerged in the city as self-managed and innovative projects in the creation of new forms geared towards resolving people's needs. In this respect, especially worthy of highlight are 23 citizen-managed facilities, 59 agro-ecological consumer groups, 13 exchange markets, 21 time banks and 20 community market gardens.

TRANSFORMATIVE CONTRIBUTIONS

The most common **economic indicators** —such as gross domestic product (GDP), the unemployment rate or the consumer price index (CPI) — are insufficient to reflect **any contributions made by economic activity to people's wellbeing. For this reason, new indicators must be proposed**, which should include the degree of equitable distribution of work and wages between genders and in the territory, any reduction in the environmental impact of economic activity and the value of its contribution to the common good.

From this new perspective, **the transformative potential of initiatives in the social and solidarity economy sector suggests new parameters to be taken into account.** Thus, while the employment rate in the city of Barcelona is five points lower for women than for men, data from Barcelona City Council reveal that 52% of people working in worker cooperatives are women. Moreover, while local government continues to work with proprietary software, some 57% of SSE initiatives in Barcelona that are included on the "Pam a Pam" map of responsible consumption options either use the commons and/or contribute content to it, and nearly 70% of them, in one of the cities with the most atmospheric contamination in Europe, practise environmental sustainability and responsible waste management, saving of energy and/or the use of renewable energies in their economic activity.

Furthermore, and using the usual measuring parameters, SSE organisations are also emerging as guarantors of resilience against the crisis. Close to five thousand SSE organisations exist in Barcelona. They represent just 2.8% of the total enterprises, but they generate around 8% of the city's employment and 7% of its GDP. Furthermore, while employment policies have revealed themselves to be inefficient and the unemployment rate in the province of Barcelona now stands at 1.5 times that registered prior to the crisis, worker cooperative employment was higher in 2014 than in 2009.

The social and solidarity economy sector can – and must – play a predominant role in the construction of a new socio-economic model for the city. With the aim of contributing to this change in paradigm, the SSE also needs to reflect on itself and work with a view to overcoming some internal challenges.

Consequently, in order to put forward proposals for the whole of society, it is necessary to advance in the consolidation and development of the SSE sector as a socio-economic agent in the city. To achieve this aim, as the sector itself recognised in the detection of needs and challenges carried out for the report *The Social and Solidarity Economy in Barcelona*, improving the organisational structure and identifying sentiment in the sector itself is a fundamental factor. These are two key elements for strengthening inter-cooperation and launching the proposal for the construction of social market in the different neighbourhoods and districts as well as on a city scale. This will allow, in turn, greater communication cohesion, extending the reach of the message and the dissemination of a common narrative. These two challenges call, especially, upon the groups, networks and federations that make up the enterprise and social community fabric of the SSE.

However, on the road towards consolidation and becoming a benchmark as an urban alternative, the SSE sector must tackle a series of challenges, including the strengthening of specific initiatives in terms of socio-economic viability; empowerment and democratic management; and the creating of quality employment. These are three dimensions that give fuel to the SSE's transformative nature: for this reason, it is essential to allocate resources and knowledge to help guarantee and consolidate these three pillars.

Despite their resilience to the crisis, it is important to analyse the causes behind the current rate of dissolution of cooperatives. The small dimensions of many SSE initiatives jeopardise their economic viability; this is why it is necessary to consolidate the existing fabric and scale up its dimensions. Commercialisation tends to be one of the biggest hurdles that many initiatives need to overcome; therefore it is important to seek out mechanisms for improving it.

The management of initiatives, based on a democracy and participation approach, constitutes one of the most distinguishing and transformative elements of the SSE. However, in a society that is not primarily governed by such values, this may lead to a fragility that must be countered through specific programmes offering mentoring in integrated cooperative management, in such a way as to make it contagious to global business management.

Finally, it is important to ensure that the SSE creates stable jobs, with adequate remuneration and working conditions that allow life sustainability to be put at the centre.

UNEQUAL DISTRIBUTION OF WEALTH IN THE CITY

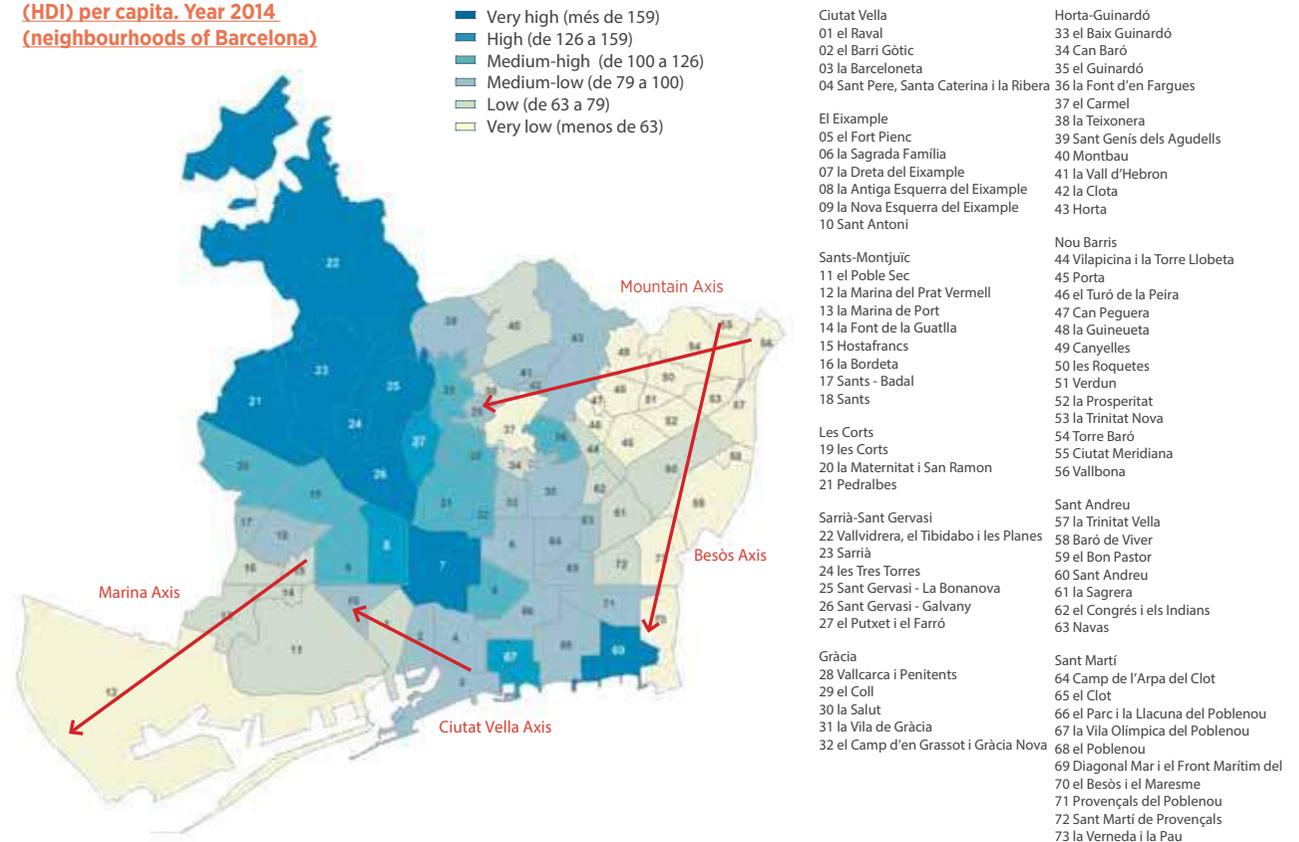
The inequalities that exist in the city present many faces: the faces of the 80,000 citizens of Barcelona registered as unemployed; those of the 900 people who sleep on the streets each night; those of over 9,000 evictions in the last two years —1,049 for mortgages and 8,058 for rentals between 2013 and 2015, according to the report by the Observatorio DESC (Economic, Social and Cultural Rights Observatory) — while there are 30,000 dwellings in disuse; or those of residents, with increasingly precarious salaries, who are forced to abandon their neighbourhoods due to the constant increases in housing rental prices. The unequal distribution of wealth is especially flagrant among the 10 districts and 73 neighbourhoods that make up the city. From a socio-economic viewpoint it is observed that inequalities between the neighbourhoods have become more pronounced due to the economic crisis.

Over the last decade, household disposable income (HDI) in the districts of El Eixample, Les Corts, Sarrià-Sant Gervasi and Gràcia has always stood above average, while in the rest it has remained below. And, since 2007, the gap has intensified: household disposable income has increased or has experienced no change in the four districts mentioned, while in the rest, with the exception of Ciutat Vella, it has fallen. Thus, while in 2007, HDI in Sarrià-Sant Gervasi was double that registered in Nou Barris, by 2014 it was nearly 3.5-fold the latter. If we focus on neighbourhoods, the differences are even more pronounced: by 2014, HDI in Tres Torres was over 6 times higher than HDI in Trinitat Nova.

The concentration of low-income citizens in the most disadvantaged neighbourhoods brings with it a deterioration in their living standards, which become yet another barrier, both with respect to equal opportunities and with relation to access to income and basic services. According to the report Health in Barcelona 2014, the city has come to register a difference of over 10 years between life

expectancy at birth in different neighbourhoods: From 75.2 years in Torre Baró to 86.5 in Pedralbes. This reality makes clear the urgent need to seek and find new socio-economic models that prioritise the satisfying of people's and communities' needs, while redistributing wealth in a more equitable way, and the SSE is suited to responding to such challenges.

Territorial distribution of Household Disposable Income (HDI) per capita. Year 2014 (neighbourhoods of Barcelona)



GEOGRAPHICAL REACH OF THE SSE

The reach of the nearly five thousand social and solidarity economy initiatives that exist in Barcelona also shows differences that reveal the diversity of community self-management in each neighbourhood, while profiling the specificities that must be taken into account when designing territorialised public policies.

El Eixample, which with its powerful demographic, economic and representative significance is the backbone of the whole city, is the leading location for SSE initiatives, being home to 892 (19% of the total). Raising the visibility of this fabric must be facilitated as a factor for dynamic economic growth.

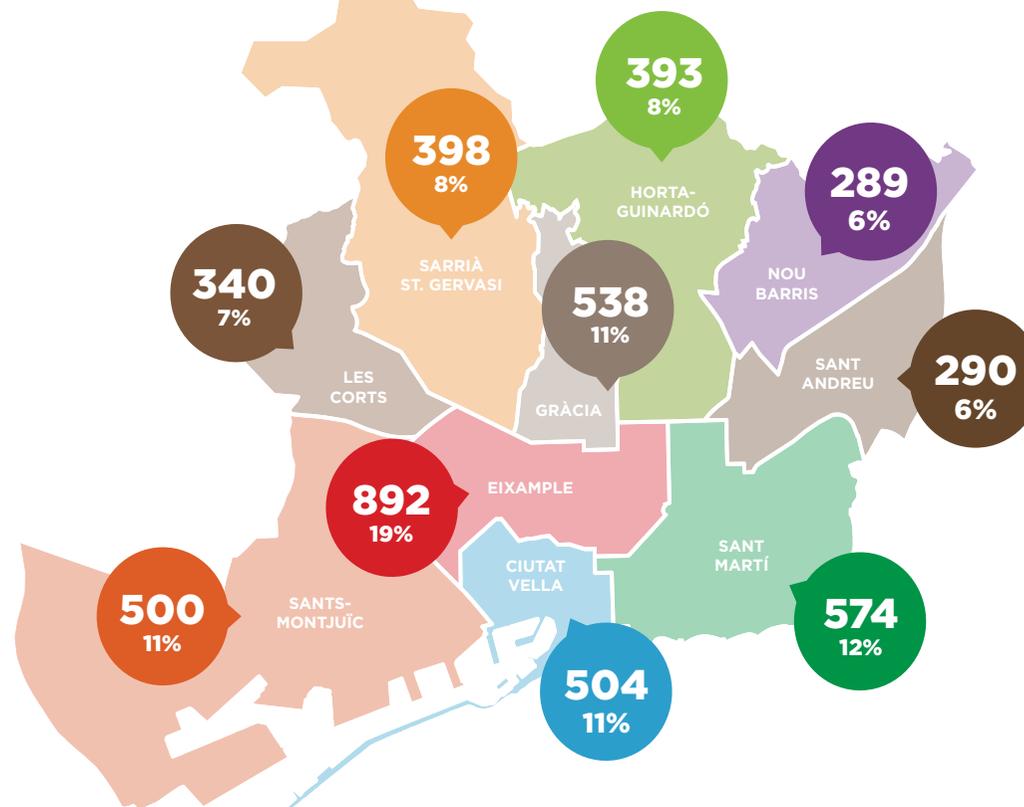
In a second dimension, and at a significant distance, in the districts of Sant Martí (574 initiatives, 12%), Gràcia (538 initiatives, 12%), Ciutat Vella (504 initiatives, 11%) and Sants-Montjuïc (500 initiatives, 11%), policies are needed mainly for integration and facilitation of spaces that reinforce and multiply the existing fabric.

In third place, at the lower level of the mean average, we find Sarrià-Sant Gervasi (398 initiatives, 8%), Horta-Guinardó (393 initiatives, 8%); Les Corts (340 initiatives, 7 %); and, above all, Sant Andreu (290 initiatives, 6%) and Nou Barris (289 initiatives 6%). In these neighbourhoods it is necessary that specific actions be implemented for the promotion, dissemination and facilitation of the SSE to encourage new projects to emerge.

The map of the territorial distribution of Household Disposable Income 2014 reveals clear inequalities around the Besòs Axis that highlight those territories where implementing local development policies is a priority. In order to foster the SSE, impetus is being given to emblematic projects in various territories that will become

reference points for it. These projects respond to structural logic of the socio-economic fabric and prioritisation of the poorest areas: Coòpolis in La Bordeta and, to provide services on a city scale, the Can Picó “Hub” for bicycle mobility and the SSE in Poblenou, the Pere IV Axis in Sant Martí, re-ruralisation along the Mountain Axis, etc.

Aggregate figures for the Social and Solidarity Economy of Barcelona (2015)



3

THE PLANNING PROCESS

CO-PRODUCTION AND CO-RESPONSIBILITY

One of the defining features of the social and solidarity economy is its independence of the public authorities, as well as its democratic management and its commitment to the social and environmental context. In a political scenario like today's, and with the aim of promoting the SSE as an integrated proposal for a change of urban socio-economic model, it is fundamental to design co-working mechanisms based on horizontality between the SSE sector and the public sector. In this sense we are talking about the co-production of public policies and co-responsibility for promoting the SSE in the city.

With respect to co-production, the Council's role consists of facilitating spaces for meeting and de-

tecting the sector's needs, as well as co-designing programmes and policies capable of responding to those needs. For each intervention it will be necessary to decide who plays the role of leadership and responsibility for execution and monitoring. Thus, for example, the construction of a socially responsible procurement model must be a joint affair, but the authority involved will be in charge of its application and monitoring. In contrast, with respect to social market construction, improving coordination and increasing inter-cooperation, it will be the SSE fabric that will take on a prominent role, while the authority involved will be able to perform a function of mentoring and facilitation of resources.

COMPILATION OF NEEDS

As explained below, this Impetus Plan is the product of dialogue between the SSE sector and the City Council, which gave rise to a shared diagnosis. The report *The Social and Solidarity Economy in Barcelona* developed a compilation of needs that are summarised in the following challenges tag cloud.

These challenges, detected by the SSE fabric itself, show those aspects that require input in order to consolidate and strengthen the social and solidarity economy movement. This Impetus Plan contains measures and actions related with these challenges, which often require internal work by the sector itself. In this sense, co-production and co-responsibility in achieving them are essential.

To highlight those that enjoy the greatest consensus, efforts need to be channelled towards improving the coordination of the sector in a global sense. This will make it possible to create a greater shared identity; increase communication outreach to disseminate the principles and values of the SSE among citizens; make spaces available to the SSE so that it can become the backbone of neighbourhoods and districts; improve inter-cooperation to strengthen social market construction; place emphasis on disseminating and training in democratic and participative governance as an eminently transformative element; and influence socially responsible public procurement, based on eco-social values, as a fundamental strategy.

Tag cloud of challenges



THE PLAN DRAFTING PROCESS

The Impetus Plan for the Social and Solidarity Economy in Barcelona is the result of a year of work by the Commission for the Cooperative, Social and Solidarity Economy with different agents, companies, second-tier organisations, networks, federations and work spaces belonging to the sector itself. Over a hundred meetings were held with these actors, which enabled the needs of the different sectors and subsectors to be determined and the production of a joint context analysis with a view to constructing a shared diagnosis and defining the work framework.

This meant that it was possible to compile the information contributed by the following actors.

Social and solidarity economy sector

The SSE is made up of a wide range of organisation formats that adapt to the aims of the initiatives and of the people forming part of them. The SSE comprises two main areas: social enterprise initiatives and social community initiatives.

The **social enterprise area** combines professionalised structures with the principles of collective ownership and democratic management. With the aim of gathering different contributions, meetings were held with the sector's main representative

bodies: the Third Social Sector Committee, The Confederation (business organisation of not-for-profit people care organisations), the Federation of Intellectual Disability Organisations of Catalonia (Dincat), the Federation of Work Integration Agencies in Catalonia (FEICAT), the Federation of Social Work Centres of Catalonia (FECETC), the Confederation of Cooperatives of Catalonia (CCC), the Federation of Worker Cooperatives of Catalonia (FCTC), the Federation of Consumers and Users of Catalonia FCCUC), the Federation of Housing Cooperatives of Catalonia (FCHC), the Solidarity Economy Network (XES), Ethical and Solidarity Financing (FETS), the Federation of Mutual Societies of Catalonia (FMC), the Association of Worker-Owned Enterprises and Social Economy of Catalonia (ASESCAT), and Catalan Social Action Organisations (ECAS), among others. These second- and third-tier organisations represent over 75% of the SSE business fabric present in the city.

The **social enterprise area** is made up of new formulas for resolving needs through self-management, with a high degree of innovation and participation. Although representing a small economic volume — it must be remembered that they carry out a less monetised activity — they contribute towards forging a social bond that is ultimately essential for the sustainability of life in our cities. In this case, a participatory diagnosis process on community economies was conducted enabling the compilation, over the course of different meetings, of contributions from 90 projects and 143 people involved in community market gardens, exchange networks and time banks, agro-ecological consumer groups and care economy projects.

Commons collaborative economy sector

Meetings were held, along with the sharing of spaces for diagnosis, with BarCola, the collaborative economy hub that groups together 18 organisations. In March 2016, the city hosted the Commons Collaborative Economies: Policies, Technologies and City for the People (“Procomuns”) event whose sessions featured participation by over four hundred people and led to a declaration of 120 measures for public policies on commons collaborative economy matters, which were then put forward in the Municipal Action Plan (PAM).

Citizen participation

The SSE was one of the main areas open to citizen participation in the Municipal Action Plan (PAM); through it, over three hundred citizens' proposals have been taken into account when producing the Plan. Furthermore, in the final quarter of 2015, a series of talks titled “Make a Stand: Alternatives Exist” was held at numerous libraries around the city. Over four hundred people took part and proposals were contributed that will be taken into consideration.

City Council Departments

Work within the City Council is important for incorporating the city view and identifying the needs of the districts, as well as for mainstreaming the SSE approach across all City Council areas.

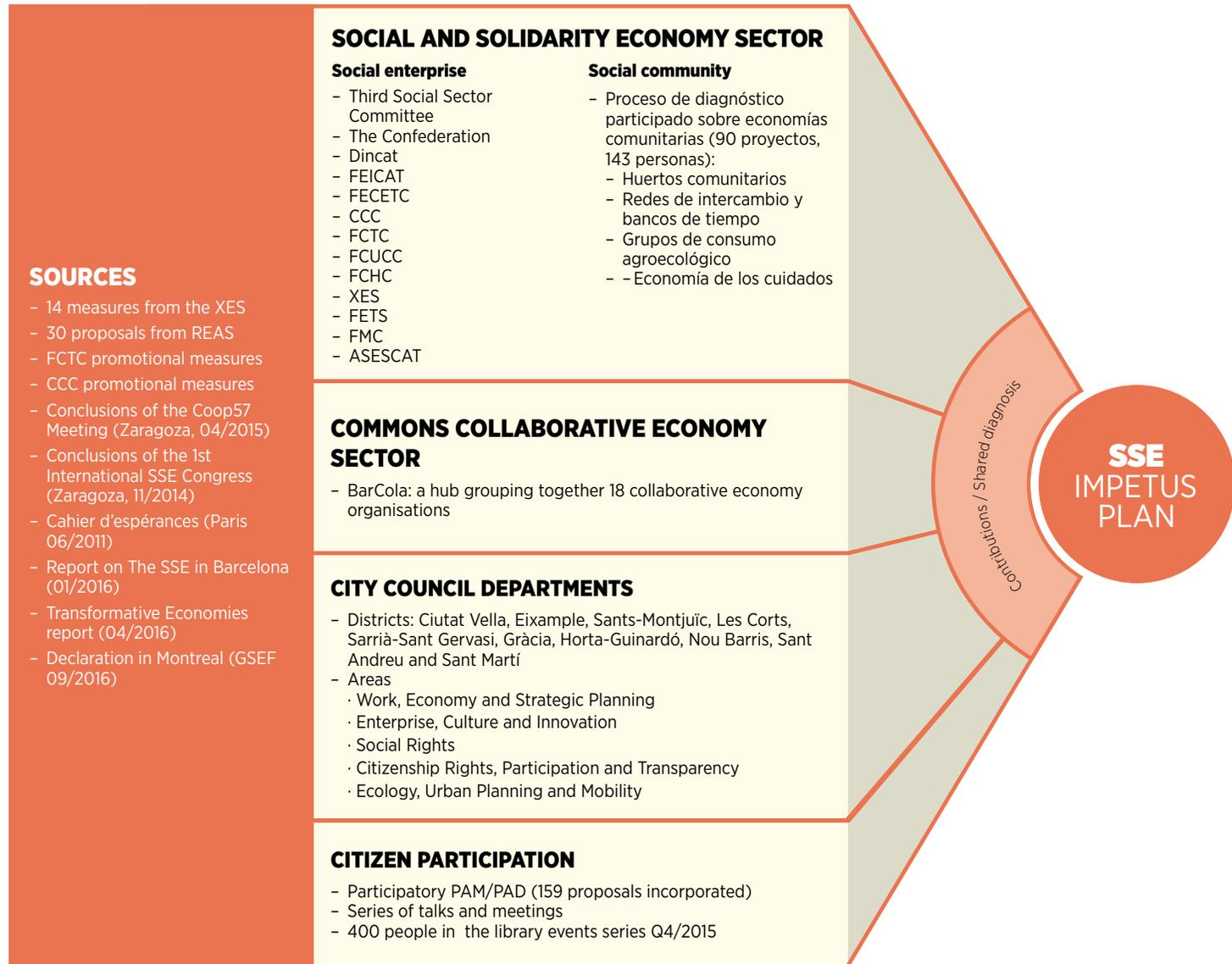
To carry out the analysis and territorial coordination, meetings were held with the technical departments and technical staff of the different city districts. With an inter-sectoral work approach, meetings were held with the Departments of Employment, Economy and Strategic Planning; Enterprise, Culture and Innovation; Social Rights; Citizens' Rights, Participation and Transparency; and Ecology, Urban Planning and Mobility.

Sources of inspiration

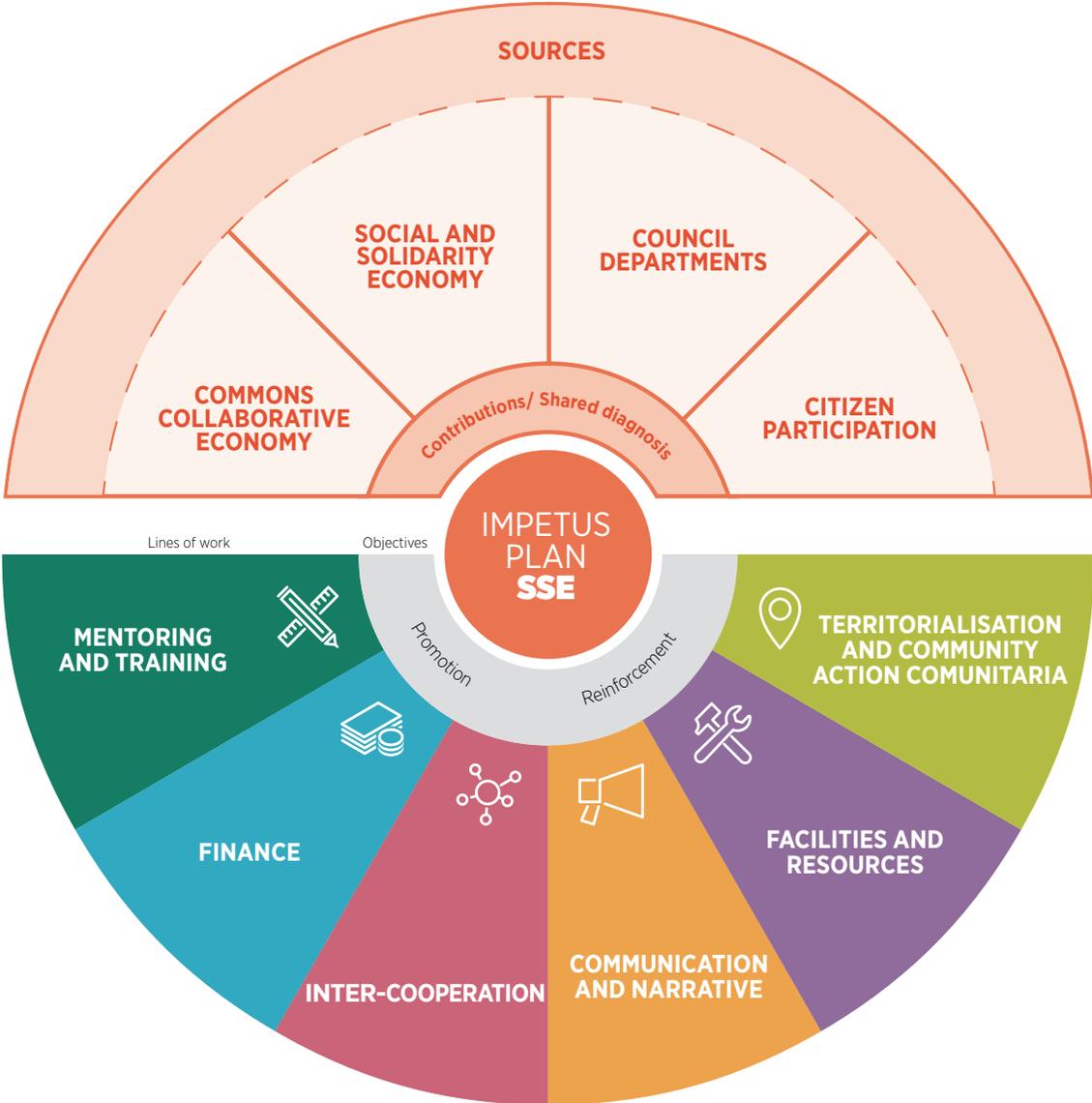
In addition, a series of documents produced by the local and international SSE sector provided sources of inspiration for the work plan that led to this Impetus Plan. All the proposals that the different representative bodies produced for the municipal elections of 2015 were compiled and studied in order for them to form part of public policies, as illustrated in the documents *Towards municipal economic democracy. 14 measures for promoting the social and solidarity economy on a local level*, by the Solidarity Economy Network of Catalonia (XES); *Measures for encouraging cooperativism*, by the Federation of Worker Cooperatives of Catalonia (FCTC); and *Transforming the territories through the solidarity economy: 30 proposals for the local and provincial elections*, from the Alternative and Solidarity Economy Networks (REAS). Furthermore, the conclusions and results of strategic meetings in the SSE sector were also a source of information and inspiration. Here it is worth highlighting the Cahier d'espérances of 2011 in Paris; the Conclusions of the 1st International Congress on the Social and Solidarity Economy, held in November 2014 in Zaragoza; the conclu-

sions of the Coop57 Meeting, held in Zaragoza in April 2015; and the Declaration in Montreal which emerged from the Global Social Economy Forum hosted by Quebec in September 2016. Lastly, the report *The Social and Solidarity Economy in Barcelona*, presented in January 2016, offered a quantitative and qualitative diagnosis of the SSE sector in the city, as well as various proposals related with the challenges detected.

Sources and actors that contributed to the Impetus Plan in the diagnosis and drafting phases



The Planning Process for the Impetus Plan for the SSE in Barcelona



4

CONTENTS OF THE PLAN

The set of all the contributions and views described in the previous section were worked into the production of this Impetus Plan, which is structured around general objectives, lines of work, specific objectives, measures and actions.

The **general objectives** define the two strategic focuses — promotion and reinforcement — towards which any proposal or intervention contained in the Plan should be geared.

The **lines of work** are the six thematic cores that structure the strategy that the Impetus Plan must develop: Mentoring and training; Funding; Inter-cooperation; Communication and narrative; Facilities and resources; and Territorialisation and community action.

The **specific objectives** describe the goals it is aimed to achieve with each line of work.

The **measures** establish the intervention strategy, which is developed in the specific **actions** that must be executed in the coming years.

GENERAL OBJECTIVES

The local SSE public policies envisaged in this Impetus Plan respond to two major objectives: those whose aim is **promotion** (i.e., awareness-raising and dissemination measures, as well as to give impetus to the generation of new initiatives and the transformation of traditional commercial companies into SSE organisations, or similar) and those whose aim is **reinforcement** (i.e., measures to strengthen and improve existing SSE initiatives, as well as measures to improve coordination between them).

The awareness-raising and dissemination measures aim to normalise the SSE, establishing sympathies and social receptivity, as well as stimulating citizen participation in them. They are aimed at society in general, and in particular, the media and other opinion leaders, the academic world, the non-profit-organisations sector and schools.

Promoting the SSE as an alternative economic model, beyond raising visibility of its practices and added value, requires analysis of its evolution and potential. It is necessary to encourage collective social innovation to attend to new needs and detect experiences that can be replicated and enable the model's scalability and its permeability through the social fabric.

Measures for giving impetus to the generation of new initiatives and the transformation of traditional commercial companies into SSE enterprises, or similar, are aimed, firstly, at future and present entrepreneurs, secondly at unemployed and vul-

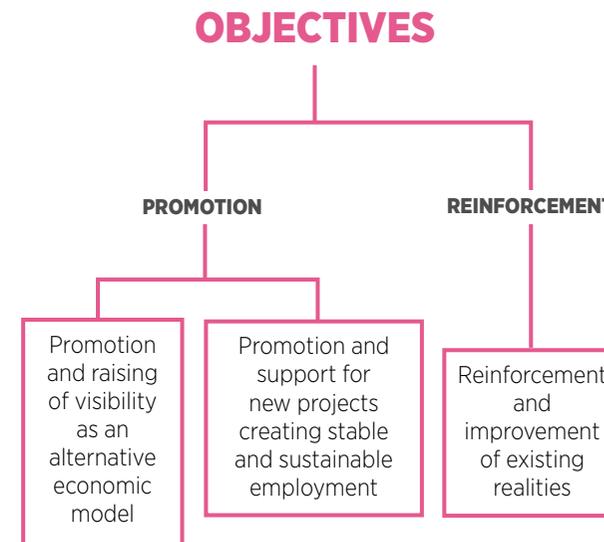
nerable people, and thirdly at social collectives and activists; also, at micro-enterprises, SME and commercial enterprises with social sensitivity or whose owner is at a pre-retirement stage.

Measures to strengthen existing SSE initiatives aim to achieve their consolidation and development. Some strategic aspects to be worked on in this area are, among others, inter-cooperation, the creation of networks with the territory's social fabric, integrated cooperative management, communication, growth in employment, the social balance and innovation.

Finally, the measures for improving the social enterprise, socio-political and social community coordination of the SSE are aimed at cooperative groups, territorial networks, representative and support organisations, the network of municipalities for the SSE, etc.

The gender and social integration perspective is mainstreamed into all the objectives and measures in this Plan to guarantee equitable access by collectives historically excluded from the labour market, decision-making, financing and public discourse.

The range of resources offered by local authorities to achieve these objectives are, among others: training, financial subsidies, socially responsible public procurement, financing, guidance and mentoring, direct participation, spaces and materials, detection of opportunities and of social needs, and promotion of tax benefits.



LINES OF WORK

To respond to these general objectives, and according to the needs and wishes expressed by the sector, a set of 24 specific objectives have been developed, grouped into six lines of work which are detailed below.

Firstly, it is essential to carry out **mentoring and training**, as much with respect to social enterprise initiatives and institution staff, as in relation to citizens in general. The aim is to ensure mentoring for enterprises upholding SSE values and practices and ensure their presence in the educational sphere so that children and young people can learn about other ways of approaching the economy.

Since **financing** plays a key role in the formulation of new projects, it is important, firstly, to reinforce it and, secondly, to enable socio-economic initiatives and private individuals to be aware that ethical finance exists along with other ways of accessing funding.

To strengthen the **social market**, it is necessary to favour **inter-cooperation** between the different SSE initiatives — for example, favouring the creation of second-tier networks and cooperatives — and encourage socially responsible procurement by the public authorities.

This set of practices cannot be relegated to an alternative level. It is essential to work with a view to achieving efficient **communication** that generates a common narrative and allows the shaping of a sense of identity for the sector and its projection towards citizens.

To make the city a space where the SSE is visible and promoted, it is necessary to make **facilities and resources** available to commercial, cultural and festive initiatives that promote the SSE's values.

Finally, to attend to socio-economic inequalities between the city's different neighbourhoods, it is fundamental to draw up a plan for **territorialisation and community action** where the SSE is the tool for coordinating and helping to develop the most disadvantaged neighbourhoods.

Taking into account these six work frameworks, different measures — up to a total of 31 — will be developed related with each of them and each of the different linked actions.

Below, the specific objectives are explained, grouped by lines of work, as well as the summary sheets for each line of work, together with the specific objectives, the measures and their target audiences. Furthermore, each measure has a separate information sheet for developing its description, linked actions with their calendar, the objectives each contributes to and the agents involved in its execution. To facilitate the reading of these information sheets, the following abbreviations are used:

- **Social and Solidarity Economy Sector:** SSE Sector
- **Commission for the Corporate, Social and Solidarity Economy and Consumer Affairs:** CSSE&CA Commission
- **Commons collaborative economies sector:** CCE Sector
- **Presidency and the Economy Department:** P&E Department

LINES OF WORK



A. MENTORING AND TRAINING

- A1.** Work to make Barcelona Activa a mentoring and training resource for SSE initiatives.
- A2.** Reinforce the sector's mentoring and training tools.
- A3.** Construct lines of aid for creating employment and social enterprise and social community activity.
- A4.** Contribute towards incorporating the SSE into education centres (primary, secondary and universities).

B. FINANCING

- B1.** Establish a stable collaboration framework between Barcelona City Council and the ethical finance system.
- B2.** Construct a new financing culture.
- B3.** Increase citizens' knowledge of ethical finance.
- B4.** Contribute to the development of a more favourable taxation system for the SSE.
- B5.** Help close the gap between the ethical finance system and the SSE sector and other specific sectors, so that it becomes a first port of call.

C. INTER-COOPERATION

- C1.** Provide instruments and resources that enable the identification of enterprises and organisations applying SSE practices, in order to promote differentiated treatment by the authorities – through public procurement and subsidies alike – and encourage increased purchases and procurement between them, while promoting responsible consumer choices among citizens.
- C2.** Contribute to the development of socially responsible public procurement processes.
- C3.** Offer support to SSE coordination processes.

D. COMMUNICATION AND NARRATIVE

- D1.** Construct, in a participatory way, a common narrative and imaginary for the SSE designed to help give a sense of belonging to the sector.
- D2.** Disseminate the SSE and raise awareness among citizens and organisations so they can contribute towards generating changes in the practices of production, distribution, consumption and saving.
- D3.** Define strategies, develop tools and establish channels that are governed by SSE principles in order to give a voice to the different sectors and practices forming part of the SSE community and increase their visibility.
- D4.** Disseminate the SSE globally and raise awareness of it across the municipal organisation.

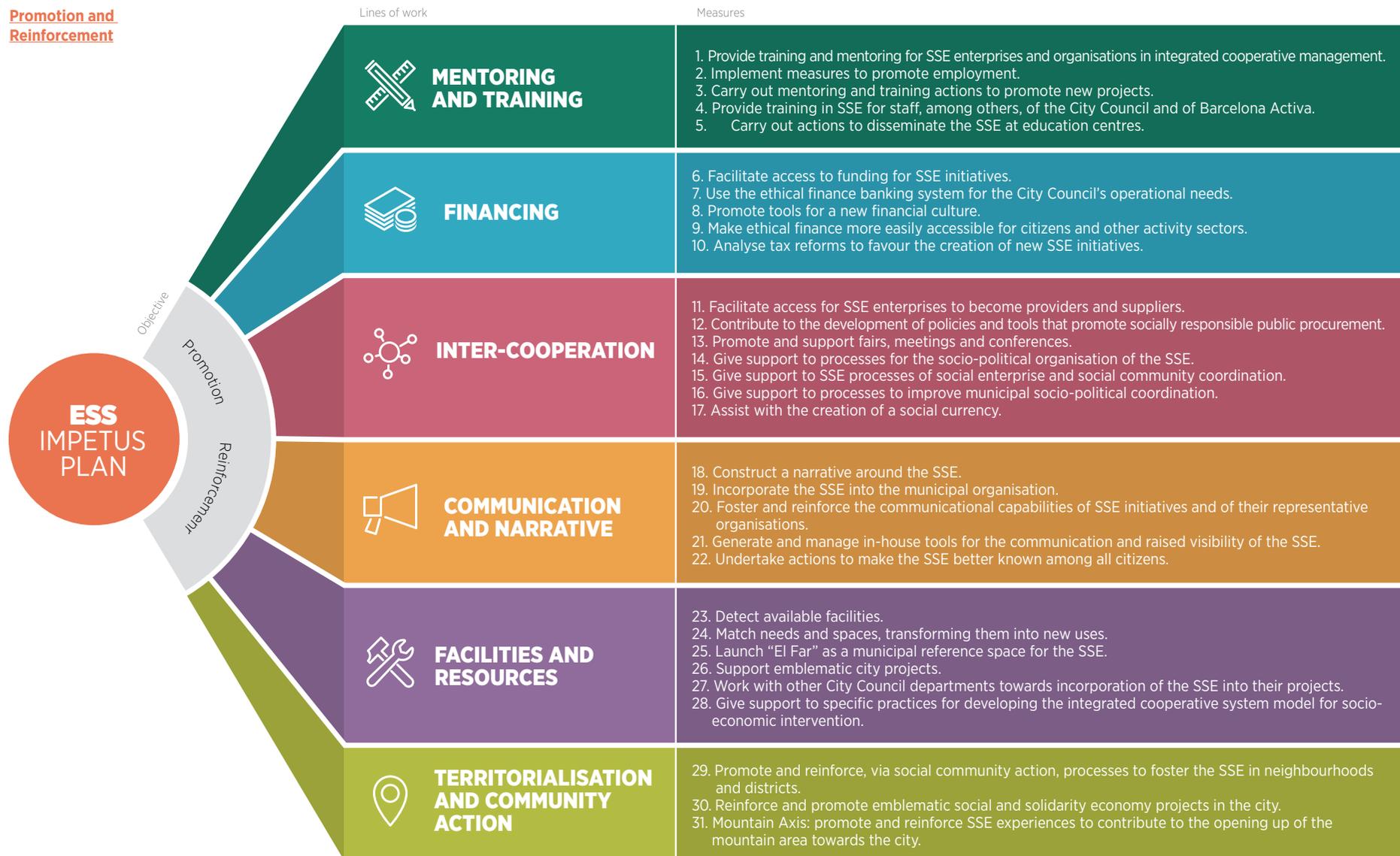
E. FACILITIES AND RESOURCES

- E1.** Set up a Barcelona Activa municipal space as a reference environment for the SSE and socio-economic innovation.
- E2.** Place public facilities at the service of the SSE.
- E3.** Support the creation of territorial and community-managed infrastructures and resources for the promotion of the SSE.
- E4.** Promote the social community use of public facilities.
- E5.** Incorporate the SSE into the City Council's policies and practices.

F. TERRITORIALISATION AND COMMUNITY ACTION

- F1.** Promote the SSE in the city's districts and neighbourhoods, improving knowledge of it and adapting measures to the needs and specificities of each of them.
- F2.** Develop a specific strategy in each of the 10 districts.
- F3.** Support emblematic territorial projects and identify potential for new ones.

Promotion and Reinforcement





A. Mentoring and training

A key aspect for the growth and consolidation of the SSE in the training sphere. The idea is to offer tools and resources suited to the changing needs of the different social enterprise initiatives, especially for consolidation and the creation of other new initiatives.

It is important to facilitate tools and resources that allow comprehensive accompaniment for new projects, to improve the capabilities of people working on existing projects, and incorporate into the educational sphere a more plural view that raises awareness of the SSE’s values and practices, always taking into account the gender perspective

OBJECTIVES

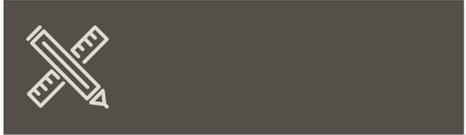
- A1.** Work to make Barcelona Activa a mentoring and training resource for SSE initiatives.
- A2.** Reinforce the sector’s tools for mentoring and training.
- A3.** Construct lines of aid for creating employment and social enterprise and social community activity.
- A4.** Contribute towards incorporating the SSE into education centres (primary, secondary and universities).

MEASURES

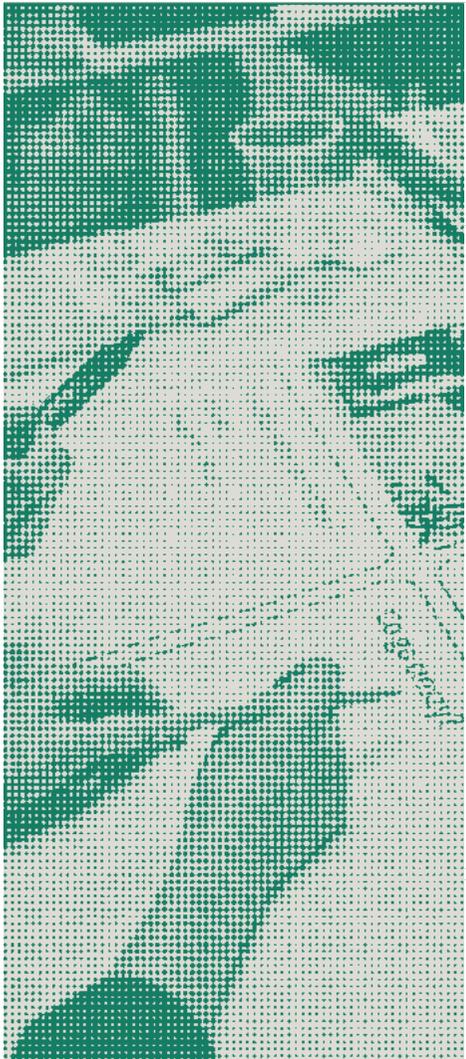
1. Provide training and mentoring for SSE enterprises and organisations in integrated cooperative management.
2. Implement measures to promote employment.
3. Carry out mentoring and training actions to promote new projects.
4. Provide training in SSE for staff, among others, of the City Council and of Barcelona Activa.
5. Carry out actions to disseminate the SSE at education centres

TARGET AUDIENCE

- People promoting collective management projects.
- SSE enterprises and organisations.
- Commons collaborative and community economies.
- Staff of the City Council and of Barcelona Activa.
- Citizens in general.
- Training and mentoring professionals.



1 TRAINING AND MENTORING IN INTEGRATED COOPERATIVE MANAGEMENT FOR EXISTING INITIATIVES



The SSE is a dynamic reality with an extensive track record in Barcelona. Given that it is made up by a social enterprise and community fabric of small and medium format, and is well-rooted in the territory, providing mentoring and training to consolidate existing initiatives and help them grow is key to reinforcing it. The most solid projects serve as a reference point for the formulation of new initiatives, while strengthening social market construction.

ACTIONS

1. Design a training programme aimed at the development and consolidation of existing SSE initiatives.
2. Foster the creation of internal assessment tools to encourage accountability and measuring of the social, environmental and good governance impacts of SSE initiatives.
3. Create a service offering advice and training in tools for improving communication and administration for SSE enterprises and organisations, giving priority to tools based on free software.
4. Promote a programme of mentoring for the strengthening of social enterprise projects..
5. Design a programme of support and mentoring for projects in crisis.
6. Identify mentoring and training resources that form part of the SSE and activate programmes to support and strengthen them.
7. Design specific training programmes for initiatives formed mainly by women.

OBJECTIVES CONTRIBUTED TO

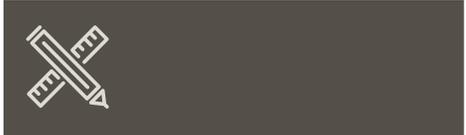
A1, A2, E1, F2

CALENDAR

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AGENTS INVOLVED

CSSE&CA Commission
 Barcelona Activa
 SSE Sector



2 IMPLEMENT MEASURES TO PROMOTE EMPLOYMENT



SSE initiatives have demonstrated greater resilience in terms of maintaining jobs and business projects during periods of economic recession. The idea is to mobilise resources to strengthen the development of existing initiatives, as well as offering programmes that facilitate the creation of new projects linked to the solution of needs and aligned with the values of the SSE, which is a strategy for creating and consolidating jobs and transforming the city's socio-economic model.

ACTIONS

1. Generate employment plans in areas related with the framework of the SSE in the city and with job creation opportunities in this sector.
2. Implement programmes to support recruiting, incorporating the notion of future sustainability of the jobs generated.
3. Set up measures for supporting the creation of community economy and care economy projects.
4. Match the needs of neighbours in the districts with people from the same territory interested in becoming SSE entrepreneurs.
5. Foster employment in strategic sectors of the SSE.
6. Hold a series of talks on the activation and functioning of community economies.
7. Design employment measures aimed specifically at women.

OBJECTIVES CONTRIBUTED TO

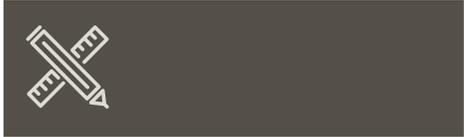
A1, A2, A3, E1, F2, F3

CALENDAR

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AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa
SSE Sector



3 CARRY OUT MENTORING AND TRAINING ACTIONS TO PROMOTE NEW PROJECTS



In addition to consolidating the existing fabric, achieving SSE growth means promoting actions that incentivise the formulation of new SSE projects. These new initiatives may emerge through social and collective entrepreneurship or through the conversion of traditional commercial companies into SSE formats. Furthermore, reassessment of economic activities likely to generate decent jobs (care economy, waste management, renewable energies, etc.) could result in the creation of new socio-economic projects. It is important to promote collective social innovation and place at its disposal the training and mentoring resources necessary for it to turn out new viable socio-economic projects with a positive social impact.

ACTIONS

1. Train with a view to collective entrepreneurship.
2. Facilitate training and coaching of people who want to be entrepreneurs with social and cooperative criteria.
3. Promote cooperatives of self-employed professional services.
4. Promote the transformation of traditional commercial companies into SSE companies.
5. Set up specific programmes aimed at projects whose members are mainly women.
6. Design a programme to help create new SSE initiatives.
7. Reassess care economy initiatives; create a specific line of promotion and mentoring of initiatives, both social enterprise and social community initiatives in the care economy.
8. Promote an advice point and an incubator or acceleration programmes for SSE projects.

OBJECTIVES CONTRIBUTED TO

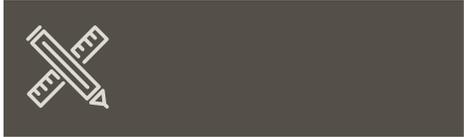
A1, A2, A3, E1, E5, F2, F3

CALENDAR

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AGENTS INVOLVED

CSSE&CA Commission
 Barcelona Activa
 SSE Sector



4 PROVIDE TRAINING IN SSE FOR STAFF, AMONG OTHERS, OF THE CITY COUNCIL AND OF BARCELONA ACTIVA



To guarantee socio-economic transformation, it is essential that the SSE vision pervades the entire public sector, so that the latter understands the values of the former and reproduces its practices. In particular, it is necessary for Barcelona Activa – the city’s economic development agency – to incorporate SSE proposals into its programmes and measures.

ACTIONS

1. Provide the necessary knowledge about the SSE to enable the mentoring and training envisaged in the previous measures: share and disseminate knowledge of the SSE and of specific public policies through training actions of a general or specific nature.
2. Organise more in-depth training sessions for SSE trainers.

OBJECTIVES CONTRIBUTED TO

A1, A2, A3, E1, E5, D4, F1

CALENDAR

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AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa
SSE Sector



5 CARRY OUT ACTIONS TO DISSEMINATE THE SSE AT EDUCATION CENTRES



People’s conception of the socio-economic functioning of a society and the active role that people can play in it starts to be shaped from childhood. Introducing SSE values and practices at education centres – from primary through to university – helps to offer more comprehensive training and to generate critical and active citizens.

ACTIONS

1. Introduce SSE values into primary education, offering schools an entertaining associated activity, led by a monitor.
2. Produce an educational unit about the SSE for Economics classes and make it available to teaching staff. In addition, sign an agreement with SSE enterprises and organisations in Barcelona so that secondary education pupils can go to visit them.
3. Produce a handbook aimed at teaching staff on how to create a school or pupils’ cooperative, to enable cooperative values and principles to be put into practice.
4. Activate a pilot programme of practical work experience for university students at SSE organisations.
5. Study and explore a model for fostering the construction of cooperatives among university, secondary school and sixth form students to manage services inside universities and education centres.
6. Train teachers of secondary school and sixth form students, higher education and universities.

OBJECTIVES CONTRIBUTED TO

A4, B3, D1, D2

CALENDAR

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AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa
SSE Sector



B. Financing

Financing, within the framework of the SSE, is a key element in two main spheres. Firstly, there needs to be a change in the concept of the implications of accessing external funding sources, because frequently a lack of funds becomes an obstacle for developing viable projects. Secondly, the conditions of access to funding for SSE initiatives must be improved by working on this issue together with the ethical finance organisations which are, in turn, one of the main sources channelling financial resources towards SSE initiatives.

Furthermore, taking into account the active role played by citizens in the financial system, it is necessary to inform them of the alternative proposals offered by ethical finance organisations.

OBJECTIVES

- B1.** Establish a stable collaboration framework between Barcelona City Council and the ethical finance system.
- B2.** Construct a new financing culture.
- B3.** Increase citizens' knowledge of ethical finance.
- B4.** Contribute to the development of a more favourable taxation system for the SSE.
- B5.** Help close the gap between the ethical finance system and the SSE sector and other specific sectors, so that it becomes a first port of call.

MEASURES

- 6. Make it easier for SSE initiatives to have access to funding.
- 7. Use ethical finance banking operations for Barcelona City Council's needs.
- 8. Promote tools for a new financial culture.
- 9. Help close the gap between ethical finance, citizens and other activity sectors.
- 10. Analyse taxation reforms in order to favour the creation of new SSE initiatives.

TARGET AUDIENCE

- Newly created enterprises/organisations/projects.
- Enterprises and organisations that promote new activities and new projects.
- Ethical banking organisations.
- Financial services cooperatives.
- Cooperative savings banks.
- Citizens in general.



6 FACILITATE ACCESS TO FUNDING FOR SSE INITIATIVES



Financial intermediation is the oil for the cogs of social market construction, as it makes the circulation of economic resources between organisations and citizens more dynamic. Launching lines of support to improve conditions of access to funding for the promotion of new projects and the consolidation and growth of those that already exist will help to revitalise the social enterprise and community fabric of the SSE.

ACTIONS

1. Conclude agreements with the ethical finance organisations and cooperative savings banks to facilitate access to funding for SSE organisations.
2. Set up a line of specific subsidies for the sector that helps respond to the needs detected in the diagnoses made.

OBJECTIVES CONTRIBUTED TO

A2, A3, B1, B2, B5, F2, F3

CALENDAR

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AGENTS INVOLVED

CSSE&CA Commission
 Barcelona Activa
 P&E Department



7 USE THE ETHICAL FINANCE BANKING SYSTEM FOR THE CITY COUNCIL'S OPERATIONAL NEEDS



The municipal commitment to the fostering of the SSE must be reflected in the Council's internal practices. A step in this direction consists of closing the gap between the public sector and ethical finance initiatives. To do so, it is necessary to analyse the financial products offered by ethical finance and their adaptability to Barcelona City Council's operational needs for the purpose of establishing a plan that envisages a gradual increase in their use.

ACTIONS

1. Establish a Council banking operations plan with ethical finance organisations.

CALENDAR

	2016	2017	2018	2019
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OBJECTIVES CONTRIBUTED TO

B1, B2, B3, B5, F1

AGENTS INVOLVED

CSSE&CA Commission
P&E Department



8 PROMOTE TOOLS FOR A NEW FINANCIAL CULTURE



Access to funding is a basic tool for the success of many initiatives. Making ethical finance organisations the first port of call on a more frequent basis is one way to ensure that resources flow, but it is necessary to innovate through the use of new models to complement their offering, such as seed capital or community funding proposals that incorporate citizen participation.

ACTIONS

1. Promote co-funding formulas for SSE projects.
2. Set up mentoring and training programmes to improve the economic and financial management capabilities of the SSE and incorporate economic sustainability into strategies and decision-making.

CALENDAR

	2016	2017	2018	2019
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OBJECTIVES CONTRIBUTED TO

A2 A3 B2 B3

AGENTS INVOLVED

CSSE&CA Commission
 Barcelona Activa
 SSE Sector



9 MAKE ETHICAL FINANCE MORE EASILY ACCESSIBLE FOR CITIZENS AND OTHER ACTIVITY SECTORS



Ethical finance organisations, made up of ethical banking initiatives, financial services cooperatives and ethical insurance companies, conduct their activity to achieve a triple benefit: social, environmental and economic. Their task is one of financial intermediation, channelling the savings of committed citizens towards loans for projects with a high eco-social impact. It is important that citizens enjoy greater knowledge of ethical finance initiatives so that they can increase their participation in them.

ACTIONS

1. Carry out an awareness-raising and communication campaign in the city informing about ethical finance and the services offered.
2. Promote the production of a catalogue, aimed at SSE organisations and citizens in general, that summarises possibilities for financing, investment and saving offered by the ethical finance organisations and cooperatives.
3. Promote campaigns for the dissemination of ethical finance in sectors such as culture and environment, which are most likely to use them.

OBJECTIVES CONTRIBUTED TO

B3, B5, C1, D2, D3

CALENDAR

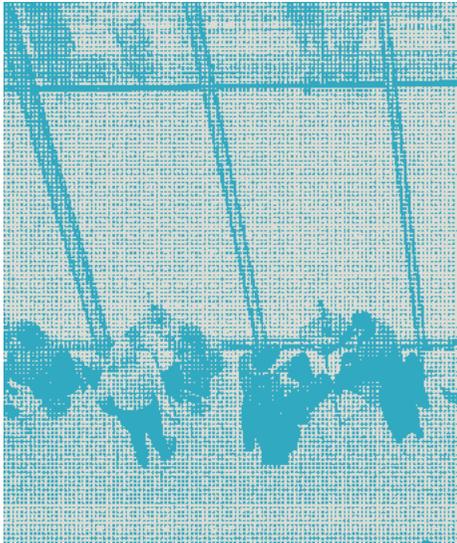
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AGENTS INVOLVED

CSSE&CA Commission
SSE Sector



10 ANALYSE TAX REFORMS TO FAVOUR THE CREATION OF NEW SSE INITIATIVES



SSE initiatives generate a dual positive impact: social and economic. Therefore, it is worth studying the possibility of tax incentives for organisations or collectives whose work is based on the SSE values and vision.

ACTIONS

1. Draw up a study to analyse how to reduce the tax burdens of SSE initiatives, especially during the initial years of activity, identifying possible measures to be introduced into Barcelona's tax regulations.

CALENDAR

	2016	2017	2018	2019
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OBJECTIVES CONTRIBUTED TO

A2, A3, B4

AGENTS INVOLVED

CSSE&CA Commission
SSE Sector



C. Inter-cooperation

Inter-cooperation – meaning cooperation between SSE initiatives – is an instrument aimed at strengthening existing companies and organisations, creating other new ones and conceiving new projects. It can be done in different ways: carrying out joint business activities, creating second-tier cooperatives and cooperative groups, through socio-political, sectoral and territorial non-profit organisations, etc.

In turn, the public authorities must promote responsible public procurement so that companies working with them as providers and suppliers are outstanding in terms of their social and environmental responsibility.

OBJECTIVES

C1. Provide instruments and resources that enable the identification of enterprises and organisations applying SSE practices, in order to promote differentiated treatment by the authorities – through public procurement and subsidies alike – and encourage increased purchases and procurement between them, while promoting responsible consumer choices among citizens.

C2. Contribute to the development of socially responsible public procurement processes.

C3. Offer support to SSE coordination processes.

MEASURES

11. Facilitate access for SSE companies to become providers and suppliers.

12. Contribute to the development of policies and tools that promote socially responsible public procurement.

13. Promote and support fairs, meetings and conferences.

14. Give support to processes of SSE socio-political articulation.

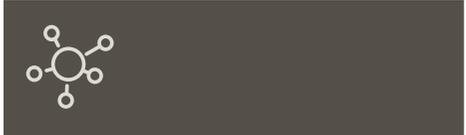
15. Give support to SSE processes of social enterprise and social community articulation.

16. Give support to processes improving municipal socio-political coordination.

17. Assist with the creation of a social currency.

TARGET AUDIENCE

- Enterprises and organisations.
- Networks and representative organisations.



11 FACILITATE ACCESS FOR SSE ORGANISATIONS TO BECOME PROVIDERS AND SUPPLIERS



Social market construction requires improved circulation of SSE goods and services, whether by increasing exchanges between SSE initiatives, facilitating citizens' access to them, or converting them into providers and suppliers of any organisation including the public authorities themselves. It is necessary to invest in formulas that raise visibility of the SSE's socio-economic fabric to bring it closer to the different agents.

ACTIONS

1. Produce a catalogue of SSE enterprises and initiatives.
2. Strengthen the tools and maps of the social market ("Social Balance", "Pam a Pam" map, etc.) and expand their use.
3. Create a portal that draws together existing initiatives and makes them more accessible for other enterprises and citizens.

CALENDAR

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OBJECTIVES CONTRIBUTED TO

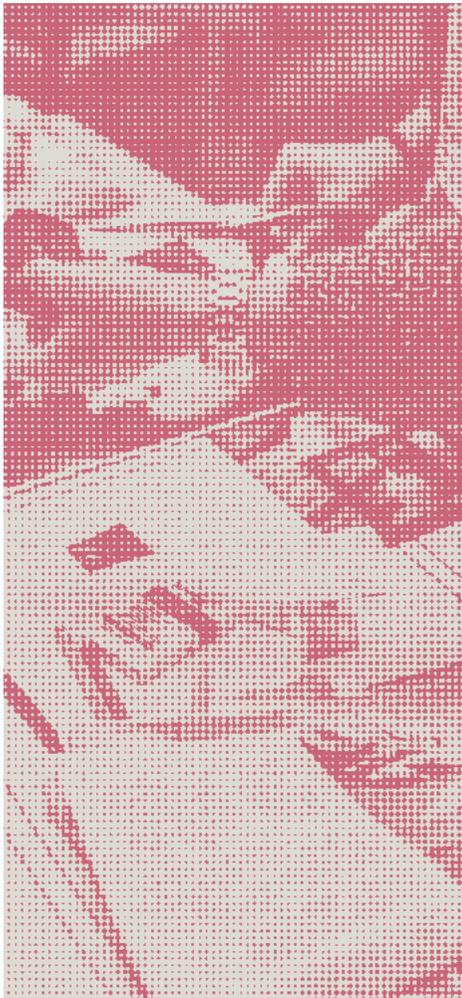
B3, B5, C1, C3, D2, D3, D4, F1

AGENTS INVOLVED

CSSE&CA Commission
SSE Sector



12 CONTRIBUTE TO THE DEVELOPMENT OF POLICES AND TOOLS THAT PROMOTE SOCIALLY RESPONSIBLE PUBLIC PROCUREMENT



Contributing to the creation of a socially responsible public procurement and purchase policy is essential. The City Council will participate in the construction of the system of social clauses by exploring instruments designed to encourage service providers and suppliers of the public authorities to comply with eco-social standards. It is necessary to work jointly with the inter-municipal spaces to attach importance to socially responsible public procurement and expand this practice across the country

ACTIONS

1. Help to diagnose the business practices of current City Council suppliers and providers.
2. Actively participate in the process of construction of the Council's policy for socially responsible public procurement, especially through the inclusion of clauses in public contracts that favour the development of the SSE, as well as the evolution of all businesses towards models with a greater social and environmental return.
3. Help to design mechanisms to assess and monitor application of the social clauses.
4. Help to explore the possibility of creating a seal to certify eco-social quality.
5. Provide training on the social market and tools for the identification of SSE provider companies for those City Council staff who intervene in these areas.
6. Participate in international processes that encourage socially responsible public procurement, such as, for example, of electronic goods.

OBJECTIVES CONTRIBUTED TO

A2, C2, D4, F1

CALENDAR

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AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa



13 PROMOTE AND SUPPORT FAIRS, MEETINGS AND CONFERENCES



The organisation and holding of fairs and meetings in the SSE sector brings initiatives closer to citizens, while offering spaces for the recognition and coordination of the sector itself. Furthermore, promoting the SSE's presence at the city's major events – whether as experiences integrated into a specific event or as satellite actions offering alternatives – allows the debate on economic models to be opened up to the public sphere.

ACTIONS

1. Promote the annual holding of a Responsible Consumption Fair.
2. Support the annual holding of the Solidarity Economy Fair of Catalonia.
3. Support the holding and scalability of InstallFests, events that introduce the general public to free software and open-source knowledge creation.
4. Support the organisation of commons collaborative economy meetings.
5. Include the SSE in the city's major events and congresses.
6. Promote "satellite" events in parallel with major events forming part of the conventional economy, in order to present alternatives.

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OBJECTIVES CONTRIBUTED TO

B3, C1, C3, D1, D2, D3, E2, E4, F1

AGENTS INVOLVED

CSSE&CA Commission
 SSE Sector
 Barcelona Activa
 CCE Sector



14 GIVE SUPPORT TO PROCESSES OF SOCIO-POLITICAL ORGANISATION OF THE SSE



The social enterprise fabric of the SSE has different second- or higher-tier coordination bodies, as well as sectoral or cross-sector groupings. These bodies are the representative organisations of the SSE and the main interlocutors with the authorities, acting as spokespersons to reflect the realities and needs of member initiatives.

ACTIONS

1. Establish collaboration agreements and permanent communication channels with the reference sectoral or general organisations of the SSE.
2. Promote a Participatory Forum for the Cooperative, Social and Solidarity economy and the collaborative economy.

CALENDAR

	2016	2017	2018	2019
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OBJECTIVES CONTRIBUTED TO



AGENTS INVOLVED

CSSE&CA Commission
SSE Sector



15 GIVE SUPPORT TO SSE PROCESSES OF SOCIAL ENTERPRISE AND COMMUNITY COORDINATION



The SSE is composed of a diverse fabric of initiatives with firm roots in the territory and with a predisposition towards inter-cooperation and horizontal growth. For this reason, their scalability often requires them to join forces in processes of cooperative grouping or coordination. Reinforcing existing groups and promoting new ones constitutes a basic strategy for social market promotion.

ACTIONS

1. Support processes by SSE initiatives to form second- or higher-tier organisations.
2. Strengthen existing cooperative groups and promote the creation of new ones.
3. Support spaces and actions for exchange on a local, national and international level.
4. Promote spaces for the coordination of social community initiatives.
5. Favour cooperation between socially responsible consumer groups, municipal markets and establishments registered on the “Pam a Pam” map.

OBJECTIVES CONTRIBUTED TO

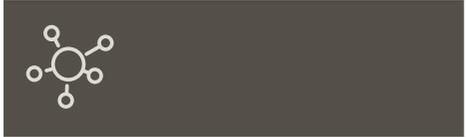
A2, C3, E3, F1

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AGENTS INVOLVED

CSSE&CA Commission
 SSE Sector
 Non-organised SSE
 Barcelona Activa



16 GIVE SUPPORT TO PROCESSES TO IMPROVE MUNICIPAL SOCIO-POLITICAL COORDINATION



Sharing the processes and learning involved in Barcelona City Council's promotion of the SSE is a way of incorporating the SSE's cooperative values into the public sector, while facilitating collective learning with other national and international authorities.

ACTIONS

1. Create and actively participate in the network of municipalities for the SSE.
2. Organise annually the International Municipalism and the Solidarity Economy Meeting to share public policies that serve as a source of inspiration for promoting the sector.
3. Participate in national and international SSE forums and meetings for the exchange of experiences.

CALENDAR

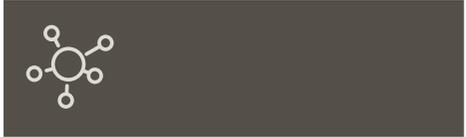
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OBJECTIVES CONTRIBUTED TO

A2, C2, C3, F1

AGENTS INVOLVED

CSSE&CA Commission
 Network of municipalities for the SSE



17 ASSIST WITH THE CREATION OF A SOCIAL CURRENCY



Social currencies are instruments that favour community creation, reinforce local exchanges, avoid accumulative logic, incentivise values of trust and reciprocity and contribute to social market creation.

ACTIONS

1. Define the social currency development model.
2. Promote a pilot project.
3. Launch a first operational phase for the implementation of the social currency.

CALENDAR

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OBJECTIVES CONTRIBUTED TO

B2, C1, C3

AGENTS INVOLVED

CSSE&CA Commission



D. Communication and narrative

Constructing an imaginary and a common narrative for the SSE is a relevant factor of the identity and dissemination of the sector. This construction, which involves a participatory and collective process, should serve to offer insight into the potential of the SSE and raise its visibility. It must be based on a broad and inclusive view and contribute to the development of the transformative socio-economic practices that characterise it.

The dissemination of the narrative and of the values and principles of the SSE must be aimed both at citizens (to raise awareness of alternatives and promote a change in consumer habits) and at the City Council itself (so that it incorporates the SSE's vision and criteria).

OBJECTIVES

- D1.** Construct, in a participatory way, a common narrative and imaginary for the SSE designed to help give a sense of belonging to the sector.
- D2.** Disseminate the SSE and raise awareness among citizens and organisations so that they can contribute towards generating changes in the practices of production, distribution, consumption and saving.
- D3.** Define strategies, develop tools and establish channels that are governed by SSE principles in order to give a voice to the different sectors and practices forming part of the SSE community and increase their visibility.
- D4.** Disseminate the SSE globally and raise awareness of it across the entire municipal organisation.

MEASURES

- 18. Construct a narrative regarding the SSE.
- 19. Incorporate the SSE into the municipal organisation.
- 20. Promote and reinforce the communication capacity of SSE initiatives and of their representative organisations.
- 21. Generate and manage in-house instruments for communication and visibility-raising of the SSE.
- 22. Undertake actions to introduce the SSE to all citizens.

TARGET AUDIENCE

- The SSE sector.
- Staff of the municipal organisation.
- Citizens and organisations in general.



18 CONSTRUCT A NARRATIVE AROUND THE SSE



The need exists to create a narrative around the SSE that includes the importance of promoting it and of highlighting its role in the municipality's socio-economic transformation. This narrative must be constructed and agreed with the sector so that people feel it as their own and help to spread it.

ACTIONS

1. Work together with the different branches of the sector to agree the on driving ideas that underpin the SSE.
2. Promote research and systematise practices regarding different aspects of the SSE.
3. Contribute towards creating contents in different formats (audiovisual, digital, printed, etc.) that communicate the SSE's principles and, especially, its practices for success.
4. Create a content repository that contains articles and publications related with the subject and make it available to the media and the public at large.
5. Participate in the generation of debate and reflection on the SSE at different levels (municipal, national and international).
6. Promote the creation of an SSE observatory to contribute towards constructing the narrative and act as a think tank to offer proposals that reinforce its spread and application.

OBJECTIVES CONTRIBUTED TO

D1, D2, D3

CALENDAR

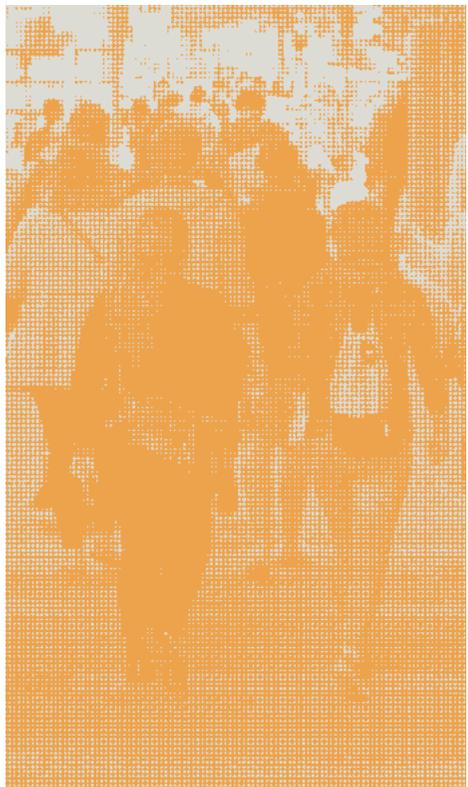
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AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa



19 INCORPORATE THE SSE INTO THE MUNICIPAL ORGANISATION



In a communication strategy with a city-wide scope, it is important that the SSE be disseminated among citizens and the City Council itself. The creation of internal communication channels, equipped with basic materials for disseminating the SSE's principles and values, aimed at the different municipal government bodies, will facilitate incorporation of these principles and values, among technical and political teams alike.

ACTIONS

1. Create materials for disseminating the narrative created and circulate them among the City Council's technical staff and other municipal operators.
2. Incorporate the SSE message into the City Council's internal communication tools.
3. Organise meetings, sessions and actions for the internal dissemination of the SSE.
4. Produce guides on community economies for municipal technical staff.

OBJECTIVES CONTRIBUTED TO

A1, C3, D2, D4, E1, E5, F1

CALENDAR

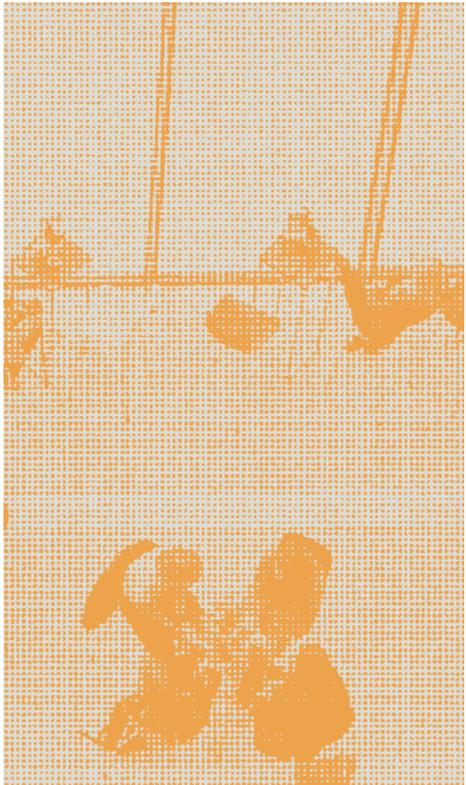
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AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa



20 FOSTER AND REINFORCE THE COMMUNICATION CAPABILITIES OF SSE INITIATIVES AND OF THEIR REPRESENTATIVE ORGANISATIONS



To take the message of the SSE to the public at large, it is essential to base it on voices from the sector itself and its media. It is essential to provide resources designed to reinforce the communication capacity of the SSE's social enterprise and community fabric through the creation of channels, tools and joint strategies.

ACTIONS

1. Support SSE media outlets and collaborate with them.
2. Foster the application of the common communication criteria developed within the REAS framework, setting up training and learning actions.
3. Promote communication channels and media managed by the SSE sector.
4. Make financial resources available to strengthen the sector's communication.

CALENDAR

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OBJECTIVES CONTRIBUTED TO

D1, D2, D3

AGENTS INVOLVED

CSSE&CA Commission
 SSE Sector
 Barcelona Activa



21 GENERATE AND MANAGE IN-HOUSE TOOLS FOR THE COMMUNICATION AND RAISED VISIBILITY OF THE SSE



The creation, together with the SSE sector, of a communication plan, will enable agreement on messages and channels that enable common dissemination between the Council and initiatives based on SSE values, activities generated by the sector and social market construction tools.

ACTIONS

1. Design communication strategies (messages and channels) to make known the different social market construction tools.
2. Generate materials about the SSE for dissemination purposes.
3. Create and manage in-house channels on social media networks that allow the agenda of activities programmed by the SSE to be publicised.
4. Promote meetings for the sector on communication.

CALENDAR

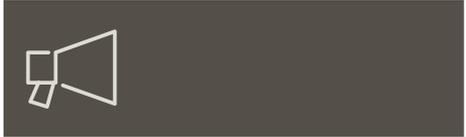
	2016	2017	2018	2019
1				
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4				

OBJECTIVES CONTRIBUTED TO

C1, D1, D2, D3, D4

AGENTS INVOLVED

CSSE&CA Commission
 SSE Sector
 Barcelona Activa



22 UNDERTAKE ACTIONS TO MAKE THE SSE BETTER KNOWN AMONG ALL CITIZENS



To strengthen and reinforce the growth of the SSE, it is essential to ensure people are aware of it so that they can participate, whether as workers, consumers, investor-savers or citizens.

ACTIONS

1. Conduct a communication campaign around the SSE aimed at citizens and organisations.
2. Fund the participation and visibility-raising of SSE experiences at major fairs and events that are held in the city.
3. Create a list of journalists potentially interested in generating content related with the sector and forward it to the representative organisations so that they can send press releases about events or news that they consider relevant to the right people.
4. Facilitate the participation of different actors from the sector in audiovisual and printed media so that they give a voice to the sector as a whole.
5. Organise talks, workshops and communication activities (routes, sessions, performances, etc.) related to the SSE.

CALENDAR

	2016	2017	2018	2019
1				
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OBJECTIVES CONTRIBUTED TO

B3, C1, D2, D3

AGENTS INVOLVED

CSSE&CA Commission
SSE Sector
Barcelona Activa



E. Facilities and resources

In general terms, the public space should be increasingly occupied by commercial, cultural and festive initiatives that contribute towards spreading the SSE culture across the city. To achieve this objective, it is essential to provide resources, facilities and other spaces, as well as promoting emblematic driving projects, based around social community management and use, to construct cooperative ecosystems in the territory.

OBJECTIVES

- E1.** Set up a Barcelona Activa municipal space as a reference environment for the SSE and socio-economic innovation.
- E2.** Place public facilities at the service of the SSE.
- E3.** Support the creation of territorial and community-managed infrastructures and resources for the promotion of the SSE.
- E4.** Promote the social community use of public facilities.
- E5.** Incorporate the SSE into the Council's policies and practices.

MEASURES

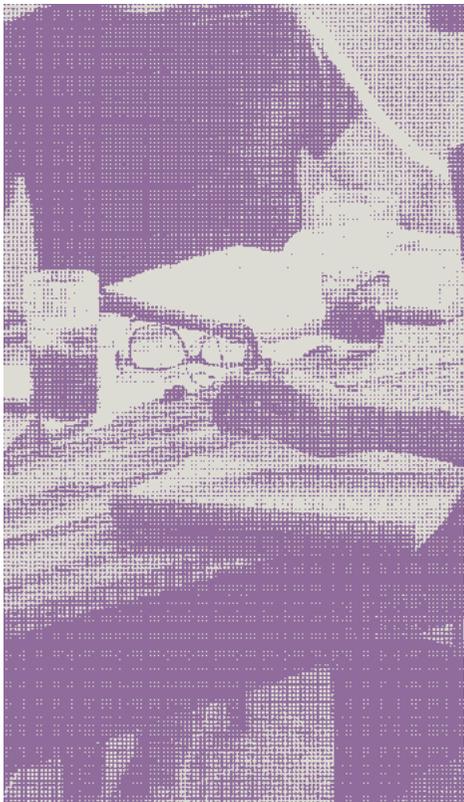
- 23. Detect available facilities.
- 24. Match needs and spaces, transforming them into new uses.
- 25. Launch "El Far" as a municipal reference space for the SSE.
- 26. Support emblematic city projects.
- 27. Work with other City Council departments towards incorporation of the SSE into their projects.
- 28. Give support to specific practices to develop the Integrated Cooperative System for Socio-Economic Intervention model.

TARGET AUDIENCE

- Enterprises and organisations.
- Technical people from the districts.
- The general public.



23 DETECT AVAILABLE FACILITIES



In Barcelona, there are buildings and plots that are under-utilised or in disuse that could cover the needs of the social fabric in the neighbourhoods and districts. Analysis must be carried out of available facilities that can be placed at the service of the SSE or become possible community-managed facilities. Furthermore, to avoid the city commercial fabric's desertification, it is important to identify businesses to close due to retirement and promote their transmission to cooperatives and other SSE formats.

ACTIONS

1. Identify, on the Map of Empty or Under-Utilised Spaces in the city, those that may be suitable candidates for use for SSE initiatives.
2. Promote the transfer of plots of land in disuse and favour conditions to make use of private spaces in disuse.
3. Accompany the transition towards the SSE of at-risk business resources.
4. Facilitate the search for spaces for social community economies.

OBJECTIVES CONTRIBUTED TO

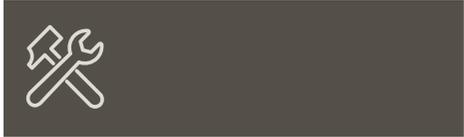
E2, E4, F3

CALENDAR

	2016	2017	2018	2019
1				
2				
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AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa



24 MATCH NEEDS AND SPACES, TRANSFORMING THEM INTO NEW USES



Organise and streamline participatory processes that group together active people from a district or neighbourhood, people with a predisposition and capabilities for social and collective entrepreneurship, and members of SSE organisations, for the purpose of joining forces to detect neighbourhood needs that could be satisfied through SSE initiatives, and be housed in empty spaces in the same territory or spaces under community management.

ACTIONS

1. Encourage synergies between neighbourhood communities and social entrepreneurship through the creation of spaces for inter-cooperation in the neighbourhoods.
2. Offer support to the Community-Managed Facilities Network.
3. Contribute to the recovery of expropriated cooperative heritage.
4. Promote the assignment of spaces for SSE activities: housing cooperatives with assignment of use rights, social enterprise co-working, etc.
5. Provide public space for SSE events.

OBJECTIVES CONTRIBUTED TO

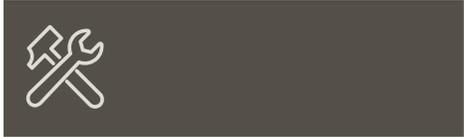
C3, E2, E3, E4, F1, F2, F3

CALENDAR

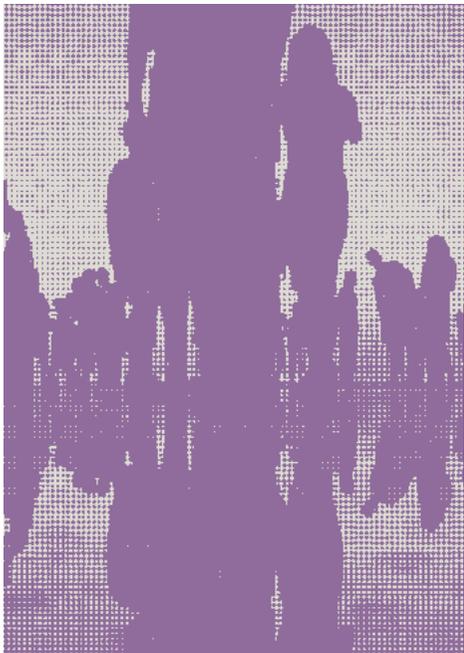
	2016	2017	2018	2019
1	■	■	■	■
2	■	■	■	■
3	■	■	■	■
4	■	■	■	■
5	■	■	■	■

AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa



25 LAUNCH “EL FAR” AS A MUNICIPAL REFERENCE SPACE FOR THE SSE



Launch “El Far” (a municipal space run by Barcelona Activa) as a reference environment for the social and solidarity economy and socio-economic innovation, for the SSE sector, citizens in general and the City Council alike.

ACTIONS

1. Participatory conceptualisation, definition and planning of the launch. .
2. Adaptation of the space.
3. Development of the activity.

OBJECTIVES CONTRIBUTED TO

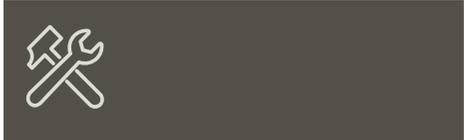
A1, A2, A3, E1, E5

CALENDAR

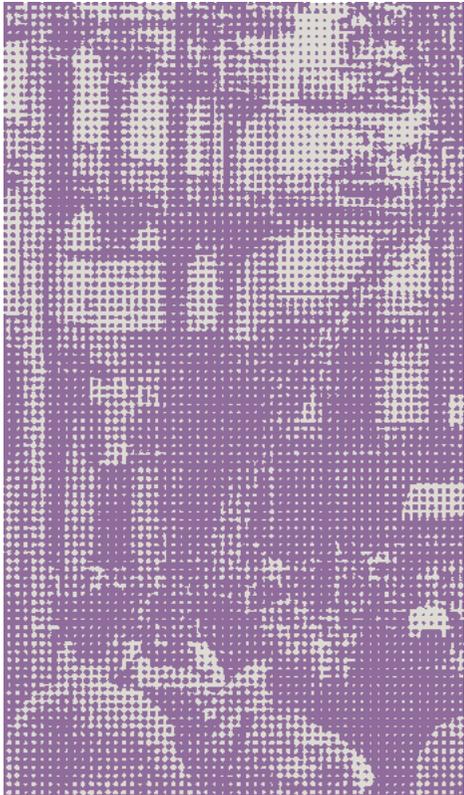
	2016	2017	2018	2019
1				
2				
3				

AGENTS INVOLVED

CSSE&CA Commission
 SSE Sector
 Barcelona Activa



26 SUPPORT EMBLEMATIC CITY PROJECTS



Promote projects that will become nodes in the network of a new urban economy based on economic, social and solidarity cooperation, with the challenge of economic and territorial cohesion.

ACTIONS

1. Promote Coòpolis as a resource to foster the SSE in the city, Can Picó, the Bicycle Hub and the SSE.
2. Boost economic activity and the implementation of SSE initiatives along the Pere IV Axis, collaborating with the Pere IV Axis Committee.
3. Give support to SSE enterprises and organisations in the city that, in addition to their own activity aimed at their members or customers, conduct on their premises: neighbourhood, social and cultural activities, or activities promoting the SSE, open to the neighbourhood and the city in general, or that lend their premises for this purpose.
4. Support Can Calopa as a projection for urban re-ruralisation and socio-occupational integration.

OBJECTIVES CONTRIBUTED TO

C3, E2, E3, E4, F1, F2, F3

CALENDAR

	2016	2017	2018	2019
1				
2				
3				
4				

AGENTS INVOLVED

CSSE&CA Commission
SSE Sector
Barcelona Activa



27 WORK WITH OTHER CITY COUNCIL DEPARTMENTS TOWARDS INCORPORATION OF THE SSE INTO THEIR PROJECTS



The development of the SSE may be an answer for projects initiated from different City Council departments. This requires active participation in work spaces to promote new municipal projects as well as detect new opportunities allowing incorporation of the SSE into public policies for the city in a more cross-departmental way, as a proposal for an urban socio-economic model.

ACTIONS

1. Participate in the Cooperative Housing Committee.
2. Participate in the energy operator promotion group.
3. Participate in projects for social market creation at municipal markets.
4. Detect opportunities to incorporate the SSE into projects from other City Council departments.

OBJECTIVES CONTRIBUTED TO

D4, E1, E5, F1

CALENDAR

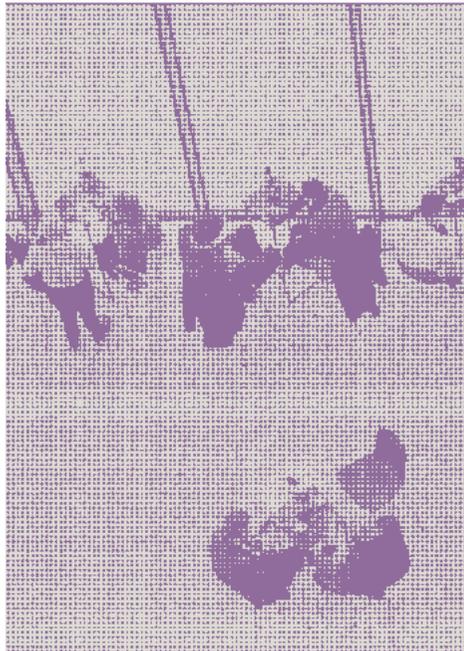
	2016	2017	2018	2019
1				
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4				

AGENTS INVOLVED

CSSE&CA Commission
 SSE Sector
 Barcelona Activa



28 GIVE SUPPORT TO SPECIFIC PRACTICES TO DEVELOP THE INTEGRATED COOPERATIVE SYSTEM FOR SOCIO-ECONOMIC INTERVENTION MODEL



The construction is being explored of a model for attention to vulnerable groups, known as the “Integrated Cooperative System for Socio-Economic Intervention” designed to be replicated in different economic sectors and various collectives of people. This construction is being developed through support for specific practices and analysis of their evolution for the definition of the model.

ACTIONS

1. Promote research, based on the experience of Alecop, to consolidate the model and assess and identify elements that can be replicated.
2. Promote the application, in other areas, of the integrated cooperative system of socio-economic intervention as a model for a public policy of economic promotion with vulnerable collectives.

OBJECTIVES CONTRIBUTED TO

A3, E5, F2

CALENDAR

	2016	2017	2018	2019
1				
2				

AGENTS INVOLVED

CSSE&CA Commission
Barcelona Activa

F. TERRITORIALISATION AND COMMUNITY ACTION

The SSE is a fundamental component for fighting against socio-economic inequalities in the city, which are numerous and particularly concentrated in certain neighbourhoods and districts. Thus, the measures and actions are prioritised according to the needs of each, co-producing with neighbourhoods and districts the design, planning, execution and evaluation of the measures. All SSE measures are implemented in accordance with the strategy and calendar of the City Council Neighbourhoods Plan and the development plans led by Barcelona Activa.

OBJECTIVES

- F1.** Promote the SSE in the city's districts and neighbourhoods, improving knowledge of it and adapting measures to the needs and specificities of each of them.
- F2.** Develop a specific strategy in each of the 10 districts.
- F3.** Support emblematic territorial projects and identify potential for new ones.

MEASURES

- 29. Promote and reinforce, via social community action, processes to foster the SSE in the neighbourhoods and districts.
- 30. Reinforce and promote emblematic social and solidarity economy projects in the city.
- 31. Mountain Axis: promote and reinforce SSE experiences to help open up the mountain area towards the city.

TARGET AUDIENCE

- District technical staff.
- Socio-community and social enterprise fabric.
- City Council departments.



29 PROMOTE AND REINFORCE, VIA SOCIAL COMMUNITY ACTION, PROCESSES TO FOSTER THE SSE IN THE NEIGHBOURHOODS AND DISTRICTS

The strategy to promote the SSE in neighbourhoods and districts is based on working with people, organisations and processes already existing in the territory as a key element for producing a joint diagnosis. It should contribute towards boosting community and self-organisation processes in SSE projects that respond to specific identified needs.

ACTIONS

1. Include SSE projects and processes in the district economic development plans and the neighbourhood plans, mentoring their development.
2. Conceptualise and develop the territorial action model for SSE socio-community co-production in the neighbourhoods and districts, prioritising in line with the strategy for overcoming inequalities in the city.
3. Progressively roll out to other neighbourhoods and districts the model for SSE territorial action and social community co-production.
4. Promote and create the social market on a neighbourhood and/or district scale through inter-cooperation.
5. Promote the resolving of fundamental needs through the SSE (spaces, financing and economic sustainability, legal formulas and specific formations).

OBJECTIVES CONTRIBUTED TO

B5, C1, F1, F2

CALENDAR

	2016	2017	2018	2019
1				
2				
3				
4				
5				

AGENTS INVOLVED

CSSE&CA Commission
 District and neighbourhood agents
 SSE Sector
 Barcelona Activa



30 REINFORCE AND PROMOTE EMBLEMATIC SOCIAL AND SOLIDARITY ECONOMY PROJECTS IN THE CITY



The existence of SSE reference spaces – both physical spaces and processes for the creation of networks and for collective formation – on different scales (neighbourhood, district and city) is a key factor for raising visibility, promoting and disseminating the SSE, with respect for both its territorial and community roots. It is fundamental to develop policies for reinforcement of the existing projects, fostering the creation of new spaces, and working to recover the cooperative heritage, linking it to development of the SSE in the city.

ACTIONS

1. In the neighbourhoods, promote emblematic city projects as reference points and sources of inspiration: Coòpolis, Can Picó, Pere IV Axis, etc.
2. Reinforce pioneering SSE projects of territorial reference, including, for illustrative purposes, El Mercat ImPorta, CooperaSec and Impulso Cooperativo de Sants.
3. Boost the creation of new territorial reference spaces for the SSE from the social and community perspective.
4. Support the community management of peri-urban spaces.

OBJECTIVES CONTRIBUTED TO

C3, E1, E2, E3, E4, F1, F2, F3

CALENDAR

	2016	2017	2018	2019
1				
2				
3				
4				

AGENTS INVOLVED

CSSE&CA Commission
SSE Sector
Barcelona Activa



31 MOUNTAIN AXIS: PROMOTE AND REINFORCE SSE EXPERIENCES TO HELP OPEN UP THE MOUNTAIN AREA TOWARDS THE CITY



Define and develop a specific project for the Mountain Axis, consisting of promoting and strengthening social and solidarity economy experiences in the neighbourhoods that border Collserola, based on existing projects and the territory's potential. This is a project geared towards resignification of the relationship between the mountain and the city, based on agro-ecological and forestry projects and other SSE formats.

ACTIONS

1. Produce a study to conceptualise the global action to be taken along the Mountain Axis.
2. Develop the defined strategy, reinforcing existing projects and promoting the creation of new ones.
3. Foster urban re-ruralisation through SSE projects.

CALENDAR

	2016	2017	2018	2019
1				
2				
3				

OBJECTIVES CONTRIBUTED TO

E2, E3, E4, F1, F2, F3

AGENTS INVOLVED

CSSE&CA Commission
 Barcelona Activa
 SSE Sector

5

DEVELOPMENT OF THE PLAN

CO-CONSTRUCTION AND SHARED MANAGEMENT

Providing impetus to the city's socio-economic transformation, with fostering the SSE as one of its main pillars, will be the result of coordinated work involving various actors.

The **Cooperative, Social and Solidarity Economy Commission** is its political and technical promoter: it establishes the strategy and directives for the objectives to be reached, while developing public policies in constant dialogue and co-production with the city's SSE social fabric.

Barcelona Activa, the city's development agency, responsible for executing a part of the municipal economic policies, has undergone restructuring to favour the development of a diversified economy that is plural and local, that revitalises local communities and fosters sustainability and social innovation. Based on this objective, the Other Economies and Proximity Department has been created. This new department is entrusted with executing the Mentoring and Training line of work; with guaranteeing the mainstreaming of the SSE into all training, employment, entrepreneurship and enterprise programmes; with reconceptualising social innovation linked to the resolution of needs; with fostering collective social entrepreneurship; with promoting enterprise social responsibility;

and with applying the logic of comprehensive local development in the neighbourhoods.

The **social and solidarity economy sector**, made up by the network of social enterprises and social and community initiatives in the city, as well as by the initiatives of the commons collaborative economy, is what in day-to-day reality makes an economy at the service of people, with democratic organisations, social and environmental responsibility and territorial roots. In the same way that the bodies for the coordination of these activities have participated with contributions to the construction of this Impetus Plan and the drawing up of a shared diagnosis, spaces for debate and joint work are also taking shape, and collaboration and cooperation agreements are being established to share the execution of some measures.

CO-PRODUCTION AND DYNAMIC LEARNING

The Impetus Plan is based on the conviction that the SSE is dependent on society, not on the authorities, even though the latter can and wishes to play a role of stimulus, facilitation and mentoring. This spirit of joint construction is the characteristic that pervades the proposals of the Impetus Plan, as well as the participatory work dynamic that has been designed for its implementation and monitoring. The Council's desire is to co-produce SSE public policies with the SSE, based on mutual trust, on an equal footing, so that each – the City Council and the sector – plays the role corresponding to it, respecting the forms of functioning and the paces of the SSE.

The self-managing and emancipatory essence of the SSE leads to the construction of new relationship logics that include active participation of the sector in the co-production of public policies, as well as a dynamic view of constant learning to which the measures and their evolution are adapted.

PARTICIPATION

Co-production, between the City Council and the SSE sector, of **public policies for promoting the SSE in the city** is based on the following pillars:

- Creation of new initiatives and reinforcement of existing ones, emphasising specific practices.
- Promotion of debate and of transformation processes to advance towards organisations that are:
 - More democratic and participatory, empowering the different actors involved and granting them protagonism: social base, people assisted, workers, etc.
 - At the service of people: based on people's needs, working with them, strengthening care, participation and work of quality (workers, people assisted, etc.).
 - Acquisition of a conscious commitment to the community.

To provide a response to this shared process of design and execution, the sector has been structured in such a way that it is equipped with various bodies for participation and work: the general meeting, the steering group and the work groups.

Participatory space

The Participatory Sphere of the Social and Solidarity Economy in Barcelona is the space for joint work between Barcelona City Council and the organisations of the different sectors towards **promoting and reinforcing the SSE in the city.**

Functions:

- Promote, share and contrast tools and studies for diagnosis so that they become reference points for shared work.
- Contrast the public policies proposed to promote and reinforce the SSE in the city.
- Promote and accommodate working groups on specific issues such as co-production spaces around specific projects and objectives.

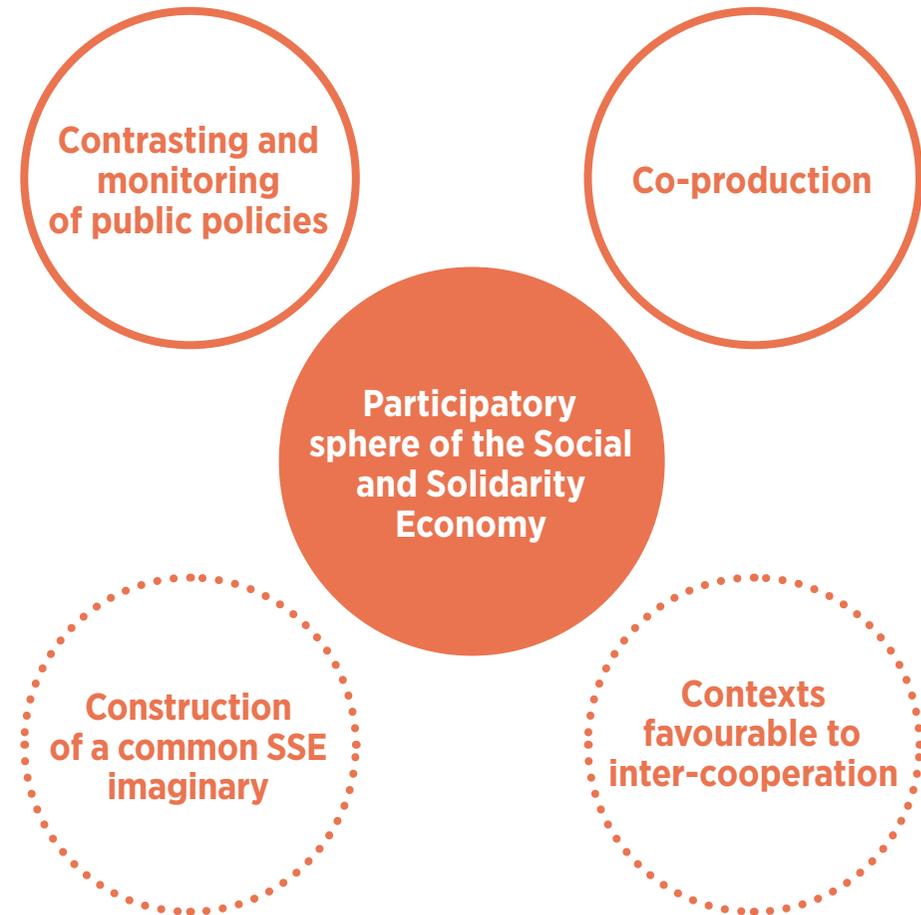
Composition:

- Cooperative, Social and Solidarity Economy and Consumer Affairs Commission.
- Other Economies Department of Barcelona Activa.
- Two people from each of the representative organisations that form part of the sector (second and third tier).
- People with a track record in sectors not yet incorporated.

Functioning:

Two meetings per year.

Objectives



Steering group

This is the executive body of the participatory space that, incorporating the social enterprise angle in its diversity and the perspective of part of the non-coordinated sector – collaborative and social community initiatives – ensures the proper functioning of the general meetings and carries out monitoring of the work groups.

Functions:

- Promote the purpose and ensure the functioning of the participatory space.
- Validate the proposed work groups.
- Identify needs, possible work groups, synergies between groups, etc.
- Prepare the general meeting and ensure it runs smoothly.

Composition:

The group will be formed by 15 people, divided as follows:

- Three members of the Cooperative, Social and Solidarity Economy and Consumer Affairs: Services Department, Technician in charge and Operating Department of Other Economies of Barcelona Activa.
- Five members of representative organisations from the sector: Third Social Sector Committee, Cooperatives Confederation of Catalonia, Solidarity Economy Network, Federation of Mutu- als and Third Social Sector Confederation.

- Two representatives of non-coordinated economies: collaborative economies and community economies.
- Five people with a track record and recognition in the SSE (upon proposal by the Commission and the organisations).

Functioning:

1 quarterly meeting.

Work groups

These are groups with a determined duration, whose aim is to develop specific issues: communication, socially responsible public procurement, employment, etc.

They can be promoted upon the request of the general meeting, the CSSE&CA Commission, the steering group or a group of people and organisations.

Who can participate:

- People from any of the first-, second- or third-tier organisations.
- People on an individual basis, if applicable, according to their profile and the group's objectives.
- The groups will be open: their set-up will be reported via the representative organisations or shared communication tool.

Functioning:

Each group self-organises its work in accordance with the initial proposal for functioning, taking into account that:

- Once a year it participates in one of the steering group meetings to explain its development.
- Once a year it presents the main conclusions/objectives of its work at the general meeting.
- It undertakes to work, report on and share its actions through the channels stipulated (shared website, etc.).

6

BUDGET

	2015	2016	2017	2018	2019	TOTAL
RUNNING COSTS BUDGET						
Mentoring and training	270.000,00 €	854.330,50 €	1.480.000,00 €	1.524.400,00 €	1.570.132,00 €	5.698.862,50 €
Financing		277.717,00 €	316.001,40 €	325.481,44 €	335.245,89 €	1.254.445,73 €
Communication and narrative	30.000,00 €	193.272,00 €	379.501,40 €	390.886,44 €	402.613,04 €	1.396.272,88 €
Inter-cooperation		617.256,56 €	795.694,40 €	819.565,23 €	844.152,19 €	3.076.668,38 €
Facilities and resources	200.000,00 €	76.542,00 €	129.001,40 €	132.871,44 €	136.857,59 €	675.272,43 €
Territorialisation	100.000,00 €	824.064,00 €	967.309,40 €	996.328,68 €	1.026.218,54 €	3.913.920,62 €
	600.000,00 €	2.843.182,06 €	4.067.508,00 €	4.189.533,24 €	4.315.219,24 €	16.015.442,54 €
INVESTMENTS BUDGET						
Equipping of "El Far"			290.000,00 €			290.000,00 €
Coòpolis				2.000.000,00 €	3.000.000,00 €	5.000.000,00 €
Can Picó – Bicycle Hub			150.550,00 €	211.998,00 €	237.452,00 €	600.000,00 €
Can Calopa		181.624,63 €	118.375,37 €			300.000,00 €
Mountain Axis			301.100,00 €	464.633,00 €	569.767,00 €	1.335.500,00 €
Recovery of Cooperative Heritage			376.375,00 €	326.810,00 €	332.315,00 €	1.035.500,00 €
		181.624,63 €	1.236.400,37 €	3.003.441,00 €	4.139.534,00 €	8.561.000,00 €
TOTAL BUDGET						
	600.000,00 €	3.024.806,69 €	5.303.908,37 €	7.192.974,24 €	8.454.753,24 €	24.576.442,54 €

7 MONITORING AND EVALUATION

To establish the monitoring and evaluation criteria for this Impetus Plan, the following aspects have been taken into account:

- Multiplicity of sources available for the determination of needs for the SSE sector.
- Diversity of the SSE sector in the city, attending to its nature, its degree of organisation and its strategic priorities.
- Diversity of specific needs and actions according to the specific territory (neighbourhood/district).
- Lack of statistical data relating to specific aspects and/or of suitable historical sets of data.
- Inexistence of a prior municipal public policy of this dimension and, therefore, a lack of prior specific references.
- Impact of public policies for supporting the SSE from other authorities (Catalan Government, Metropolitan Area of Barcelona [AMB], Provincial Council of Barcelona, other municipalities and the Spanish Government), which, furthermore, may respond to different strategic and contents proposals.
- Process of implementation associated with the methodology of co-production with the sector, which should permit a high degree of adaptability of the Impetus Plan initially proposed.

- Many of the desirable final goals (job creation, new initiatives, new enterprises and organisations, etc.) can be favoured via the Impetus Plan, but do not depend alone on the direct action of public policy.

These aspects have determined that the monitoring and evaluation criteria are not based on quantitative or ex ante objectives, nor, for the moment, on specific objectives by measure. The option taken is a criterion of impact evaluation. Following the definition of the annual work plans, where necessary and according to the nature of the action, more specific quantitative indicators will be incorporated.

The **impact evaluation** criteria will be included in a final evaluation report, with the intervention of the city's social and solidarity economy participatory space. This report must cover, at least, the following aspects:

- Final comparison with respect to the effects by line of work, with indication of whether or not they fulfil what was envisaged; whether they are positive, neutral or negative, and whether they are direct or indirect.
- Basic, but sufficient, evaluation of the tools, methodologies and processes employed.
- Clear explanation of the explanatory arguments.
- Proposal for the incorporation - when applicable and based on the data available considered during the term of this Impetus Plan - of quantitative objectives for future versions.

The expected impacts per line of work are as follows:

MENTORING AND TRAINING

Increase in companies and organisations that incorporate the social balance.

Increase in specific actions (courses, capsules, etc.) at Barcelona Activa.

Increase in tools and resources (contents, online training platforms, etc.).

Increase in employment.

FINANCING

Increase in operations to support initiatives by enterprises and organisations.

Increase in new products and systems of guarantees through ethical banking and cooperative credit.

Increase and consolidation of ethical banking and cooperative credit as providers to the City Council.

Consolidation of the presence of ethical banking and cooperative credit as a financer of strategic projects (housing, energy, etc.).

Consolidation of complementation with public policies of other authorities.

INTER-COOPERATION

Increase in affiliation of reference organisations in the sector (federations, networks, etc.).

Increase and consolidation of work plans of the reference organisations.

Increase of new cooperative groups and/or of second-tier cooperatives.

Deployment of the municipalities network for the social and solidarity economy.

Increase in knowledge and practice of social market construction.

COMMUNICATION AND NARRATIVE

Consolidation of the sector mapping tools.

Set-up and consolidation of the SSE Observatory.

Consolidation of the SSE sector communication tools.

Consolidation of a regular presence in general media and social media networks.

Consolidation of a regular presence in municipal media (TV, radio, etc.).

Increased knowledge of the SSE among the population in general.

Consolidation of the SSE as a reference point for the construction of a plural and transformative economy.

FACILITIES AND RESOURCES

Set-up and consolidation of emblematic projects.

Launch and consolidation of the SSE's "El Far".

TERRITORIALISATION AND COMMUNITY ACTION

Consolidación de la política de Desarrollo Territorial Integral/Territorio socialmente responsable.

Consolidation of the proposals and actions of the SSE in districts and Council departments.

Consolidation of spaces for SSE promotion and meetings in the territory.

Consolidation of City Council spaces for internal coordination: Neighbourhoods Plan, Besòs Axis, Citizens' Agreement for an Inclusive Barcelona, BCNActiva Local Development

ANNEX

Towards a New Socio-Economic Policy

SYSTEMIC CRISIS

The economy is *the system of institutions, values and practices that a society has to define, mobilising, distributing and organising capacities and resources in order to resolve in the best way possible the legitimate needs and desires of all its members* (José Luis Coraggio). Thus, working towards sound economic health and ensuring the efficient management of resources so that they reach the 1.6 million people coexisting in the city must be a priority for Barcelona City Council.

When the prevailing economy talks of economic growth, neither the needs of society nor the resources that exist are mentioned. Rather, what is taken into account is the **percentage increase in the gross domestic product**. From such a limited perspective as this, any activity that goes beyond monetary exchange is left outside the margins of what is considered the economy, while activities that may harm society or the environment are considered as wealth, simply because they move money. Nor does this indicator reveal whether there is equitable access to assets by the entire population. In fact, the very system reinforces the polarisation of wealth: the market benefits from the existence of a great mass of labour prepared to work for a reduced wage, the sexual division of work and the relocation of certain production sectors to countries where work takes place in conditions that are unsustainable for life. Within this context, **the current crisis is not interpreted as an eventuality, but as a logical consequence of the prevailing economic model itself**: a systemic crisis.

In the face of this crisis, it is vital to **experiment with new forms of interpreting the economy and enterprise and consolidate them**. The social and solidarity economy can renew them and successfully make them more just, democratic, supportive and sustainable.

OBJECTIVE: INTEGRATED SUSTAINABILITY

It is no longer possible to respond to the emergencies stemming from the structural crisis unless such responses form part of a **strategy for medium- and long-term social transformation**. This transformation that Barcelona needs to move towards involves adopting a broader perspective and tackling such emergencies in an exhaustive way, not one that is limited to employment policies, but that also includes all the activities that make life possible. For this reason, **the plural economy encompasses all the fields of the conventional economic cycle – production, commercialisation, consumption and financing – but also domestic work and care tasks, community economies, the commons, self-production and non-monetarised exchange**, among others. Furthermore, all societies should tend towards achieving integrated sustainability, which takes into consideration, in addition to economic sustainability, putting life at the centre, so that in this way people can advance towards a more just and environmentally-friendly society, taking into account the biophysical limitations to which we are subject.

PLURAL ECONOMY

The plural economy is an economic system that is characterised by a combination of spheres (the domestic, the reproductive economy; the public, the productive economy) and different forms of ownership of production media (private, cooperative, associative, state, communal), of types of resources (monetary and non-monetary), of stakeholders (workers, investors, consumers and users, authorities, etc.), of forms of distribution (market, reciprocity, redistribution, self-consumption, etc.) and of human motivations (service, personal self-fulfilment, resolving of needs, profit, etc.) which in one way or another are placed at the service of the common good.

Considering the plural economy, as it is in reality, allows a set of economic practices to emerge that are highly valuable for achieving the sustainability and social justice that until now were dismissed or simply made invisible.

The change in socio-economic model being promoted by Barcelona City Council aims to advance towards a conception of plural economy that implies:

- Democratising the **infrastructure of common resources** (water, land, energy, knowledge etc.) that must be managed by society, or in cases where this is not possible, by the authorities.
- **Subordinate the market to the demands of the common good** and, consequently, regu-

late it democratically, from the local, regional and national governments and citizens themselves alike.

- Promote a **de-monetarised economy**, based on the principles of reciprocity and self-consumption.

In turn, public policy must balance the weight of the different economic agents that make up the productive economy:

The **private sector**, whose main driving force is the generation of monetary profitability, and is made up of traditional commercial companies.

The **public sector**, which prioritises the satisfaction of needs and in turn is developed through:

- The **institutional sub-sector**, made up of the public authorities, as well as state-owned, regional and municipal companies, that in all cases are governed by public institutions under the control of democratically elected representatives.
- The **social sub-sector**, formed by the companies and organisations of the SSE.

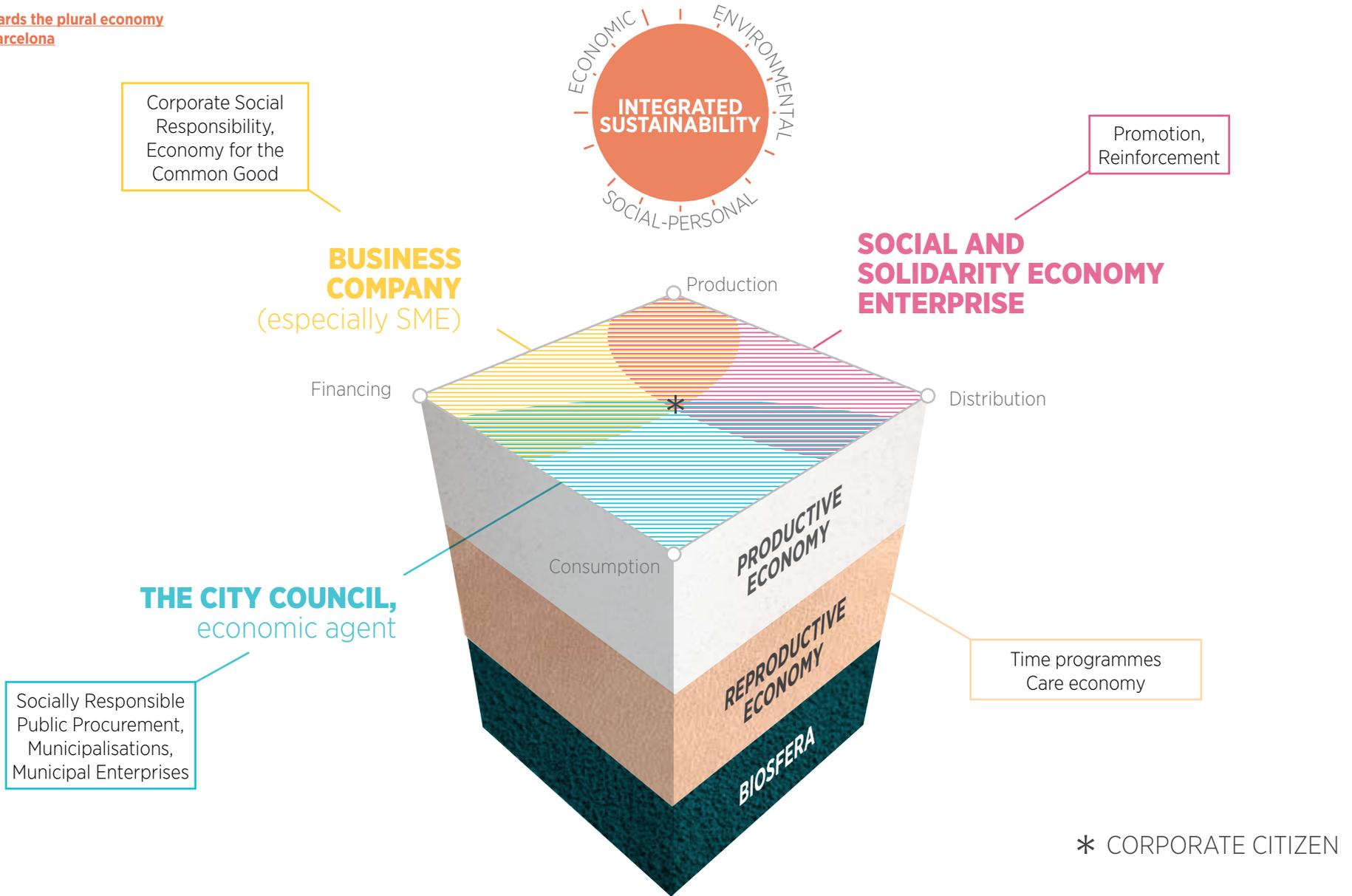
Las actividades de todos los sectores deberían adecuarse progresivamente a unos estándares ecológicos y sociales en el marco establecido por una fiscalidad orientada a la redistribución, y deberían generar un mayor retorno social y ambiental mediante bonificaciones, exenciones e impuestos.

CORPORATE CITIZENS

In the same way that it is expected that people residing in the municipalities look after what is shared and become involved in the territory to construct cities worth living in, we must be capable of **demanding that enterprises show citizenship**. “A corporate citizen is a company that acts with a spirit of **co-development with its environment** and recognises that it is responsible for its future. A corporate citizen is a company that declares solidarity with the fate of the community in which it lives. The corporate citizen cannot replace other sectors of society, but works with them, adopting a spirit of collaboration” (*Carta de la empresa ciudadana*, 1992). The corporate citizen, in addition to generating products and services that are useful for people, and selling or loaning them at a fair price, also generates economic and socio-cultural surpluses that are distributed in a participatory and equitable way between all its members, the company itself and society.

Therefore, **appealing to companies in Barcelona to become corporate citizens** will be the orientation of public policies.

Towards the plural economy in Barcelona



SOCIO-ECONOMIC TRANSFORMATION

Given that economic activity exercises a function in society and benefits from its structures (and infrastructures), a company must establish a bond of co-responsibility and play a proactive role in the palliation of inequalities. It is no longer possible to give a response to emergencies arising from the structural crisis that is not included in a **strategy for social transformation in the medium and long term**. This strategy must be accompanied, necessarily, by an integration of social policies – which consider production and consumption as a question of economics and shortages as a social question – and of economic policies.

We cannot limit ourselves to employment policies; the **SSE holistically integrates everything that enables life** and that is, in today's commoditised society, pervaded by an individualist, patriarchal, productivist and capitalist view. Consumer cooperatives, housing cooperatives, self-managed child-rearing spaces, time banks, exchange markets and community market gardens are also part of the SSE. All of these proposals play a fundamental role in the empowerment of the people forming part of them, weaving bonds between them and with the territory. The SSE has the capacity to deconstruct the way in which we face the world on a daily basis, while constructing alternatives. The SSE can be a very appropriate tool for an economic intervention that constitutes an **economic space of proximity**: the territorial connection of its members, the employment of local

resources, the tendency towards establishing networks through inter-cooperation and resistance to relocation.

Promoting the SSE in the city demands **the strengthening of those organisations already working in connection with their territory**, enhancing the reduction of inequalities and social change and, also, encouraging many other cities to do the same. The sector must be promoted, not only as a proposal for labour improvements, but also as a **tool for social transformation that is key in reducing inequalities and satisfying needs**. Thus, the policies that will be implemented will not be simply economic, but socio-economic. Furthermore, the relationship between the authorities and the SSE must be two-way: not only must it give a response to the sector's needs, but the authorities themselves must be pervaded, cross-departmentally, by the values of the SSE.

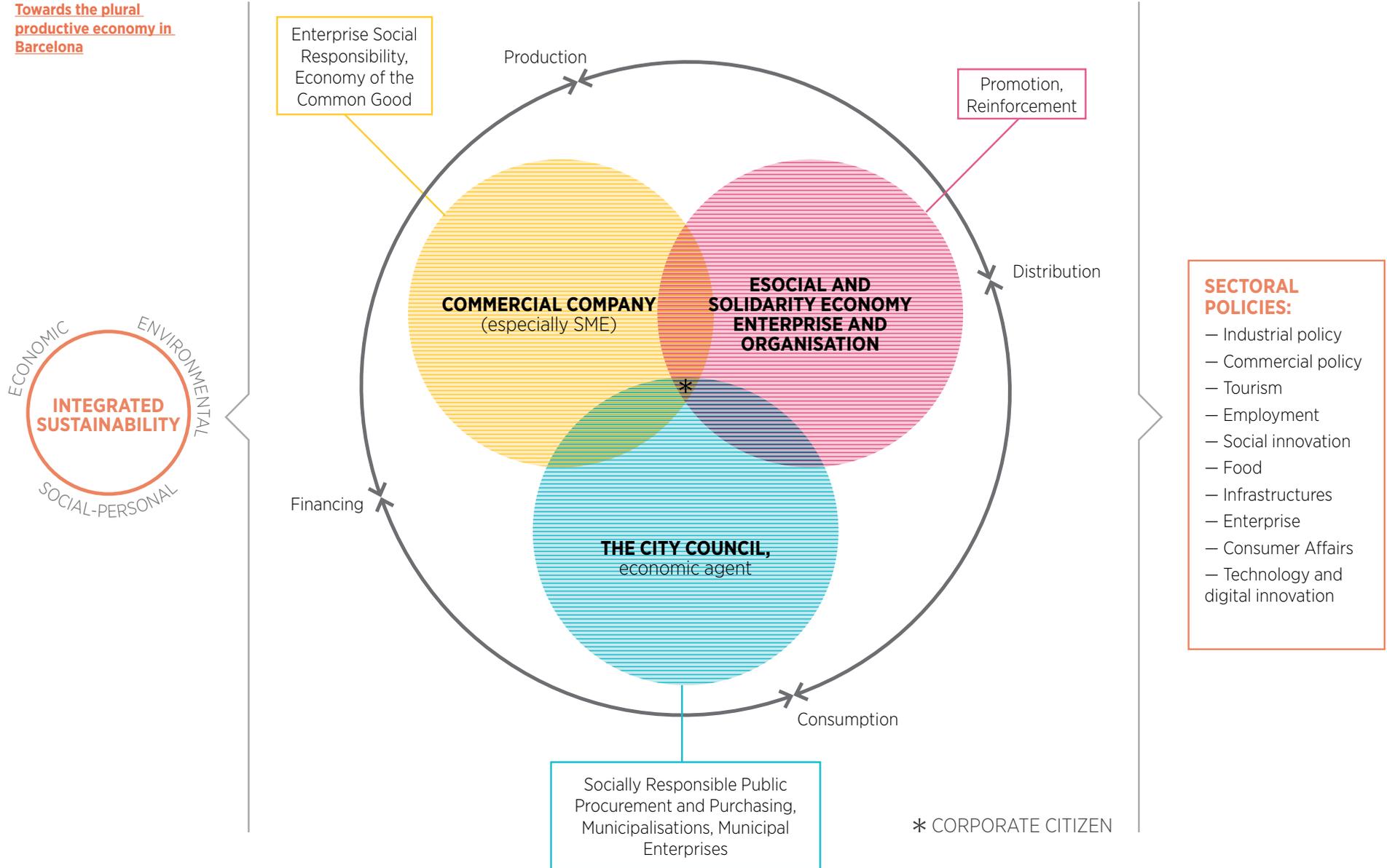
The SSE and local development can interact in a useful way if they are rolled out conceptually and operatively with an explicit desire for transformation: the first, by specifying in its practice **cooperative values**; the second, by identifying local development with **endogenous development**. Both, in consequence, construct new realities under the model of **integrated sustainability**: ecological, social-personal and economic, in this order, each of which depends on the one before it.

To be able to give a response to these social needs, a **new socio-economic model** must be promoted that is guided by the following **values: cooperation, quality of life, sustainability and equity**. Cooperation must become the guiding principle of our society, assuming that no form of life is possible without any bonds with others, and understanding it also as an everyday practice. Quality of life implies guaranteeing sufficiency for citizens, both in a material and an immaterial sense, of everything that enables their growth as people. Sustainability implies the adaptation of the economic sphere to the biophysical limits of the planet. Finally, equity is the balanced distribution of wealth and of the work necessary to produce it.

The application of these values should lead to a reorientation of the economy in four directions:

- **Regeneration of the financial and monetary system**, so that it serves the productive economy and not rentier capital.
- **Reorientation of the productive economy**, so that it prioritises satisfying needs and is less determined by criteria such as investment profitability or economic growth.
- The **visibility, accountability and equitable distribution of the reproductive economy**; i.e., domestic and care work.
- The **conversion of our forms of production and consumption** towards a society with low energy and resources consumption and low waste generation.

Towards the plural productive economy in Barcelona



IMPETUS PLAN FOR
THE **SOCIAL AND
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2016 - 2019



Ajuntament de
Barcelona

Economia
Cooperativa,
Social i Solidària
i Consum