

We're working for a more local economy

Barcelona Activa
Local Development Strategy
2018-2019



Ajuntament de
Barcelona



Barcelona
Activa

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Executive Department for Local Social
and Economic Development

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01. The context: socio-economic inequalities in Barcelona's districts and neighbourhoods

Economic development in Barcelona is unequally distributed among the 10 districts and 73 neighbourhoods that make up its territory. If we take a sample of socio-economic-development indicators, we can see that the city is divided into two groups of areas; **one made up of the six districts with a per capita income below the average, representing three fifths of the city's population:** Nou Barris, Sant Andreu, Sants-Montjuïc, Horta-Guinardó, Ciutat Vella and Sant Martí; and **another made up of the four districts with a higher per capita income representing 38.2% of residents in Barcelona** (Sarrià-Sant Gervasi, Les Corts, Eixample and Gràcia). In addition, if we focus on the neighbourhood level, we can see how the twenty neighbourhoods with worse development indicators are concentrated in the first group of districts, within which there are notable contrasts.

An analysis of the territorial distribution of variables such as disposable household income, level of education and percentage of people attended to by Social Services, shows that the six above-mentioned districts have a lower level of income in relative terms, are more intensely affected by unemployment, present a lower level of education and house a larger proportion of people at risk of social exclusion, when compared to the second group of districts.

The districts with lower levels of income — despite representing 61.8% of the city's entire population — **only have 45% of Barcelona's aggregate disposable household income. Moreover, they account for 70% of the unemployed, close to 70% of people with a low level of education and over 70% of people attended to by social services.**

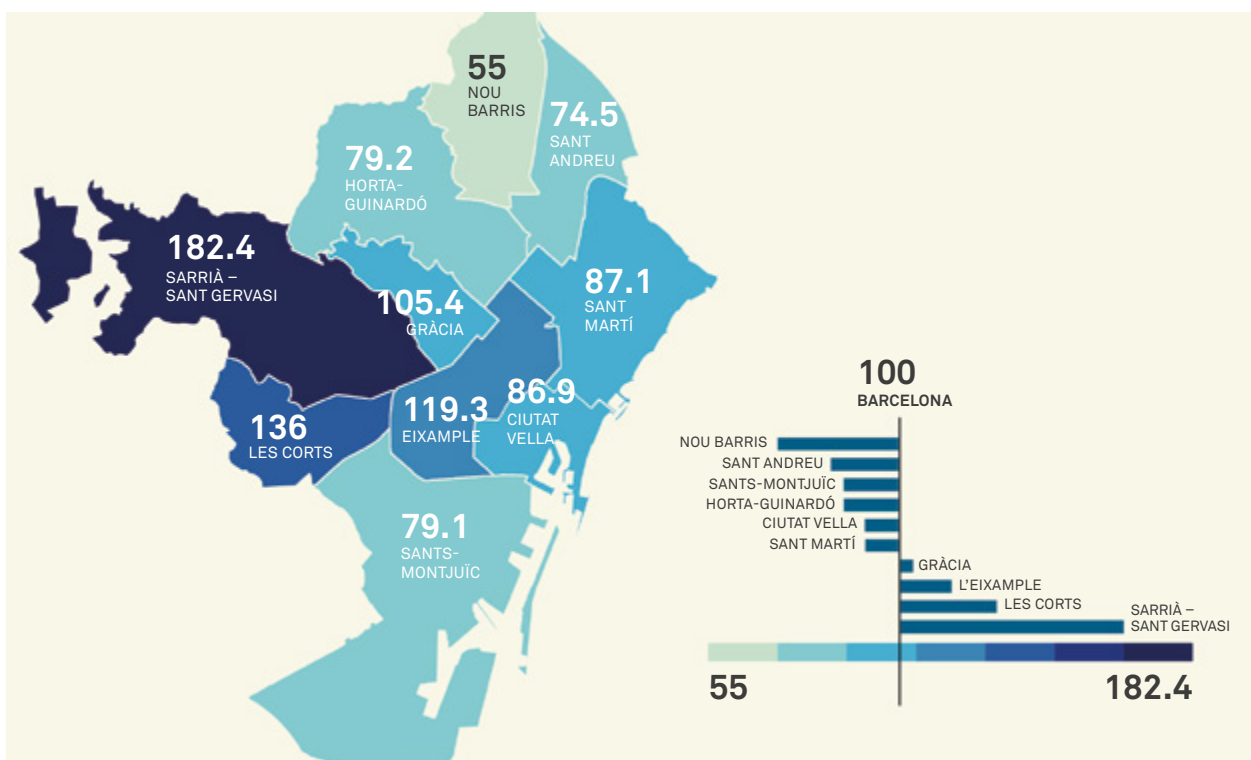
01.1. DISPOSABLE HOUSEHOLD INCOME

The city's estimated average *per capita* disposable household income (DHI) is 20,757 (2016). A figure that varies between the 37,852 euros of Sarrià – Sant Gervasi, the district with the highest value, and the 11,427 euros of Nou Barris, the district with the lowest value. The income in the first of these two areas is almost twice that of the city's average, whereas in the latter, it is less than half.

Table 1. Per capita DHI in Barcelona (€/year) and 2016 index

District	Per capita DHI in 2016 (€/year)	2016 DHI Index BCN = 100	DHI index variation 15/16 (p. p.)
Ciutat Vella	18,045	86.9	1.4
Eixample	24,767	119.3	3.5
Sants-Montjuïc	16,409	79.1	1.0
Les Corts	28,237	136.0	-2.3
Sarrià – Sant Gervasi	37,852	182.4	-5.6
Gràcia	21,875	105.4	-0.4
Horta-Guinardó	16,436	79.2	-0.4
Nou Barris	11,427	55.0	1.2
Sant Andreu	15,459	74.5	1.7
Sant Martí	18,077	87.1	0.6
Barcelona	20,757	100.0	100.0

Figure 1. Disposable household income per district in Barcelona. 2016 (Barcelona Average = 100)



Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council.

The DHI distribution between the city's areas reflects an imbalance between the districts below and above the average income (index = 100). **Nou Barris, Sant Andreu, Sants-Montjuïc, Horta-Guinardó, Ciutat Vella and Sant Martí** are, in order, the six districts with the lowest household incomes, with below-average values. By contrast, the group made up by **Sarrià - Sant Gervasi, Les Corts, Eixample and Gràcia** are the districts with the highest incomes, with values above the city's average.

Table 2. Evolution of the territorial distribution of disposable household income in Barcelona by district. 2008-2016

District	BCN Income Tax Index = 100			Variation for 08/11	Variation for 11/16	Variation for 08/16
	2008	2011	2016			
Ciutat Vella	71.1	76.4	86.9	5.3	10.5	15.8
Eixample	114.9	111.8	119.3	-3.1	7.5	4.4
Sants-Montjuïc	80.7	76.3	79.1	-4.4	2.8	-1.6
Les Corts	140.0	139.0	136.0	-1.0	-3.0	-4.0
Sarrià - Sant Gervasi	177.6	176.1	182.4	-1.5	6.3	4.8
Gràcia	103.2	104.9	105.4	1.7	0.5	2.2
Horta-Guinardó	86.7	79.1	79.2	-7.6	0.1	-7.5
Nou Barris	70.1	59.4	55.0	-10.7	-4.4	-15.1
Sant Andreu	82.5	73.0	74.5	-9.5	1.5	-8.0
Sant Martí	87.5	80.7	87.1	-6.8	6.4	-0.4
Barcelona	100.0	100.0	100.0	-	-	-

Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council. *Per capita* distribution of disposable household income in Barcelona, 2016.

The inequality of wealth between these two district groups is not recent although it worsened during the years of the economic crisis. If we look at the data since the start of the crisis (2008), we can see that the members of the districts' groups with higher and lower incomes are the same as in 2016. The only noticeable change is in the order and occurs within the least wealthy districts, where Ciutat Vella rises three places and Horta-Guinardó and Sant Andreu drop one and two places respectively. What is more, **differences in income have widened: the distance between the districts with the highest and lowest incomes, Sarrià – Sant Gervasi and Nou Barris respectively, has increased.** Between 2008 and 2016, five of the districts with the lowest DHIs have seen their income drop in relative terms, whereas three of the four with the highest DHIs have seen theirs rise. Only Les Corts and Ciutat Vella fail to follow their district group's trends. Likewise, a halt to the widening inequalities (measured as distance between the extremes) was shown in 2016, already detected in 2015 and continued in 2016.

Table 3. Ordering of districts according to the index of *per capita* disposable household income in Barcelona's districts, 2008–2016. DHI Index = 100

District	2008		2016	District
Sarrià – Sant Gervasi	177.6	↔	182.4	Sarrià – Sant Gervasi
Les Corts	140.0	↔	136.0	Les Corts
Eixample	114.9	↔	119.3	Eixample
Gràcia	103.2	↔	105.4	Gràcia
Barcelona	100	↔	100	Barcelona
Sant Martí	87.5	↔	87.1	Sant Martí
Horta-Guinardó	86.7	↔	86.9	Ciutat Vella
Sant Andreu	82.5	↔	79.2	Horta-Guinardó
Sants-Montjuïc	80.7	↔	79.1	Sants-Montjuïc
Ciutat Vella	71.1	↔	74.5	Sant Andreu
Nou Barris	70.1	↔	55.0	Nou Barris

Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council.

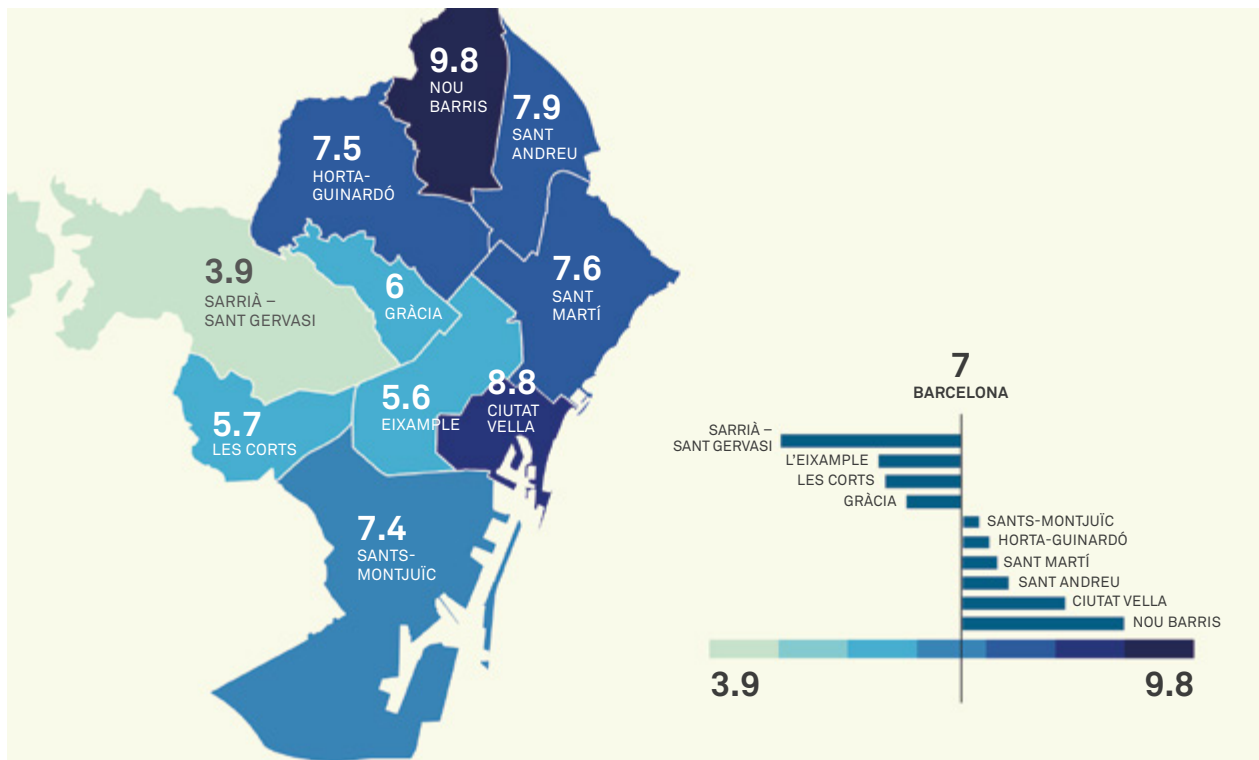
01.2. REGISTERED UNEMPLOYMENT

The average percentage of people in Barcelona without a job out of the total population aged 16 to 64 was 7% in March 2018. The distribution of unemployment is an indicator of economic development (or lack of such development) in the city's various districts. The intensity of the phenomenon of unemployment is having an adverse effect on the DHI: **the six districts with the lowest incomes are the ones that are presenting higher-than-average unemployment indicators** (in the following order: Nou Barris, Ciutat Vella, Sant Andreu, Sant Martí, Horta-Guinardó i Sants-Montjuïc); by contrast, **the four districts with the lowest income are the ones with the lowest recorded levels of unemployment** (Sarrià – Sant Gervasi, Eixample, Les Corts and Gràcia). Nou Barris, the district with the highest rate of unemployment, has an unemployment rate among the total working age population that is 2.5 times higher than that of Sarrià – Sant Gervasi, the area with the lowest unemployment rate in the city.

The six districts with the lowest income are home to 71.5% of the city's unemployed residents.

If we make a list of the districts according to absolute number of unemployed people, we can see that the districts with the lowest incomes occupy five of the top six places.

Figure 2. Registered unemployment among population, aged 16 to 64, per district (%). March 2018



Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council.

Table 4. Registered unemployment per district. March 2018

District	Registered unemployment in March 2018	Rate / BCN (%)	Year-on-year variation (%)
Ciutat Vella	6,709	9.04	-3.0
Eixample	9,834	13.25	-1.6
Sants-Montjuïc	9,020	12.15	1.1
Les Corts	2,854	3.84	0.6
Sarrià – Sant Gervasi	3,556	4.79	-6.5
Gràcia	4,809	6.48	-6.9
Horta-Guinardó	8,005	10.78	-7.9
Nou Barris	10,242	13.80	-6.1
Sant Andreu	7,417	9.99	-8.5
Sant Martí	11,785	15.88	-8.0
Barcelona	74,239*	100	-6.9

Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council.

* In the total of registered unemployed people in Barcelona for March 2018, nine people were counted who did not reply.

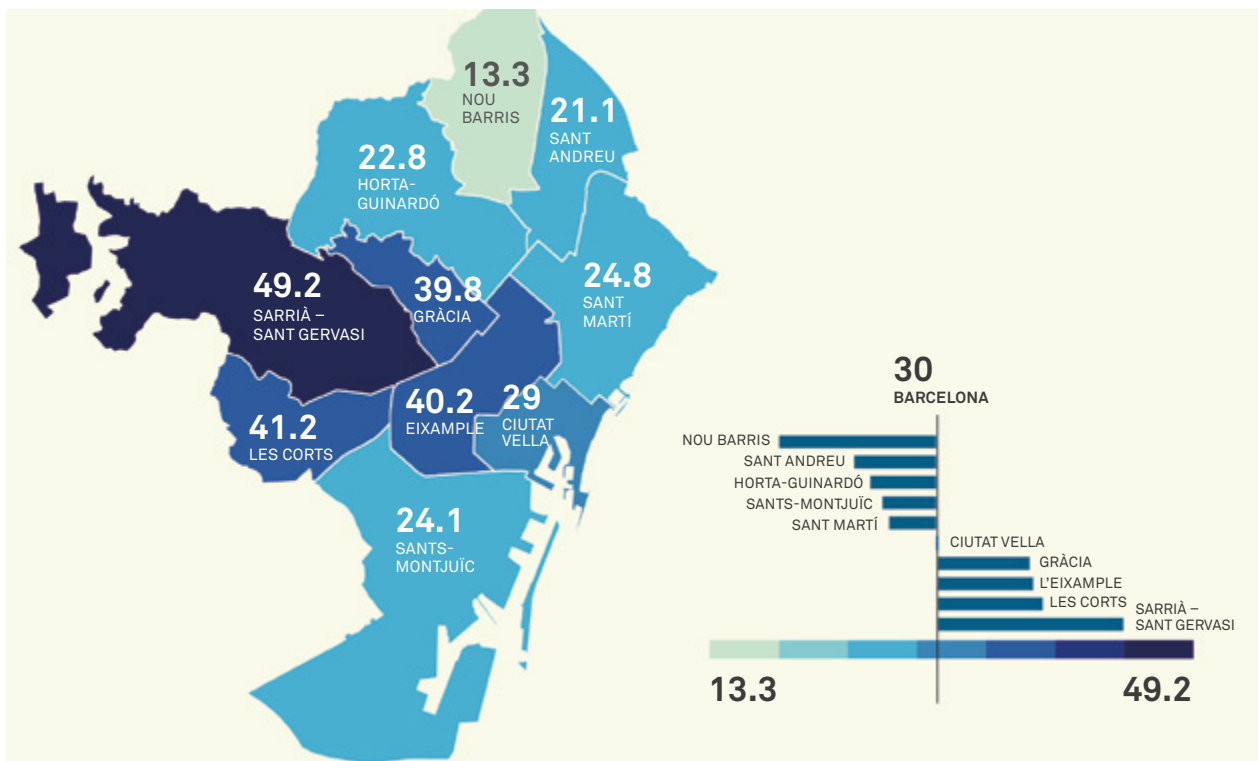
01.3. LEVEL OF EDUCATION

The territorial distribution of level of education also shows a contrast between the districts with higher and lower incomes. This is how Sarrià – Sant Gervasi, Les Corts, Eixample and Gràcia record a percentage of people with a university education and higher-level vocational training (HLTCs) oscillating from 49.2% to 39.8% of the district's population (between ten and twenty points above the city's average). By contrast, **Nou Barris, Sant Andreu, Horta-Guinardó, Sants-Montjuïc, Sant Martí and Ciutat Vella are below the average**, with percentages varying from 13.3% to 29%. If we compare the extremes, percentage of people with higher level education in Sarrià – Sant Gervasi's (49.2%) is 3.7 times higher than that of Nou Barris (13.3%).

We can observe an opposite trend when we analyse the proportion of people without university studies or HLTCs: residents in districts with lower incomes have a lower level of qualifications, while residents with higher incomes have a higher level. **Close to 70% of the population with a level of education below HLTC live in the least developed districts.** Five of these districts (apart from Ciutat Vella) appear among the six that have more people with a medium or lower training level.

The most usual resident profile in the low-income districts is that of someone who has completed their compulsory secondary-education studies (45% of the total). In the other four districts, by contrast, this profile is considerably less frequent than a person who has completed their HLTC or university degree: close to 30% of local residents had only completed their compulsory educational stage, whereas around 40% had higher studies.

Figure 3. Population with a university degree or HLTCs (% / district total). 2016



Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council.

Table 5. Population per district and level of education. Total percentages per district. 2016

District	Town or City	No university level education or HLTCs	Non-university or HLTC rate /district	Non-university or HLTC rate /Barcelona (%)
Ciutat Vella	89,056	62,004	69.6%	6.5%
Eixample	233,570	136,732	58.5%	14.3%
Sants-Montjuïc	158,562	117,961	74.4%	12.3%
Les Corts	70,848	40,676	57.4%	4.3%
Sarrià – Sant Gervasi	123,087	60,125	48.8%	6.3%
Gràcia	105,578	62,321	59.0%	6.5%
Horta-Guinardó	145,604	110,197	75.7%	11.5%
Nou Barris	141,935	120,595	85.0%	12.6%
Sant Andreu	125,710	97,222	77.3%	10.2%
Sant Martí	200,454	147,777	73.7%	15.5%
Barcelona	1,394,404	955,610	68.5%	100%

Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council.

01.4. PEOPLE ASSISTED BY SOCIAL SERVICES

The distribution of people at risk of social exclusion per district follows a similar pattern to that of the above variables. **Over 70% of the people assisted by social services are local residents from the districts with lower-than-average incomes.** Five of these districts are among the six territories with the largest population in a situation of social risk or at risk of exclusion.

The six territories with the lowest DHI present percentages of assistance from the municipal social services higher or very close to the city's average (in order, Ciutat Vella, Nou Barris, Horta-Guinardó, Sants-Montjuïc, Sant Martí and Sant Andreu). By contrast, the four with the higher DHIs recorded clearly below-average values (Sarrià – Sant Gervasi, Les Corts, Eixample and Gràcia). In the case of the first group of districts, the percentage of people assisted by social services was between 4.7% and 8.7%, although in the second the proportions varied between 1.5% and 4.6%. In relation to the data from 2015, a slight drop in the number of people assisted by social services can be observed, reductions which were more notable in the districts with higher DHIs (Sarrià – Sant Gervasi and Eixample) with the exception of Les Corts, which recorded a slight increase, together with Horta-Guinardó, the latter belonging to the group of districts with lower DHIs.

Table 6. People assisted by social services. 2016 percentage and out of the total number of people assisted in the city

District	People assisted by social services (2016)	% people assisted by social services (2016)	Year-on-year variation: 2015/2016	% /Barcelona
Ciutat Vella	8,721	8.7%	0.0%	11%
Eixample	10,123	3.8%	-0.4%	13%
Sants-Montjuïc	9,861	5.4%	-0.2%	13%
Les Corts	2,890	3.5%	0.2%	4%
Sarrià – Sant Gervasi	2,255	1.5%	-0.8%	3%
Gràcia	5,518	4.6%	-0.1%	7%
Horta-Guinardó	9,204	5.5%	0.1%	12%
Nou Barris	11,523	7.0%	-0.2%	15%
Sant Andreu	6,860	4.7%	-0.2%	9%
Sant Martí	11,073	4.7%	-0.3%	14%
Barcelona	78,028	4.8%	-0.3%	100%

Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council.

Table 7 summarises the main socio-economic indicators by district. As can be seen, level of disposable household income and level of education are inversely proportional to the rate of unemployment and people assisted by social services. Therefore, the higher the DHI, the higher the level of education and lower the rate of unemployment and percentage of people assisted by social services in the districts and neighbourhoods.

Table 7. Summary of socio-economic indicators by district

District	RFD (2016)	Unemployment rate (16-64) (March 2018)	% people assisted by social services (2016)	% university education or CFGS (NVQ) (2016)
Ciutat Vella	86.9	8.8	8.7%	29.0%
Eixample	119.3	5.6	3.8%	40.2%
Sants-Montjuïc	79.1	7.4	5.4%	24.1%
Les Corts	136.0	5.7	3.5%	41.2%
Sarrià – Sant Gervasi	182.4	3.9	1.5%	49.2%
Gràcia	105.4	6.0	4.6%	39.8%
Horta-Guinardó	79.2	7.5	5.5%	22.8%
Nou Barris	55.0	9.8	7.0%	13.3%
Sant Andreu	74.5	7.9	4.7%	21.1%
Sant Martí	87.1	7.6	4.7%	24.8%
Barcelona	100.0	7.0	4.8%	30.0%

Source: Prepared by the Department of Studies at Barcelona City Council's Manager's Office for Economic Policy and Local Development, based on data from the Technical Programming Office at Barcelona City Council.

If we go down to the neighbourhood level, we can see that the most economically disadvantaged neighbourhoods are located within the six lowest-income districts in the city. If we analyse the DHI variables, rate of unemployment among the working-age population, level of education and percentage of people assisted by social services, we find that the 20 worst results are in neighbourhoods in these six districts, with one exception (in people assisted by social services the El Coll neighbourhood, in the Gràcia district, would also be in this group).

02. Towards a local economic development model

02.1. FROM HOMOGENEITY TO HETEROGENEITY

Economic-promotion policies in Barcelona require a non-homogeneous approach from a territorial point of view. Heterogeneity in the city's areas requires Barcelona's holistic image to be replaced with another that takes into account, when it comes to generating economic development, both the needs and the opportunities found in each of the districts and neighbourhoods of which it is comprised. A new perspective is needed that recognises Barcelona as territorially plural and diverse in its distribution of economic assets, as well as territorially unequal in its distribution of economic activity, income and employment.

Barcelona's heterogeneity can be seen in its socio-economic indicators, which reflect **unequal living conditions in the city**. As we have shown, districts with levels of income below the city's average have higher rates of unemployment, a higher percentage of people assisted by social services and a lower percentage of people with university degrees or HLTCs.

Of course, **the city's heterogeneity goes beyond socio-economic inequalities**, since Barcelona is also diverse in its distribution **of assets for economic development**. Assets which are sometimes the reason for inequalities between areas (tourist-interest cultural heritage), but which sometimes also constitute **opportunities for creating economic activity rooted in the area**; such as the existence of an involved community network, geographic positions with potential (access to the Collserola mountain range, the Port, areas undergoing urban-planning transformation); areas with an important presence of associated commerce, with a cooperative tradition or an extensive network of social- and solidarity-economy associations; areas with unused facilities or spaces and which are available for implementing economic-promotion initiatives; neighbourhoods with industrial estates or business associations conscious of the need to improve the environment.

Barcelona Activa, as a municipal company tasked with furthering economic policies and local development, is spearheading a paradigm shift and proposes a **new locally focused economic-development model**.

A new model created to add a third goal to economic-promotion policies in the city. The first being to attract investments and talent, the second to promote internationalisation and the third: **to generate "self-orientated" economic development**, which, based on endogenous assets found in the city, is led by its areas' socio-economic players, on the basis of the relational dynamics established between them.

This new model puts the emphasis on needs and opportunities from a territorial perspective, taking into account the potential of the neighbourhoods and districts making up the city, and therefore, by highlighting its diversity and unequal distribution of economic assets, income and employment.



02.2. A PLURAL LOCAL ECONOMY

Local development, as public policy, has extended the approach proposed by the classic paradigm in economics, which limits its function to resolving needs based on the allocation of scarce resources, governed by the rule of supply and demand and guided by the incentive of profits.

The new local development model is based on the plural economy because, in addition to the traditional paradigm, **it incorporates a new economic paradigm**: that of the social and solidarity economy.

The plural economy is being developed under conventional (e.g. trading companies) and unconventional forms (e.g. social-economy, community-economy, collaborative-economy cooperatives, companies and entities) and presents diverse goals: generation of income/profits, creation of well-being and development, transformation of socio-economic relations, among other things. A paradigm that is based on the principle according to which the productive economy would not be possible if it did not rest on two additional layers: the reproductive economy and natural ecosystems.

Economic activity in districts and neighbourhoods has to be **compatible with and respectful** towards other human activities (social, cultural, civic) or local residents' needs (housing, use of public space), as a means of integrating itself as a constructive and enriching element in the area.

Generating a balanced economy that avoids producing negative externalities such as gentrification, loss of commercial diversity and increased prices for accessing commercial premises, is a core element in this new model.

In short, it is about promoting a **local economy**: a new type of economic activity that has a positive impact on neighbourhoods and districts, either because it helps to meet the needs of each area (by creating well-being on a micro level, perceptible to its residents), because it exploits its assets (by valuing the endogenous capital that creates identity) or because it comes from the leadership of people or economic players involved from the area's development (community leadership).

02.3. AN ECONOMY AT THE SERVICE OF THE PEOPLE

The new local economic development model puts **local residents at the centre**, insofar as economic activity has a direct effect on people's lives and environment. The level of economic dynamism in this environment and the basis on which this dynamism is built have a decisive influence on personal development, generation of wealth, reduction of inequalities and guarantee of opportunities. A model which is specifically aimed at new collectives and incorporates new socio-economic players involved in the area's development.

The new development model's priorities will focus on:

- Paying greater attention to the long-term unemployed, especially those with a low level of education who hardly use municipal services.
- Tackling the situation of people working in insecure employment conditions, often not included in local-development policies.
- Broadening the capacities/potential of shops, local services and, in general, businesses with added value for the area, by highlighting their comparative advantages and recognising their role in creating territorial coexistence and cohesion.
- Strengthening and creating social- and solidarity-economy enterprises and entities, essential players in the development of new economic forms and practices.
- And, in general, promoting all the entities that carry out initiatives for stimulating employment or territorial economic promotion.

These priorities are aimed at incorporating all the socio-economic players involved in the development of the city's districts and neighbourhoods. Economic and social players — whether public, private or community — will also become the beneficiaries of this model which values and strengthens them as economic-development creation sources.

We are talking about players such as the following:

- Local-resident entities and platforms.
- Associations, foundations and, in general, entities involved in the area's development.
- Entities, boards or networks promoting employment in neighbourhoods.
- Social- and solidarity-economy entities and groups.
- Associated-commerce entities.
- Second-degree business entities.
- Union organisations.
- Municipal operators: territorial (district) authorities and economic-promotion operators (Barcelona Activa, Department of Commerce, Department of Tourism and Events, Cooperative, Social and Solidarity Economy Services and Consumer Affairs Department).

Generating ;local economy necessarily involves **changing the role traditionally played by the municipal Authority** in this area. Moving from a classic authority role (provision and decentralisation), where the public sector acts as a public-services provider and decentralises its policies from top to bottom under symmetry and uniformity criteria, to another role where the Authority also acts as a facilitator of other players' processes and adapts its intervention according to the needs and potential of areas it regards as heterogeneous in nature (**facilitation and adaptation to the territory**), generating co-production processes with the players involved.

02.4. DISTANCE BETWEEN THE PUBLIC AND PUBLIC SERVICE

The local development proposed by Barcelona Activa aims to **minimise the distance between the public and public service**, following the path taken by other public policies in the fields of health care, security and the social services.

The local-development policies' approach aims to **address new population sectors and socio-economic players with an offer of initiatives**, services and programmes that are adapted to their needs and expectations. The aim then is **to break down possible barriers arising from a three-fold distance from the public: physical, methodological and communicative**. And to commit to drafting policies jointly with citizens, through co-decision and co-creation processes.

1. Physical distance

This refers to the lack of geographical proximity of a large part of the services and programmes to the place of residence or main activity of the people and socio-economic players. The dynamics of centralising local-development resources in the city over the years has resulted in increased distances with regard to some territories. A distance which has sometimes created an additional cost to collectives with lower incomes (having to take public transport to be assisted) and sometimes acted as a disincentive to exploiting resources to the full (local shops and services lack the material time to travel far from their establishments).

2. Methodological distance

This is the distance in relation to two main elements: type of public leadership that the City Council has traditionally exercised in local development and lack of adaptation to the various realities of the city's areas. All too often economic-promotion resources have been deployed without taking sufficiently into account the heterogeneity of the city's areas and the people who live there. What is more, the Authority's role in designing new employment, entrepreneurship and enterprise services has been in response to a classic model where proposing services was the exclusive task of municipal experts, without the public or third-parties taking part in the materialisation of policies.

3. Communicative distance

This refers to the type of technical and specialist language used by the Authority which often does not help with knowledge of the services proposed or even creates access barriers, given that the target public feels ignored. In some cases, the use of digital communication channels, the design of some public facilities or excessively institutional messages get in the way of communication and the arrival of messages to certain collectives and/or areas. Channels need to be diversified, segmentation improved and messages adapted.

This strategy, then, is essentially aimed at reducing or minimising these barriers and distances, creating a physical, methodological and communicative proximity of the local-development services deployed by Barcelona Activa.

02.5. THREE LEVELS OF INTERVENTION FOR RESTORING THE TERRITORIAL BALANCE

Promoting economic activity based on territorial rebalancing means generating an economy that contributes towards reducing as far as possible the socio-economic inequality gap between areas, in accordance with municipal powers.

In addition to creating a new local-economic development model, Barcelona Activa aims to intervene more intensely in the economically disadvantaged districts and neighbourhoods. Helping to create economic progress in these areas is essential for reducing the distance between areas.

Access to local-development resources constitutes a right for all the city's residents and socio-economic players. Likewise, and given Barcelona's social and economic reality is diverse and unequal from a territorial point of view, the City Council has to ensure that, besides universal access, it makes a specific effort to increase the presence of these resources in the city's economically disadvantaged districts and neighbourhoods.

That is why this strategy provides for three levels of territorial intervention which respond on a three-fold scale (city, district and neighbourhood) through a variable allocation of tools and resources according to the needs of each case:

1. First level of territorial intervention: the city as a whole

Barcelona's ten districts define the first level of intervention in promoting a local development. Barcelona Activa's resources and tools are being deployed in territories in collaboration with the municipal structure of the districts and the key socio-economic players in each geographical area.

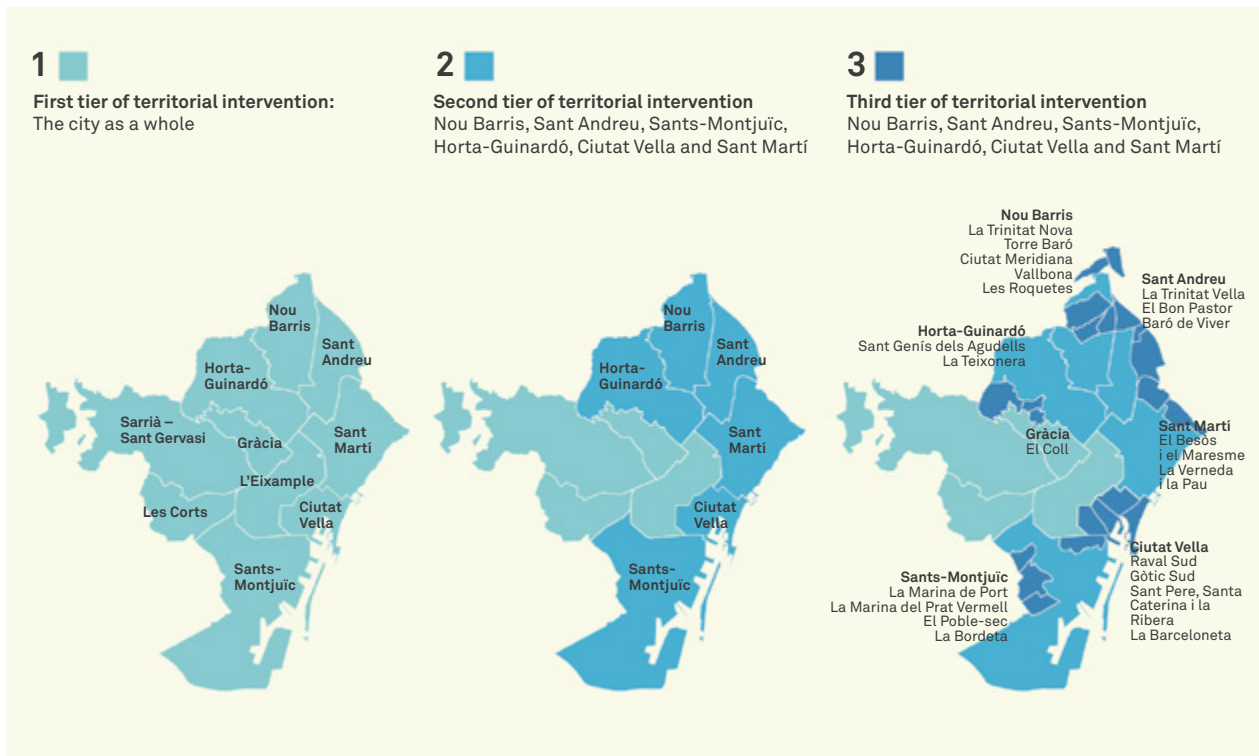
2. Second tier of territorial intervention: 6 districts with socio-economic indicators below the city's average

Nou Barris, Sant Andreu, Sants-Montjuïc, Horta-Guinardó, Ciutat Vella and Sant Martí make up the second tier of intervention, since they are the districts with the lowest level of economic development (see details in section 01). Barcelona Activa's resources and tools are being deployed in these areas with higher intensity, under economic-development plans (see details in section 04.1), always in collaboration with the municipal structure of the districts and the key socio-economic players in each geographical area.

3. Third tier of territorial intervention: 21 of the city's neighbourhoods and sub-neighbourhoods

Almost all those located in the six level 2 districts make up the third tier of intervention. This is one of the areas classed as "especially vulnerable" under two public-policy programmes: the Neighbourhood Plan, the municipal shock plan for generating development in 16 of Barcelona's neighbourhoods, and "Work in the Neighbourhoods", a programme launched by the Catalan Employment Service which, in Barcelona, intervenes in 12 disadvantaged neighbourhoods. Barcelona Activa's resources and tools are being deployed in these areas with additional human and financial resources arising from these two programmes which enable more specific initiatives to be implemented in line with the needs of the neighbourhood's geographical area.

Figure 4. Intervention levels



KEY IDEAS UNDER THE NEW ECONOMIC DEVELOPMENT MODEL

1. Promoting a local plural economy

- That provides for balanced economic activity: compatible with and respectful towards other human activities and local residents' need.
- That helps to meet each area's needs: generating well-being at a micro level that is perceptible by its residents.
- That harnesses and highlights district and neighbourhood economic assets.
- That can come from the leadership of people or economic and community players involved in the area's development.
- That takes account of and attends to the economy in its diverse forms, practices and invisible dimensions.

2. Promoting economic activity for restoring territorial balance

- That helps to reduce the socio-economic inequalities gap between areas.
- That intervenes more intensely in disadvantaged districts and neighbourhoods to create socio-economic progress.

03. Goals

Based on the city's socio-economic context, and with Barcelona Activa's aim of launching a new local-development paradigm to restore territorial balance, the main goals of this strategy are explained below:

1. To create a coherent and coordinated intervention framework in each area, taking pre-existing resources into account and determining new interventions based on detecting socio-economic needs and potential.
2. To design and implement new projects and initiatives that revitalise the economy in the districts and neighbourhoods and promote quality employment, helping to combat job insecurity.
3. To acknowledge and involve the socio-economic players in the areas, by boosting networking and the generation of public-private-social-community synergies.
4. To make Barcelona Activa's services more local, comprehensive and adapted to the needs of the people and the various socio-economic players at the territorial level.
5. To provide the areas with the resources for implementing programmes and initiatives that are appropriate to their needs, designed within the area itself.



04. New Measures

To achieve these goals, Barcelona Activa has launched a series of new measures that respond to the focus on working towards a plural local economic development and restoring territorial balance.

These measures are listed below.

04.1. DISTRICT ECONOMIC-DEVELOPMENT PLANS (EDP)

EDPs are roadmaps that cover a five year period, with strategic lines and measures related to local economic development for the district-level geographical unit. They are used for coordinating all the area's socio-economic policies and giving them coherence.

The goal behind these plans is to create a balanced and sustainable economic activity that is firmly established in areas and helps to meet the needs of local residents by coordinating a strategy with the players in each area. They are living tools under constant development which are aimed at exploiting any opportunities that may arise during their implementation.

The EDPs' final beneficiaries are, among others, and without establishing any order of importance: local commerce and services, the people who want to implement entrepreneurial initiatives for conventional and other economies, local residents who are unemployed, people who work in unstable job conditions, local enterprises and existing social- and solidarity-economy entities.

The EDPs have been launched in six Barcelona districts with below-average socio-economic indicators. This planning tool has started to be implemented, in line with the diagnosis presented in the first section, in Nou Barris, Sant Andreu, Sants-Montjuïc, Horta-Guinardó, Ciutat Vella and Sant Martí.

Every EDP consists of some ten strategic lines and forty measures divided into the five areas of the Municipal Action Plan's 2nd Cornerstone:

- a) Local development and economy
- b) Cooperative, social and solidarity economy
- c) A new public leadership
- d) Quality employment
- e) Sustainable tourism

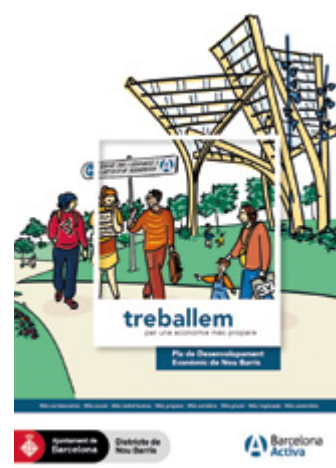
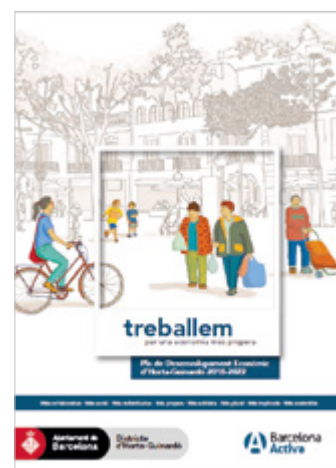
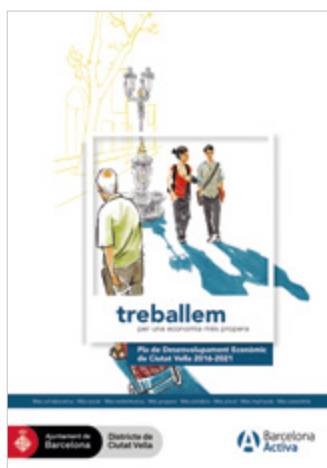
The annual budget for each EDP is between 1 and 2 million euros. A minimum budgetary allocation is expected from Barcelona Activa and the districts, although other municipal areas may finance the implementation of some of the measures provided for.

Each EDP is approved through a **coordination process** with districts (technical team and advisers) and the other relevant players in the area's social and economic ecosystem: first- and second-level social organisations, community plans, retailer associations, employment networks, companies and cooperatives, among others. The process, which lasts around four months, is not starting from scratch. It is enshrined in the Municipal Action Plan's 2nd Cornerstone and feeds off previous socio-economic diagnoses and data that are available on a district or neighbourhood scale.

The methodology for preparing each EDP is adapted to each area's needs and consists of a variable number of sectoral and territorial work sessions, interviews with key players and a feedback session. A document is shared during work sessions with proposed strategic lines and measures that are added to, amended or eliminated during two hours of discussions and debates.

The results stemming from the implementation of this strategy include:

- 6 EDPs approved and in operation for a period of five years.
- 57 strategies and 259 local development measures established in conjunction with the area's players.
- 6 governance spaces in local development with the area's players taking part.



RELATIONSHIP BETWEEN DISTRICT ECONOMIC DEVELOPMENT PLANS AND THE NEIGHBOURHOOD PLAN

EDPs are roadmaps covering a five-year period that are aimed at coordinating and giving coherence to all the economic-promotion policies in the area. They are focused on *district-level* geographical units and, above all, the six that present the worst socio-economic indicators. Their approximate annual budget is 9.25 million euros.

The **Neighbourhood Plan** is an extraordinary programme for reversing inequalities in 16 neighbourhoods from the 6 above-mentioned districts, by intervening more intensely, not just in the area of economic promotion but also in relation to social rights, education and urban ecology. It will last for 8 years and has an overall

budget of 150 million euros. The **Plan's 16 neighbourhoods** are: El Besòs i el Maresme; El Bon Pastor and Baró de Viver; la Verneda i la Pau; Trinitat Vella; Les Roquetes; Trinitat Nova; Zona Nord; Sant Genís dels Agudells and Teixonera; La Marina; El Raval sud and El Gòtic sud.

The EDPs make up the economic-promotion initiatives contained in the various neighbourhood plans, ensuring the coherence of the various levels of intervention. Their implementation is coordinated in governance spaces in the six districts and in accordance with a coordinated model which the districts, Foment de Ciutat and Barcelona Activa take part in.

04.2. NEW FUNDING TOOLS

Economic resources are the key to enabling the coordination of projects that revitalise the local economy in neighbourhoods and districts. That is why two new funding tools have been launched which will help to activate these types of projects and which are aimed at supporting and recognising the socio-economic players that promote them. We are starting from the supposition that all these players are actively contributing towards the city's local development.

04.2.1 "Impulsem el que fas" [We promote what you do] programme to provide a socio-economic boost to the area

The purpose to this programme is to provide economic support for new or existing projects aimed at improving the neighbourhoods' economic situation. Unlike other municipal calls, the percentage funded may reach as much as 80% of the project's total budget, with a maximum of 50,000 euros.

The funded projects can be in one of several categories: entrepreneurship and enterprise in the areas, employment, community economies and social innovation, digital social innovation, responsible tourism and establishing economic activities in ground-floor premises.



"Impulsem el que fas", 2017 edition.



"Impulsem el que fas", 2018 edition.

The first “Impulsem el que fas” call was made in 2017 (with 99 projects funded with a total of 2.8 million euros) and a second call is expected in 2018 with an initial budget of 1.6 million euros.

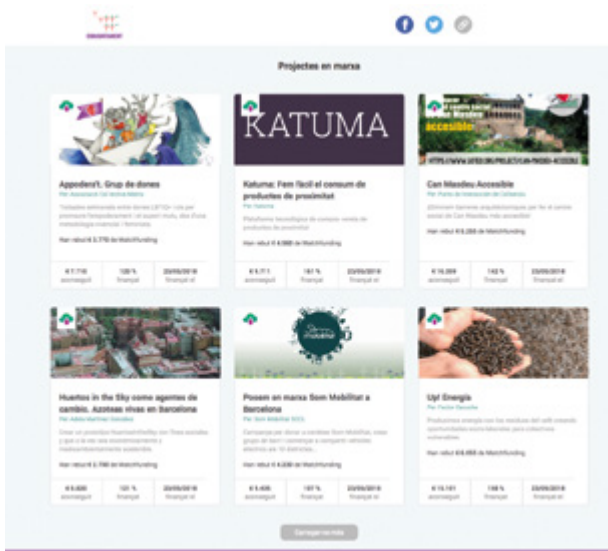


04.2.2 “Conjuntament” matchfunding project

The programme is aimed at supporting socio-economic projects through a new channel that combines public funding with crowdfunding. For every euro that a third party contributes to the participating projects, the City Council will match the amount up to an established maximum per project.

This is the first time Barcelona City Council is trying out this new public-funding mechanism that aims to support projects previously backed by a “community” interested in funding them. So transparency and co-responsibility are guaranteed in the process, because it is this community that provides the first and most important filter.

More specifically, the first “Conjuntament” matchfunding campaign is aimed at launching socio-economic projects linked to the areas in the social, educational and agro-ecological sphere as well as in consumption, exchange of goods and services, mobility and culture. It provides for public funding in its first edition to the tune of 96,000 euros for a total of 22 projects.



www.goteo.cc/conjuntament

04.3. LOCAL EXPERT TEAMS

Having a qualified expert team to create local economic development is essential in order to implement the tailor-made initiatives needed as a response to this approach to public services in the territories.

To achieve this goal, Barcelona Activa has set up new local teams:

- **A new Operational Department, with a team of 3 people in charge of projects and districts.**
- **Eight experts in local economic-development initiatives in districts:** six authorities from the six districts with less economic dynamism (Nou Barris, Sant Andreu, Sants-Montjuïc, Horta-Guinardó, Ciutat Vella and Sant Martí) and two authorities in the four remaining districts (Gràcia, Eixample, Les Corts and Sarrià – Sant Gervasi).

They are all aimed at identifying the specific socio-economic needs of each district, facilitating the search for tailor-made solutions and participating in the relevant governance areas. What is more, the six expert authorities from the districts with EDPs will have to coordinate and monitor these plans.

- **Five experts in local economic-development initiatives in the neighbourhoods:** authorities for especially vulnerable socio-economic neighbourhoods: Ciutat Meridiana - Torre Baró i les Roquetes, el Bon Pastor - Baró de Viver i la Trinitat Vella, el Besòs i el Maresme, Sant Pere, Santa Caterina la Ribera i Raval sud; el Poble-sec i la Marina.



04.4. NEW LOCAL SERVICES OR PROGRAMMES

As a result of this territorial approach and within this co-production response framework, the strategy provides for the implementation of a series of new initiatives launched by Barcelona Activa in the form of services or programmes.

04.4.1 Employment rights' defence points

Employment information and advice service for workers and employers, with the aim of combating job insecurity, identifying cases of rights violations and promoting a quality labour market.

The first defence point arose under the framework of the Ciutat Vella EDP in October 2017 in response to employment vulnerabilities identified in the district. Over one hundred and fifty consultation sessions have been held since the start on redundancies, wages, employment conditions and financial claims.

The service is offered with support from and in collaboration with territorial players such as the employment networks of El Raval, El Gòtic and El Casc Antic, the Proa a la Mar entity (La Barceloneta) and the Workers Commissions [CCOO] and UGT union organisations. It includes personalised assistance with pre-booked appointments, as well as group activities.

Information resources on employment rights in seven different languages to meet the needs of the various members of the resident public. Specific materials have been prepared for the night-life, restaurant and tourism sectors.

The following employment-rights defence points are provided for under the action framework of the Nou Barris EDP (June 2018) and within the action framework of Sants-Montjuïc (September 2018).





04.4.2 District Economic Activity Help and Information Points (PAES)

Information, advice and support service for economic activities in a territory, with the aim of promoting and driving more locally established sustainable and quality economic activities.

The first economic-activity information point will be established in June 2018 within the framework of the Nou Barris EDP, in response to the need to revitalise the district's economy with new entrepreneurial activities, support for local commercial activity, the district's enterprises and the new initiatives of the social and solidarity economy.

The service has a clear vocation and territorial-based approach and provides for *front-office* work in its physical location (in the Nou Barris Activa district facility, see point 04.4.7). It also carries out field work for identifying needs and taking the service to users.

Recipients will be the district's residents and non-residents who wish to start or have already launched an economic activity in the area. They will all be given tailor-made information on the range of available programmes and services on offer at Barcelona Activa for supporting entrepreneurship and enterprise, as well as the relevant referrals. They will be offered personalised, tailor-made training and networking activities etc., all in the spirit of promoting economic activity in this area.

The second economic-activity information point is provided for within the framework of the Ciutat Vella EDP actions, adapting the service to the particular features of the district, as from the second half of 2018.

04.4.3 Training in community impact

Training programmes for improving the employability of groups with special difficulties, co-produced with the neighbourhoods' socio-community networks.

Besides technical skills training in certain trades or professional roles, this training represents an opportunity, for participant groups and for the involvement of the area's community environment, to improve the community life and/or cohesion in the neighbourhoods.

These are training initiatives subject to Barcelona Activa's coordination and quality standards which are organised with community players according to the demand/need detected in the area. This is a new approach to professional skills training for people in various social and employment risk situations.

So far more than seventy people have received this kind of training in such areas as sewing, cooking, digital communication and cleaning, in neighbourhoods such as Les Roquetes, Poble-sec, La Barceloneta and El Raval.

04.4.4 Programmes for the revitalisation of vacant ground floor premises

- **Premises: Officially Protected Ground-Floor Premises (Ciutat Vella)**

Programme for revitalising vacant municipally owned premises, to put them at the disposal of local commerce and sustainable and plural economic activity. The goal behind the initiative is to combat gentrification or economic monoculture, in accordance with the Ciutat Vella EDP, which the programme is enshrined in. The idea for "officially protected ground-floor premises" came about as a means of promoting economic and community uses of interest to citizens in the district.

The first call made available **nine premises in the El Raval and Casc Antic neighbourhoods**. In these premises it will be possible to sell goods and services, as well as carry out production and research in the following priority areas: care and services for people, community interventions, local commerce, responsible consumption, cultural projects, small urban production, circular economy and knowledge and innovation. The aim is to prioritise the needs of local residents and workers and to look for activities that may be compatible with sustainable and everyday life in the neighbourhoods.



Rental prices will always be below the market average, and the City Council will be in charge of the basic initiatives so that the spaces can offer new activities.

Work is now being carried out on the second call with **five more premises** and new ground-floor premises are expected to be purchased in buildings the Council may purchase or in other municipal sites that are available. This formula is also expected to be extended to other areas in the city, such as **the Gràcia district**.

- **Revitalising empty private premises**

The “Impulsem el que fas” financial tool (see point 04.2.1) provides for a form of **aid in establishing new economic activity in ground-floor premises in neighbourhoods affected by commercial desertification or gentrification processes**.

A total of 120,000 euros in grants of up to 10,000 euros will be distributed in 2018 to fund, for a maximum of one year, the rental cost of the proposed economic activities.

The neighbourhoods that this initiative applies to are: Les Roquetes, Zona Nord (Ciutat Meridiana, Torre Baró i Vallbona), la Trinitat Nova, Baró de Viver, el Besòs i el Maresme, la Teixonera, el Guinardó, el Poble-sec, Horta, la Clota, el Raval, el Gòtic, la Barceloneta i Sant Pere, and Santa Caterina i la Ribera.

The proposals must be adapted to some of the following circumstance: offering a service or product not found in the area; offering a service or product which, though found in the area, does not meet the overall demand; meeting the needs of the area's residents and performing activities relating to the social and solidarity economy.

- **Activation of private vacant premises in Trinitat Nova (Nou Barris)**

Programme for identifying vacant commercial premises in the Trinitat Nova neighbourhood, part of the Nou Barris EDP and in line with its aim to promote local commerce and exploiting the commercial-activities register.

Performed in collaboration with the Association of Trinitat Nova Commerce and Enterprises, the work is ultimately aimed at revitalising the neighbourhood's economy. It offers a geolocated inventory of the available vacant premises, with photographs, map and approximate costs of adapting them.

This measure relates directly to the previous one and complements it: call for subsidies of up to 10,000 euros for establishing a new economic activity.

04.4.5 “Comerç a punt” programme

Personalised commercial-advice programme aimed at promoting local commerce within the framework of the districts’ economic-development plans.

It includes **12 hours of personalised expert advice** for improving the participating businesses. This is an intensive service and support programme which is adapted on a case by case basis and works on solutions that are realistic in their application to local commerce.

The advice, which is given directly within the establishment, may address the strategy of the product/ service being offered, commercialisation and marketing and product placement, encouraging customer loyalty, procurement and stock management, financial management, finances and use of new technologies.

The first edition was held in 4 districts: Nou Barris, Sant Andreu, Sants-Montjuïc and Ciutat Vella, with 77 shops advised and an average score of 9.2 points out of 10 from the shops assessed. “Comerç a punt” is expected to assist 120 shops in 2018.



04.4.6 Socio-economic assistance service for the Pakistani and Bengali community in Ciutat Vella

Economic revitalisation service in different languages for providing advice to the Pakistani and Bengali communities in the Raval sud and Gòtic sud neighbourhoods on entrepreneurship, enterprise and employment.

The initiative is part of the Ciutat Vella EDP and in line with its aim to promote commercial diversity and, more specifically, promote knowledge of shops run by people of foreign origins and encourage their involvement in community life.

The service was launched on the basis of a previous study on entrepreneurship and the Pakistani community. It includes the concept of an economic facilitator in different languages that attends to the demands and problems of the community, which is strongly established in Ciutat Vella, while establishing contact with linked entities and associations working in the district. This is a tailor-made response to the needs of a collective and area, which is unable, owing to language barriers, to use the general services offered by the local Authority.

Up and running since July 2017, the service has performed over three hundred interventions, such as visits to shops to offer them information, referrals to Barcelona Activa programmes and other municipal services, mediation and support, among other things.

04.4.7 Inter-cooperation services or spaces

- **Ciutat Vella Resources Bank**

Service and infrastructure resource-pooling service in the Ciutat Vella district aimed at enabling the area's social and cultural organisations to make use of them in community or socio-educational events.

The initiative is part of the Ciutat Vella EDP, in line with its aim to **promote cost saving and business cooperation in the district**. The service is being carried out through the Itaka network, which is made up of Impulsem SCCL, Colectic, AEI Raval and the CO Joan Salvador Gavina Foundation, all of which are entities from the area.

This is the approach it is using for its work on the culture of collaboration and joint work for covering needs. The district's players have the privilege of being loaned marquees, sound equipment, projectors and a whole series of materials for organising their events and thereby avoiding associated expenses. This new service also involves recruiting the district's young people, who are tasked with managing and maintaining the material.



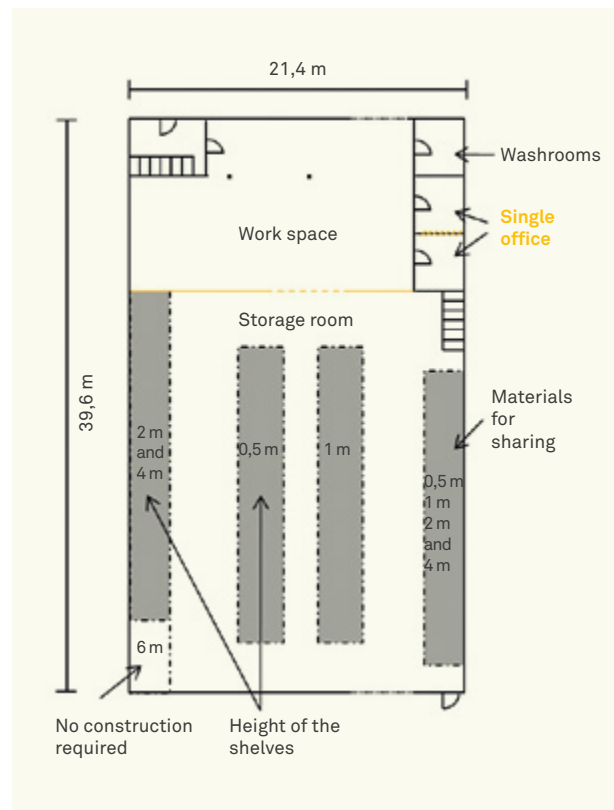
- **Vila Besòs warehouse**

Project for **renovating an 800 m² industrial warehouse** in the Bon Pastor industrial estate, which will become a storage space for the Sant Andreu district's entities. This initiative is part of the district's EDP which provides for **revitalising the industrial estate's vacant warehouses**.

The goal is to create a space with social uses, for storing materials that can be exchanged between the entities, as well as carrying out **building and repair work**. Collaborative initiatives relating to the use of resources are expected to be launched as well as the implementation of community projects.

So too are **training sessions** in the areas of the activities carried out by the participating entities, which can favour labour-market insertion.

At present **20 entities that will be sharing the space** have been identified, renovation work is being carried out on the warehouse and the project is expected to be up and running in the second half of 2018.



04.4.8 NEW UNIQUE SPACES FOR LOCAL DEVELOPMENT

- **Nou Barris Activa: a space for economic promotion and employment**

A new municipal facility, 470 square metres in size, in the Nou Barris district, intended to offer various services linked to the district's economic development, in line with its EDP.

This new site includes bringing available resources to the district's residents, to minimise the physical distance we have been talking about in this local strategy's planning. It also aims to extend the coverage of initiatives intended for all the district's socio-economic players: we're not just talking about employment services or programmes but also strengthening the district's commercial, business and entrepreneurial network.

That is why this new facility will include the following services from the start, among other offers that may gradually fit in with the area's needs: job seeking space, career guidance service, employment rights information point (see point 04.4.1) and economic activity information point (see point 04.4.2).

Nou Barris Activa, the name of the new facility located in C/ Vilalba dels Arcs, will be a new space for highlighting the close collaboration between the district's local resident associations, as the main beneficiaries of these new local services.

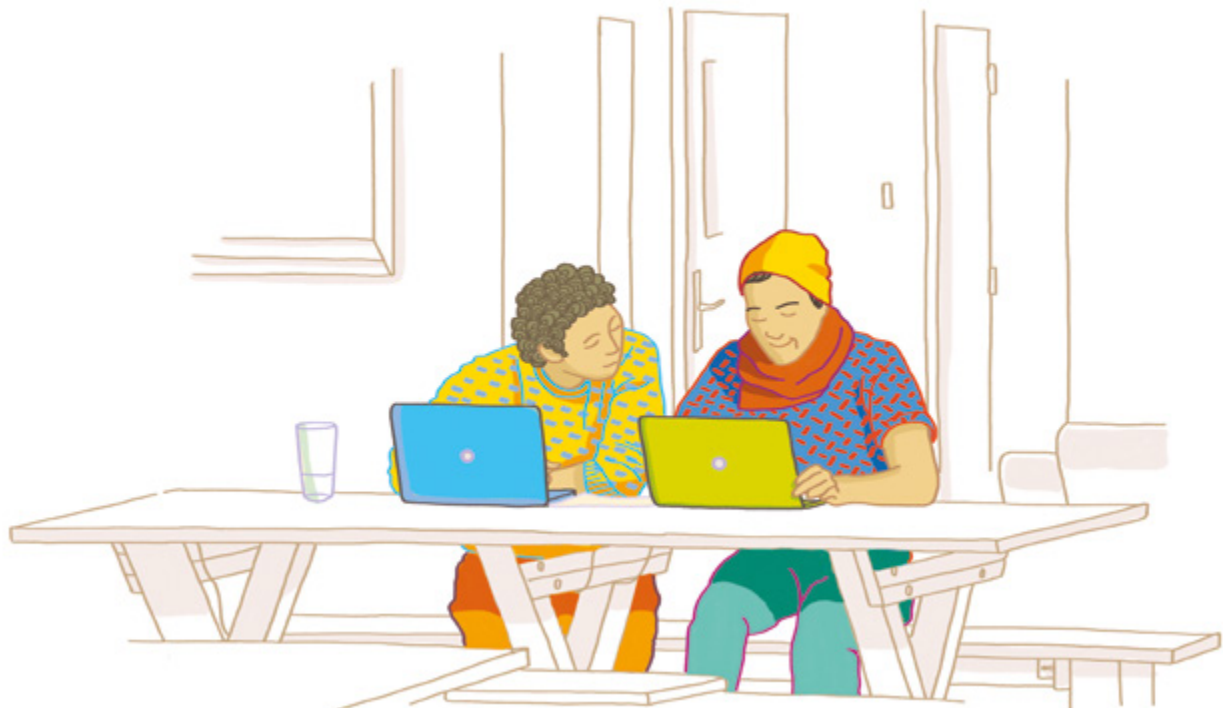
Adaptation work is currently being completed and the space is expected to open to the public this coming June 2018. Nou Barris Activa can act as an example and pilot for other possible sites that may be used in future in the areas.

- **Co-working space with social return for the area in Horta-Guinardó**

A new municipal co-working facility located in the La Clota neighbourhood which will offer spaces at affordable prices for carrying out entrepreneurial activities with social return for the area. The initiative is part of the Horta-Guinardó district's EDP, in line with its aim to launch and promote sustainable and quality economic activity, as well as revitalise vacant spaces. In this case it is about reclaiming 360 square metres of space, currently unused, which will be fitted out to enable various economic activities to be carried out there which are in line with the sectoral priorities set out under the district's EDP. Entrepreneurs will apply on a competitive basis for a place in the spaces and will be able to benefit from competitive prices in return for providing territorial entities or initiatives with knowledge transfer, training and other collaborative formulas.

The facility will provide not just office spaces but also a fully furnished professional kitchen and space for shared and collaborative workshops that can play host to activities centred on crafts, trades, robotics training and 3D-printing, bicycle repair, fashion design, plastic arts etc. There will be multi-purpose spaces for offering training. It will have room for between 30 and 60 initiatives.

In 2018 adaptation work will be carried out on the space, which is expected to go into service at the start of 2019.



05. New governance model

The local-focus strategy establishes an interaction model between the area's Authority and social and economic players, resulting in a new partnership. A new framework of cross-cutting and integrated relations is being established to create this economic development which is local and adapted to needs.

This is a jointly produced model between:



This new partnership, which is public-private-social-community in nature, means:

- **A new role for Barcelona Activa in relation to the area's local development.** On the one hand, leadership needs to be shared, as an expression of a model aimed at combining the strengths of the municipal, territorial and sectoral structure. On the other hand, this leadership has to be more flexible: sometimes it will play the role of service-providing company, sometimes that of initiative co-producer and sometimes that of shared-projects coordinator or facilitator.
- **Recognition of and impetus to the community network:** the entities that make up the community environment of the neighbourhoods and districts play an important role in local economic development: they help to boost employment, create social and solidarity economy initiatives, self-employment and commercial development, among other things. A role that needs to be recognised, highlighted and promoted so as to generate economic activity rooted in the area and connected to the needs of its residents.
- **Involving the economic players:** it is very important to have the territories' business network on board and find ways to attract the maximum number of companies involved in the local economic development strategy. Especially where this concerns opening new job-placement possibilities for unemployed local residents or creating new economic activity.

The new governance model proposed by this strategy systematises the interaction spaces between Barcelona Activa and the area's social and economic players. Spaces that may already exist or have been re-created and which are totally or partly aimed at bringing about local economic development.

05.1. LEAD GROUPS

Municipal coordination space between local development municipal operators (Barcelona Activa, Department of Commerce, Department of Tourism and Events, Department of Cooperative, Social and Solidarity and Consumption Economy Services) and each of the city's districts. In this space information on available or necessary resources is exchanged and the action of the various operators is coordinated from a perspective of territory promotion. They are in operation in the city's ten districts.

05.2. CO-PRODUCTION OR CO-CREATION SPACE

Existing or newly created spaces in the six districts with economic development plans. The goal behind co-production spaces is to design and/or carry out specific initiatives that implement measures contained in the EDPs. In this case, cooperation between the expert local-development team and the socio-economic players voluntarily taking part in this space will result in an initiative which specifically incorporates knowledge from the Authority and the area's entities. Examples of co-production spaces include the Sant Martí Employment Board, the Sants-Montjuïc Enterprises Board and the Design Space at the Ciutat Vella economic-activity information point.

05.3. ACCOUNTABILITY SPACES

Existing or newly created spaces in the six districts with economic development plans. In these spaces, the team from each District and Barcelona Activa report on the evolution of the EDP, encourage participants to evaluate their results, and collect their feedback and proposals. Other examples of these types of spaces include Ciutat Vella EDP Full Meetings, the Nou Barris Employment and Economic Promotion Work Group and the Commerce Council in Sant Andreu.

06. Time line

The Barcelona Activa Local Economic Development Strategy explained above in detail will be implemented in 2018 and 2019.

The time line for the above-mentioned measures is set out below, distinguishing the design periods from the implementation periods for each of these during the two financial years.

■ Design period ■ Performance period

NEW LOCAL MEASURES	2018				2019			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
District economic-development plans								
Ciutat Vella	■	■	■	■	■	■	■	■
Nou Barris	■	■	■	■	■	■	■	■
Sant Andreu	■	■	■	■	■	■	■	■
Sants-Montjuïc	■	■	■	■	■	■	■	■
Horta-Guinardó	■	■	■	■	■	■	■	■
Sant Martí	■	■	■	■	■	■	■	■
New funding tools								
“Impulsem el que fas” (aid programme)	■	■	■	■	■	■	■	■
“Conjuntament” (matchfunding)	■	■						
Local expert teams								
Employment rights’ defence points								
Ciutat Vella	■	■	■	■	■	■	■	■
Nou Barris	■	■	■	■	■	■	■	■
Sants-Montjuïc	■	■	■	■	■	■	■	■
Economic Activity Information Points								
Nou Barris	■	■	■	■	■	■	■	■
Ciutat Vella	■	■	■	■	■	■	■	■
Training in community impact								
Vacant premises revitalisation programmes								
“Local Local”	■	■	■	■	■	■	■	■
Category 6, “Impulsem el que fas”	■	■	■	■	■	■	■	■
Activation of vacant premises tested in Trinitat Nova	■	■	■	■	■	■	■	■
“Comerç a punt”	■	■	■	■	■	■	■	■
Socio-economic assistance service for the Pakistani and Bengali community								
Services or spaces for local development								
Ciutat Vella Resources Bank	■	■	■	■	■	■	■	■
Vila Besòs warehouse	■	■	■	■	■	■	■	■
New spaces for local development								
Nou Barris Activa	■	■	■	■	■	■	■	■
Co-working space in Horta		■	■	■	■	■	■	■

07. Budget

The Strategy's budget comprises four kinds of resources that enable the implementation of the measures established in section 04.

	2018	2019
1. Local expert team	1	1
2. Funding tools	1.6	1.6
3. Economic development plans	9.25	9.25
4. New local resources and services	0.5	0.5
Total resources	12.35*	12.35*

1. Local expert teams: these include funding allocated for the creation of a team with a new responsibility, linked to implementing local economic-development initiatives in the city's ten districts.

2. Funding tools: these consist of financial resources allocated for calls for “Impulsem el que fas” subsidy applications and the “Conjuntament” matchfunding program. In the case of “Impulsem el que fas”, the allocated cost of the municipal contribution will correspond to a maximum of 80% of the project's total cost.

3. Economic development plans: cover the overall annual minimum costs of the six EDPs in operation (Ciutat Vella, Nou Barris, Sant Andreu, Sants-Montjuïc, Horta-Guinardó and Sant Martí).

	2018	2019
Ciutat Vella	1	1
Horta-Guinardó	1.25	1.25
Sants-Montjuïc	1.5	1.5
Nou Barris	2	2
Sant Andreu	1.5	1.5
Sant Martí	2	2
Total EDP resources	9.25*	9.25*

4. New local resources and services: these include the budget allocated to new development initiatives in the area, such as the “Comerç a prop” programme and the employment rights' defence points, among other things.

* Quantities in million euros.

o8. Monitoring and evaluation

08.1. MONITORING GOALS

Barcelona Activa's local economic development strategy is a tool that collects and orders the initiatives in economic development implemented by the agency in the city's areas. As we have seen, local resident assistance has been modulated according to the results of the analysis made of the socio-economic situation of the districts and neighbourhoods.

The aim here is to monitor and evaluate the results of the various policies implemented under this territorial-based strategy. The purpose behind knowing the impact of these tools and resources made available under this local economic development strategy is to enable us to:

- Share results according to territory. The aim is for these results to become a decision-making tool for achieving the pre-established goals.
- Introduce new concepts and alternatives and confirm the suitability of the measures developed to contribute to the social and territorial re-balancing.
- Facilitate the accountability of the actions carried out and the possible introduction of changes.
- Achieve greater efficiency in the use of public resources
- Introduce greater transparency in local-development processes.

08.2. MONITORING AND EVALUATION INDICATORS

This strategy's indicators fall under two areas: activity and impact. The activity indicators measure the degree of achievement of the goals set out in the 2018-19 period by means of the new interventions listed in section 04. The impact indicators, by contrast, are intended to capture the effect not just of these measures but also of all the activity performed by Barcelona Activa in the various areas.

08.2.1 The Strategy's activity indicators.

The indicators that appear below allow for a comparison of whether the new local development measures have been implemented in accordance with expectations. These are activity indicators that enable the establishment of degrees of achievement according to each measure and in accordance with goals set for the period 2018-2019.

INDICATOR	2018-2019 GOAL
District Economic Development Plans (EDPs)	
Number of EDPs approved and in operation	6 EDPs in operation in 6 districts with below-average socio-economic indicators
EDP measures in operation	90% of measures in operation among all EDPs
“Impulsem el que fas” [We promote what you do] programme to provide a socio-economic boost to the area	
Editions of calls for aid applications	2nd and 3rd editions of the “Impulsem el que fas” call for aid applications started (1st one started in 2017)
Socio-economic players applying for aid	800 socio-economic players applying for aid
Projects funded by subsidies	100 projects funded
Budget	€3.2 million
“Conjuntament” matchfunding project	
Business projects funded	22 projects funded in the areas of social entrepreneurship and the pro-commons economy. Another edition expected in 2019
Funding raised for the projects	€210 million
Employment rights’ defence points	
Opening of 3 employment rights’ defence points:	3 employment rights’ defence points in operation (Sants-Montjuïc, Nou Barris and Ciutat Vella)
People assisted (individually and in groups) in relation to defence of employment rights at the 3 information points	1,200 people assisted
District economic-activity information points	
Opening of 2 district economic-activity information points	2 district economic-activity information points (Nou Barris and Ciutat Vella) in service
New or established socio-economic projects/initiatives given advice	100 new or established socio-economic projects/initiatives given advice
Training in community impact	
Training courses on community impact given on demand in the areas	12 training-courses in community impact
People assisted in community-impact training sessions	140 people assisted
Programmes for the revitalisation of vacant ground floor premises	
Implementation of a revitalisation programme for vacant ground-floor public premises in Ciutat Vella	8 revitalised premises
Implementation of new tool for revitalising vacant private premises	10 revitalised premises
Activation of vacant premises in Trinitat Nova	11 revitalised premises
Vacant premises revitalised through the various initiatives implemented	2019: 30 revitalised vacant premises
“Comerç a punt”	
Local shops given personalised advice	120 shops given advice

INDICATOR	2018-2019 GOAL
Socio-economic assistance service for the Pakistani and Bengali community in Ciutat Vella	
Assistance for Pakistanis and Bengali community shops	400 cases of assistance
Inter-cooperation services or spaces	
Launch of a resources bank in Ciutat Vella	In operation
Loans from the infrastructure-resources bank for Ciutat Vella's entities	200 loans of materials carried out
Launch of the Vila Besòs Warehouse	In operation
Entities that deposit materials in the storage space in the Vila Besòs Warehouse	20 entities
Number of square metres allocated to the storage of materials	500 square metres
Co-working space with social return for the area (Horta-Guinardó)	
Hosted economic initiatives	60 co-working user economic initiatives
Nou Barris Activa (one-off measure)	
People assisted in initiatives for improving their employability	1200 people assisted in initiatives for improving their employability
People assisted in the defence of employment rights	240 people assisted in the defence of employment rights
New or established socio-economic projects/initiatives given advice by PAEs	100 new or established socio-economic projects/initiatives given advice

08.2.2 The strategy's territorial impact indicators

The effect of the measures contained in this strategy, and in general in all the economic-promotion activity carried out by Barcelona Activa in the various areas, will be analysed through a group of impact indicators. These indicators will facilitate the monitoring of the distribution of the strategy's effects on all the districts. The monitoring of territorial impact will enable an evaluation of whether the strategy accomplishes the goals set, and in particular will verify whether the intensity of the economic development initiatives is greater in the 6 districts with lower socio-economic indicators.

Coverage rate for unemployed people assisted per district

This indicator shows the number of unemployed people assisted by Barcelona Activa job-promoting services and programmes with the total number of unemployed people in each district. The unemployment coverage rate will enable the job-improvement initiatives' intensity to be measured in the six districts with the worst socio-economic indicators and compared to those of the city's other districts. For the purposes of providing a thorough analysis of the coverage rate, besides the figure for unemployed people, the type of assistance they receive will be monitored: careers guidance, training, comprehensive programmes with recruitment or mediation/work market. When this is possible, the hours of employment assistance per person and territory will be taken into account as well.

Territorial distribution of assistance in economic initiatives

This indicator measures, on the one hand, the quantity of entrepreneurs assisted by Barcelona Activa, both within the framework of conventional entrepreneurship and the social and solidarity economy, who reside in each district, as a percentage of the total number of entrepreneurs assisted. On the other hand, the territorial distribution of assistance in economic initiatives shows the percentage of assisted economic players in each district (enterprises, cooperatives, associations, individual managers). This two-fold indicator will enable a comparison to be made with regard to whether assistance to economic activity is growing in the least developed districts.

Territorial distribution of expenses in economic promotion per district

This indicator will enable monitoring of the budget implemented by Barcelona Activa for each of the ten districts. Calculations will be made by proportionately sharing out the costs of the various lines of activity (employment, enterprise, entrepreneurship, training, social and solidarity and local economy) according to the percentage of users resident in each district for each of the lines.

08.3. SYSTEMS FOR MONITORING AND EVALUATION OF HIGHLIGHTED MEASURES

08.3.1 Monitoring and evaluating the economic development plans

A monitoring, evaluation and accountability system for the measures implemented in the EDPs has been established within the framework of the economic-development implemented in the six districts with socio-economic indicators below the city's average — Ciutat Vella, Sants-Montjuïc, Nou Barris, Horta-Guinardó, Sant Andreu and Sant Martí.

Regular monitoring of these measures will be carried out in the lead groups, that is, in the coordination spaces among existing municipal local development operators in each district. It will be in these spaces where the development of specific EDP-related initiatives will be monitored, either fortnightly or weekly, depending on each district's needs. Issues relating to implementation criteria, with the expert monitoring of specific initiatives or logistics matters (spaces, timetables) will be addressed on a regular basis in this space.

On the other hand, the comprehensive and more strategic monitoring of the EDPs will be carried out in the accountability spaces that the plans themselves provide for — and which are not necessarily newly created. These spaces will gather information on the evolution of the EDPs' measures at two key times: one, when the first semester ends, and the other, at the end of the year. A report will be presented at these two times which reviews the activity carried out in relation to each measure and which calculates the completion rate and overall percentage of measures in operation. In addition, the annual report will include an approximation of the budget implemented in each district.

The accountability spaces will be used for providing information on the development of the EDPs as well as for collecting feedback from the socio-economic players and the citizens taking part in it. The purpose behind these spaces is to generate a space for dialogue that helps to increase the plan's effectiveness: adding to the citizen knowledge the expert knowledge on the needs and opportunities found in the area.

08.3.2 Monitoring and evaluating the “Impulsem el que fas” call for grants

The innovation represented by the “Impulsem el que fas” initiative as a funding tool for economically revitalising neighbourhoods and districts will extend as well to monitoring the projects funded. That means Barcelona Activa will be incorporating a system for the first time for monitoring and supporting economic-promotion projects subsidised through a municipal subsidy. A monitoring system that presents three new features:

1. **A local development expert for each project:** each and every one of the projects funded will have a authoritative expert for holding consultations, clearing up queries and offering available tools. This support will involve:
 - a. Providing the entities receiving the grants with a **direct line of communication with an expert**, for holding consultations, clearing up queries and dealing with issues relating to managing/justifying a subsidy with these features.
 - b. The Authorities establishing a monitoring system for projects funded by subsidies. This monitoring system provides for:
 - i. **Visits to projects.** A visit from an authoritative expert to the project during its first months to resolve any possible queries *in situ* and find out how it is working.
 - ii. A visit **report** where information is collected on the project's implementation and budget management, human resources incorporated into the project are reviewed etc.
2. **Request for drafting a report halfway through the project.** In contrast to the general call for subsidy applications — which establishes the obligation to prepare an expert and financial certification-type report at the end of the project —, in this case a merely technical report is added to this requirement halfway through the project to review its development.
3. **Training and knowledge exchange.** The organisations benefiting from grants can access training resources and share experiences related to their project with others. On the one hand, training workshops will be organised, aimed in particular at entities with little experience in managing public subsidies, in issues of practical use such as budget implementation and economic justification. On the other hand, during the last quarter of the year, a project-exchange day event will be planned to encourage the exchange of knowledge and good practices among the entities benefiting from the subsidies.

