



LASERMED
2024

CAPITALISATION GUIDE

FOR SUSTAINABLE SOCIO-ECONOMIC LOCAL ACTION
IN THE MEDITERRANEAN

LIST OF CONTENTS

1. Context	1
2. Introduction: why a guide to good practice?	3
3. Capitalisation of the procedure: LASERMed objectives and their implementation	4
3.1. Context and review of the LASERMed 2023 recommendations	4
3.2. Reminder of the process of animation of the LASERMed Community in 2024	5
4. Main good practices and inspiring initiatives retained	9
4.1. Different Community stances for encouraging sustainable economic development	9
4.2. Priority themes identified for the LASERMed Community	14
4.2.1. Socio-economic inclusion of vulnerable groups	14
4.2.2. Circular economy and the assessment of waste	14
4.2.3. Silver Economy	15
4.3. Tools to encourage social, inclusive, and green economic development	17
4.3.1. Legal tools	17
4.3.1.1. Procurement guide to socially responsible operations	17
4.3.1.2. Preferential clauses for sustainable and inclusive economic initiatives	19
4.3.2. Analytical tools	19
4.3.2.1. Taking stock of the sustainable and inclusive economic initiatives of the territory and establishing an Operating Report on their needs	19
4.3.2.2. Developing an indication of the social value of sustainable and inclusive economic initiatives to strengthen their defence	20
4.3.3. Networking tools	22
4.3.3.1. Bringing the measures of corporate social responsibility (CSR) of local companies in line with the needs of their sustainable and inclusive economic initiatives	22
4.3.3.2. Creating a network of the various players on a social objective theme	23
4.3.4. Measures-projects	24
4.3.4.1. Projects proposed by a strong political will	24
4.3.4.2. Projects initiated by an avant-garde civil society	26
4.3.4.3. Projects implemented by committed social entrepreneurs	28
5. Conclusions	29
6. Technical references to be consulted for further information	29

1. Context

By means of their international cooperation services, MedCities and the Barcelona Provincial Council (Diputació de Barcelona o DIBA) reached an agreement in June 2021 to implement a technical support project involving action over 24 months to strengthen the role of town councils in the promoting of local initiatives for socio-economic revival after the Covid-19 sanitary crisis in the Mediterranean region.

For its part, MedCities had the ambition of working with its members, for which there were no ongoing collaboration projects. In late 2021, therefore, MedCities approached the towns of Al Salt (Jordan), Oujda (Morocco), Sousse (Tunisia), and Zgharta-Ehden (Lebanon) to propose to them the implementation of precise action and joint reflection on the appropriate measures. In collaboration with the citizens and the socio-economic stakeholders of the territory, a series of pilot projects have been implemented to create employment in sectors of high social and environmental value. The results of these initiatives should allow for the construction of a long-term response to curtail the effects of the sanitary crisis and contribute towards building more resilient and sustainable towns to face future crises.

The success of this first edition has allowed the activation of further collaboration between MedCities and Barcelona Provincial Council with the aim of launching the LASERMED project of “Local action for socio-economic development in the Mediterranean region” for the year 2024.

The project is structured on two levels. The first centres on the improvement of the capacities of the towns of Agadir (Morocco) and Zarqa (Jordan) in the identification, the management, and the follow-up of programmes of economic and entrepreneurial activation. The second level concerns the setting up of the LASERMED Community. This community of practice consists of the towns associated with the first and second editions of the LASERMED project together with some towns from the province of Barcelona and the MedCities network.

The general objectives of the LASERMED Community are as follows:

1 Strengthening capacities and promoting the exchanging of knowledge between local public administrations in the field of the encouraging of the local economy and employment policies, with special attention being paid to support for vulnerable groups and the promotion of green employment.

Promoting peer learning regarding specific experiences and grassroots initiatives by introducing the different stages of the implementation of policies, ranging from identification and setting in motion to the assessment and analysis of results.

3 Strengthening relationships between Mediterranean towns and local administrations by means of the identification of common interests and needs and working on specific projects.

This guide is the fruit of the work carried out during this year with the members of the LASERMED Community.

We would like to thank the towns involved: Agadir, Al Salt, El Prat de Llobregat, Santa Coloma de Gramenet, Sousse, Zarqa, and Zgharta for their support, their constant collaboration, and their commitment to the Mediterranean cause. Likewise, we wish to express our gratitude to the economic development strategy and the international cooperation services of Barcelona Provincial Council for supporting the MedCities network and its members and also for the trust they have placed in us during the work we carry out on a daily basis. We hope to be able to continue to enrich these exchanges and strengthen the capacities of our towns on a long-term basis.

2. Introduction : why a good practice guide?

This document has been conceived as a jigsaw puzzle which the LASERMed Community is making little by little as each year it adds new pieces in the form of the results of experimentation, shared good practice, and participatory reflections. It is thus an evolving document which aims to give the LASERMed towns a point of reference for key themes, for proven methodologies, and for inspiring practical examples. This guide therefore allows the achieving of three categories of objectives for the LASERMed Community:

- **Capitalising** the process of the exchanging of good practices and the experiences of the LASERMed towns
- **Focusing on** the local practices and Community projects which have proved their worth and constituted appropriate innovations for sustainable socio-economic development
- **Disseminating** the key results, the innovative tools, and the elements of reflection of the LASERMed network so that the member towns can mutually inspire each other

The animation processes of the LASERMed Community represent a participatory approach set in motion in parallel with the pilot project implementation in the partner towns accompanied by MedCities. Indeed, the choice of working to consolidate the Community is not only that of developing the projects but also that of durability and partnership so as to establish between the towns sustainable links of common interests, the exchanging of knowhow, and constructive reflection on a better future for the citizens of the member towns.

In this sense this guide relates the processes of the animation of the LASERMed 2024 Community on the one hand by presenting its management procedure and also by highlighting the most inspiring themes which have been retained together with key tools and inspiring good practices.

3. Consolidation of the procedure: LASERMed objectives and their implementation

3.1.Context and review of the LASERMed 2023 recommendations

In 2022-2023 the mission of the LASERMed project was the implementation of pilot projects in several Mediterranean towns in a concomitant manner. This has created opportunities for meetings and exchanges between representatives of the participating towns: Al Salt (Jordan), Sousse (Tunisia), Oujda (Morocco), and Zgharta-Ehden (Lebanon) together with those of Catalonia, which took part in the exchange sessions. By means of this procedure, at the close of the first session a series of recommendations was issued to further structure the LASERMed dynamic in the form of a community of mutual practices and learning. The table below summarises the main recommendations for the development of the exchanges and the capitalisation of experiences:

Exchanges between towns and capitalisation		
Preparation of the exchanges	Partners of implementation Financial backer	Targeting experiences in a context similar to that of the partner towns
Strengthening the capacities of the town	Partner of implementation	Involving those elected and council managers from the partner towns in the exchanges
Exchanges of experience	Towns	Setting up regular points of exchange (online or face-to-face) at each stage between the partner towns Ensuring the continuity of the involvement of both visiting and receiving towns (double visits to Zgharta-Ehden and El Prat de Llobregat)
Capitalisation	Partner of implementation Experts	Having the stakeholders of the project contribute towards the capitalisation process Gathering assessments of the activities from the target populations

The 2024 edition of LASERMed was thus an opportunity to exhibit two parallel work processes:

- ▶ **An initial process** which consisted of the implementation of the pilot projects in the cities of Agadir in Morocco and Zarqa in Jordan.
- ▶ **A second process** which concerned exclusively the consolidation and animation of the LASERMed Community of practices.

This guide is therefore the fruit of work of the second process.

3.2. Reminder of the process of animation of the LASERMed Community in 2024

As a follow-up to the recommendations of the first edition of LASERMed (2021 – 2023), a series of meetings was organised during 2024 to combine online workshops with face-to-face meetings.



Online workshop n° 1

This first workshop of the LASERMed 2024 session took place on 04/06/2024 on the Zoom Platform and has permitted the bringing together of representatives of the towns taking part with the objective of:

- Establishing links between the towns which are members of the LASERMed network, whether these are old or new members.
- Making known to each other the projects on which the towns are working within the framework of LASERMed
- Sounding out the priorities of the towns for the following actions to be carried out together
- Introducing the theme of sustainable, solidarity-based, and green economic development which represents the DNA of the LASERMed project
- Presenting the provisional agenda for the study visit which will be conducted as part of LASERMed 2024.

Before the workshop, the expert organiser and the MedCities team drew up a questionnaire. It was designed to gauge the group members' appropriateness of the concepts of green and sustainable economic development, the social and solidarity-based economy, and the circular economy. This questionnaire is an orientation tool to ensure the workshop's progress.

This first workshop has above all been a means of breaking the ice for the participants and of allowing all of them to get to know the towns previously participating in LASERMed 2022-2023 and towns which have recently joined the network.

This session has likewise permitted the confirmation of the involvement of the participants and their motivation for interacting with their counterparts, in particular regarding solutions and projects implemented on both sides.

We were able to detect priorities expressed in general terms regarding 3 key themes:

- **The economic inclusion of the most fragile social sectors** : artisans, women with primary technological skills wishing to develop micro-projects, etc
- **The problem of major environment** disturbances and industrial waste
- **The social and solidarity-based economy** through the recycling and upcycling of waste and refuse.

Study visit

The study visit was planned and organised for 11th to 13th June 2024 in Barcelona and allowed the bringing together of representatives of the member towns of LASERMed and towns from Catalonia having similar profiles and/or working on the same themes of common interest. The visit was prepared and supervised as follows:

DIBA : Apart from its financial support of the LASERMed project as a whole, Barcelona Provincial Council also undertook the supervision of the conception and setting up of the study visit by, on the one hand, mobilising its technical team and, on the other, the town of the province, and by facilitating the selection of subjects for presenting good practices in light of preferential themes as part of LASERMed.

Medcities :

- **Management of the project and conducting the study visit** : MedCities is the organiser of this study visit; its teams have done everything in their power to conceive the technical programme, to mobilise the partners and the towns taking part, to manage the administrative and logistic arrangements, and to conduct the development of the visit on the spot.
- **Expert organiser of the LASERMed Community** : MedCities has mobilised a technical expert to accompany the group of the participants prior to, during, and after the study visit to animate the event and to achieve the building of capitalisation elements as this comes about.
- **Interpreter allocated to the group of the LASERMed Community** : A simultaneous Arabic/Catalan interpreting service was contracted for the whole of the visit both during the workshops and on the spot during the visit to the projects. The interpreter was thus able to contextualise his explanations in translation so as to render as closely as possible the information which we wished to impart.

Furthermore, and apart from the first day of encounters, of the launching of the visit mission, and of the presentation of the first compared experiences, it was proposed to the municipal representatives that they should meet at a participatory workshop coordinated by the expert facilitator. This workshop pursued several objectives:

- Encouraging the municipal representatives to express themselves on the priority subjects on which the towns are working and which are capable of representing a field of exchange for good practices and/or cooperation between the LASERMed towns
- Revealing the potential convergences between these subjects of interest so as to direct the themes of shared work in the right direction
- Identifying the priority communication stakes for each of the common subjects identified and the communication position judged to be the most appropriate regarding the various players: the citizen, the regional institutions, the state, Non-Governmental Organisations, professional bodies ...

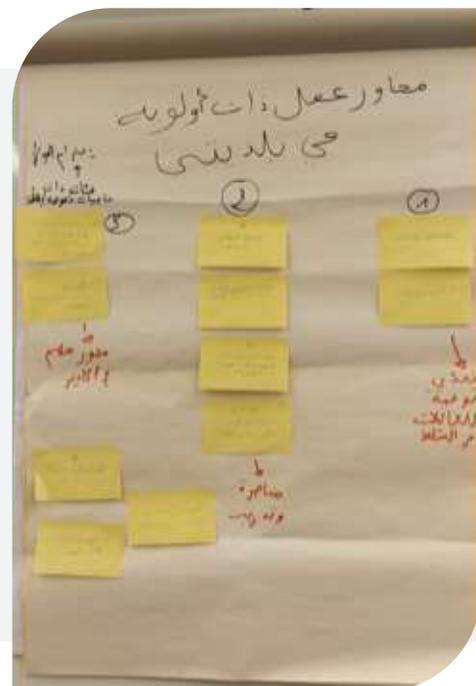
The workshop was organised as follows:

i. The participants take the time to note down the subjects of interest to their towns on post-its.

ii. The post-its are collected and grouped into “clusters of similar ideas” so as to make up common themes.

The post-its written by the participants are gathered together and allow the identification of 3 subjects of common interest to the towns participating: waste – inclusion – Social and Solidarity-based Economy (SSE).

Some subjects are specific to one town or another and are therefore not included in the pooling of resources.



The result was systemised as follows:

	Subject 1: Waste	Subject 2: Insertion	Subject 3: SSE
Citizen	Raising awareness	Raising awareness	Raising awareness Advocating
Associations		Advocating	Advocating
Administrations and Public companies	Advocating	Advocating	Advocating
NGOs, technical and research centres	Inspirer	Advocating	Advocating
Beneficiary of the current state of affairs	Raising awareness		
My town			Inspiring Advocating
Other towns and groups		Inspiring	Inspiring Advocating
Chambers of commerce and professional guilds		Inspiring	Inspiring Advocating

Online workshop n° 2

The main objects of this 2nd workshop are as follows:

- Continuing the exchanges and the contributions on the main subjects of interest expressed by the towns.
- Increasing the providing and transfer of knowledge on the themes tackled during the study visit and for which the towns have expressed the wish to know more and to extend the debates.
- Identifying the opportunities and the obstacles for the municipalities of the Community with regard to the information presented.
- Prefiguring the draft of a guide on capitalisation which will be issued and made available to the LASERMed towns

As part of the preparations for the workshop, a reflection is directed in order to draw up a series of appropriate questions and answer the questions of the LASERMed towns which have been expressed at the end of the study visit. These questions are intended for the towns in the province of Barcelona which will take the floor during the workshop so as to provide a complementary view on the projects implemented in their respective territories and which have been visited by the LASERMed group of towns as part of the study visit.

Presentation of the guide on capitalisation of the LASERMED 2024 Community

The last exchange took place online in December 2024 in order to share the contents of this Capitalisation Guide for Sustainable socio-economic Local Action in the Mediterranean. This encounter allowed the dissemination of these contents to all the members of the MedCities network, the involvement of the participants, and the obtaining of any last-minute input to enrich the above document.

4. Main good practices and inspiring initiatives retained

The exchange process carried out during the LASERMed 2024 edition has allowed the identification of 3 categories of good practices which the participants were able to explore together with the support of the experts from the Barcelona County Council:

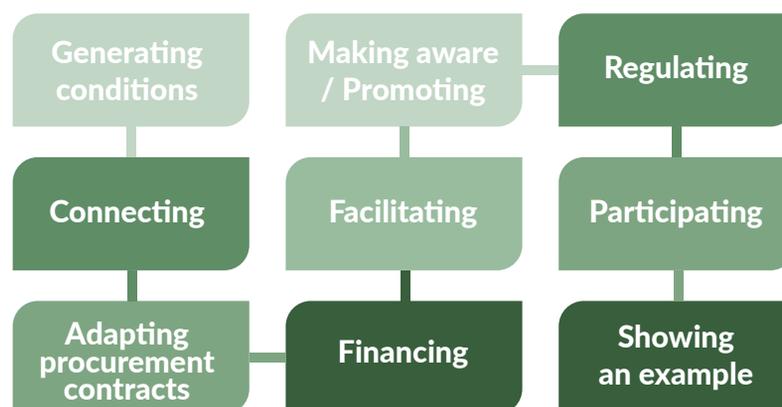
4.1. The first category introduces the various stances which a town may adopt to promote sustainable socio-economic development in its territory.

4.2. The second category reports on the main themes which the participants in the LASERMed 2024 session considered to be a priority and appropriate for making progress with a social and solidarity-based economy.

4.3. The third category presents a series of operating tools and examples of successful action which may inspire the LASERMed towns and be replicated in other local contexts.

4.1. Different local stances for encouraging sustainable economic development

According to the local context, any town, which desires to strengthen sustainable socio-economic development in its territory, is encouraged to identify the role that it can actually play and the intervention strategy that suits it best. During the LASERMed 2024 exchanges various possible practices have been identified as follows:

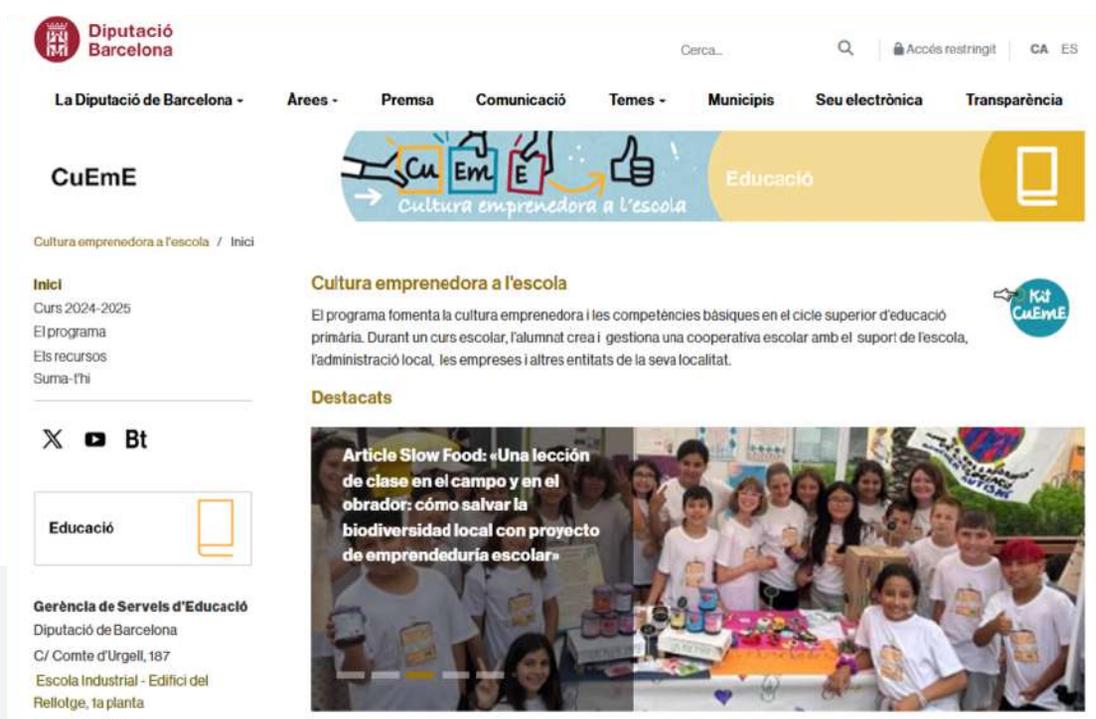


Some examples illustrating these positions:

A- Generating the conditions

Taking on this role makes it necessary to carry out in the long-term actions, which provide citizens with the skills, the interest, and the knowledge necessary to create SSE initiatives. In the example below Barcelona Provincial Council sets up a programme promoting the culture of social enterprise in primary school teaching. During the academic year pupils create and manage a school cooperative with the support of the school, the local administration, companies, and other entities from their town. This generates the long-term conditions for the appropriation of the culture of social and solidarity-based entrepreneurship.

(Source: [Inici - Cultura emprendedora a l'escola - Diputació de Barcelona](#))



The screenshot shows the website for the 'CuEmE' program. The header includes the logo of the Diputació de Barcelona and navigation links for 'La Diputació de Barcelona', 'Àrees', 'Premsa', 'Comunicació', 'Temes', 'Municipis', 'Seu electrònica', and 'Transparència'. A search bar and language options (CA, ES) are also present. The main banner features the CuEmE logo and the text 'Cultura emprendedora a l'escola' with a thumbs-up icon and a mobile phone icon. Below the banner, there is a sidebar with 'Inici' (Curs 2024-2025, El programa, Els recursos, Suma-t'hi) and social media icons. The main content area is titled 'Cultura emprendedora a l'escola' and describes the program's goal: 'El programa fomenta la cultura emprendedora i les competències bàsiques en el cicle superior d'educació primària. Durant un curs escolar, l'alumnat crea i gestiona una cooperativa escolar amb el suport de l'escola, l'administració local, les empreses i altres entitats de la seva localitat.' Below this, there is a 'Destacats' section with a featured article titled 'Artículo Slow Food: «Una lección de clase en el campo y en el obrador: cómo salvar la biodiversidad local con proyecto de emprendeduría escolar»' accompanied by a photo of children in a field.

CuEmE : Entrepreneurial culture at school

An SSE promotion programme for primary schools so as to initiate future generations into the principles and mechanisms of a solidarity-based, inclusive, and green economy. This initiative of the territorial community of the province of Barcelona can be an inspiration to the towns in their bid for raising awareness in the long term and in the creation of a new collective conscience through belonging to the SSE.

B- Connecting

The town may create constructive opportunities for encounters and networking among the various players of sustainable socio-economic development. For example, the network of social and solidarity-based economy in Catalonia (XES) regularly organizes the Fair of solidarity-based economy of Catalonia in a forum and exhibition format. In the same way, the XES network also organises local events to make known and promote this economic model, which concentrates on people and the planet.

The screenshot shows the website for the FESC Festival. At the top left is the FESC logo (FIRA D'ECONOMIA SOLIDÀRIA DE CATALUNYA) and a yellow button labeled 'FESC FESTIVAL'. Below this is a blue navigation bar with tabs for 'FÒRUM', 'PROGRAMA', 'INFORMACIÓ PRÀCTICA', 'IMPLICA-T'HI', and 'NOTÍCIES'. Under the 'PROGRAMA' tab, there is a link 'veure tot el programa' and a 'programa en pdf' download button. The main content area features a large banner for the 'IV Jornada de Polítiques Públiques' in Terrassa, held on Friday, November 8, 2024, as part of the Terrassa Cooperative's activities. The banner includes logos for FESC, XES (Xarxa d'Economia Solidària de Catalunya), XMESS, and the Ajuntament de Terrassa. Below the banner, there is a list of event details: Date (08/11/2024), Activity (Trobada), Location (Terrassa), and Organizers (FESC, Xarxa d'Economia Solidària de Catalunya, Xarxa de Municipis per l'Economia Social i Solidària i Ajuntament de Terrassa). Social media sharing icons for Facebook, Twitter, and LinkedIn are also present.

Solidarity-based Economy Fair in Cataluña

This is an annual SSE promotion event in Catalonia. It is also an economic forum for encounters and dialogue between players, in particular regarding public and local policies, which is run by the towns to promote the SSE.

C- Regulations

The town of Terrassa emphasises tax credits, reductions, and exemptions which are granted to social and solidarity-based economic entities as tax incentives for the creation of this kind of organisation. .

(Source: [Entitats i Empreses d'Economia Social – Terrassa Town Council](#))

The screenshot shows the website of the Ajuntament de Terrassa. The header includes the town's name and navigation links for 'CIUTAT', 'AJUNTAMENT', 'VISITA TERRASSA', 'GOVERN OBERT', and 'SEU ELECTRÒNICA'. The main content area is titled 'ENTITATS I EMPRESES D'ECONOMIA SOCIAL'. On the left, there is a sidebar menu with categories like 'EMPRESA I EMPRENEDORIA', 'Oficina d'atenció a l'empresa (OAE)', 'Emprenedoria i economia social', 'Promoció Industrial', 'Responsabilitat Social Corporativa (RSC)', 'Bonificacions fiscals', and 'Impost de béns immobles (IBI)'. The main content area lists several bullet points regarding tax exemptions for cooperatives and foundations. Below this, there is a 'Normativa:' section with two specific fiscal orders. On the right side, there are four featured articles: 'Calendari fiscal 2023', 'Tramita en línia', 'Legalitza la teva activitat', and 'Espais per a les empreses', each with a small image and a 'Més informació' link.

Website of the town of Terrassa where we can find information on tax reductions, exemptions, and incentives granted to social enterprises

D- Participating

The town of Mataró plays an active role in the structuring of the ecosystem of the social and solidarity-based economy in the organisation of “The Transverse Table of the social and solidarity-based economy” which brings together the various players in an institutional and participatory manner. This action allows the town to respond to the objectives established in the strategic plan for the social and solidarity-based economy in its capacity as a multipartite governing body for sustainable socio-economic development.

Ambito / **Desenvolupament econòmic** €

Treball en xarxa

Taula transversal per l'Economia Social i Solidària. Un nou ecosistema per la intercooperació



Àmbit:	Desenvolupament econòmic
Subsecció:	Treball en xarxa
Data d'inici:	17/05/2022
Data de finalització:	Indefinida
Província:	Barcelona
Municipi:	Mataró
Nombre d'habitants:	124064
Nombre de veïns:	670
Valoració:	Dona pràctica

ECONOMIA SOCIALSOLIDÀRIA MATARÓ

Més informació

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The Transverse Table of the social and solidarity-based economy is an initiative of the town which allows players to meet regularly in an institutional governance setting. This may guarantee real progress focusing on attaining strategic local objectives in terms of the social and solidarity-based economy.

More examples of stances for supporting sustainable socio-economic development can be consulted in the indications of reference in chapter 6 of this guide.

4.2. Priority themes identified for the LASERMed Community

Any town seeks by definition and by any means to achieve a positive impact on its territory for the benefit of its population, particularly in the field of social inclusion and environmental stakes. The members of the LASERMed Community have confirmed their special interest in 3 themes: the socio-economic inclusion of vulnerable groups, the circular economy, and the assessment of waste and the Silver Economy.

The first two themes have been explored in depth during the study visit, concerning which the successful experiences are later expounded in the chapter on tools of local action. The Silver Economy, or the economic ecosystem for products and services intended for the over 65s, has also captured the interest of the participants and has remained a theme to explore in forthcoming meetings.

4.2.1. Socio-economic inclusion of vulnerable groups

The objective of social inclusion may concern diverse categories of the population which may vary according to the specific nature of each territory:

- People who are socially isolated and/or economically vulnerable
- Unemployed young people
- Women who have suffered violence
- Handicapped people
- Migrants and refugees
- Other vulnerable groups

4.2.2. Circular economy and the assessment of waste

The environmental stakes that can be mentioned also vary from one territory to another and may lead the town to fight to :

- Eradicate pollution whether its origin is industrial, maritime, ...
- Manage and assess refuse: household waste, industrial waste, construction waste, medical waste, etc.
- Manage water resources
- Prevent climate catastrophes
- Manage urban landscapes and green spaces
- Etc..

4.2.3. Silver Economy

The term Silver Economy comes from the colour of the hair of older people. Indeed this is at the same time a strategic pillar of the development of society as it guarantees a decent life for senior citizens and a strategic pillar of economic development for the creation of new jobs in the territory.

The technical services of Barcelona Provincial Council have made a diagnosis which has allowed them to identify a battery of tools to set up in order to promote the Silver Economy in a structural manner. These tools have been classified by objectives and are given priority according to 3 criteria :

- Level of innovation
- Level of applicability to the towns
- Impact on local economic development

Among other measures, Barcelona Provincial Council has drawn up a catalogue of possible tools for the promotion and energisation of the local economy in the field of health and a decent life.

Here is a list of the tools available in this catalogue :

HEALTHCARE :

- Caring towns
- Care cooperatives
- Boost to teleassistance
- Cognitive stimulation initiatives
- Rooted institutions
- Health ecosystem services
- Town quarter support networks

SOCIALISATION :

- Awareness of healthy life habits
- Amateur sport
- Facing undesired solitude
- Specific training for seniors
- Tourist programmes for seniors
- Promotion of intergenerational projects
- Senior voluntary help

OTHER :

- Adapting public spaces for all
- Caring for carers
- Living together
- Technical labour offices/Special work centres
- Projects for combatting ageism

ECONOMIC PROMOTION (I)

- Health cluster
- Encouraging startups
- Living laboratories
- Technological surveillance and observation of markets and trends

ECONOMIC PROMOTION (II)

- Innovation procurement contracts
- Smart health specialisations
- Health missions on a local scale

PROPOSTA D'EINES

A continuació es presenta un recull de possibles eines per a l'impuls i la dinamització de l'economia local al voltant de l'àmbit de la salut i la vida digna. Aquestes eines s'han classificat en funció dels objectius que persegueixen:

A) Eines destinades a cobrir les necessitats de les persones

- **Salut i Cures**
 - Ciutats cuidadores
 - Cooperatives de cures
 - Impuls a la tele-assistència
 - Iniciatives per a l'estimulació cognitiva
 - Institucions ancorades
 - Serveis ecosistèmics de salut
 - Xarxes veïnals de suport
- **Socialització i vida saludable**
 - Conscienciació sobre els hàbits de vida saludables
 - Esport amateur
 - Fer front a la solitud no desitjada
 - Formació específica per a gent gran
 - Programes de turisme sènior
 - Promoció de projectes inter-generacionals
 - Voluntariat sènior
- **Altres necessitats**
 - Adaptació de l'espai públic per a tothom
 - Atenció a persones cuidadores
 - Co-housing
 - Oficines tècniques laborals/Centres especials de treball
 - Projectes per a combatre l'edatisme

B) Eines destinades a promoure l'activitat econòmica

- Clusters de salut
- Foment d'startups
- Living labs
- Vigilància tecnològica i observació de mercats i tendències

C) Eines destinades a promoure l'activitat econòmica

- Compra Pública d'Innovació
- Especialitzacions intel·ligents en salut
- Missions en salut a escala local

In 2020 therefore, Barcelona Provincial Council launched the Work, Talent, and Technology programme which seeks to finance projects contributing towards the professional insertion of people in jobs which are being transformed by technology and with a strategy based on identifying challenges and opportunities defined in the analysis and the mapping of enterprises in a selected business value chain.

This programme has allowed the setting up of 21 specific projects with the municipalities of the province, including the project “Activa Vallés +60” implemented by 4 towns, which aim to promote dignified work, to improve the abilities of local talent, and to boost economic growth on this strategic axis of decent life thanks to technology.

Projecte Activa Vallés + 60



A QUI ES DIRIGEIX?

Empreses i associacions empresarials relacionades amb la cadena de valor de la Silver Economy que ofereixen productes i serveis per millorar la qualitat de vida de les persones majors de 60 anys.

A persones en recerca de feina i persones en actiu (treballant i que busquin una millora laboral) interessades en empreses de la cadena de valor Silver Economy

QUINS SÓN ELS OBJECTIUS?

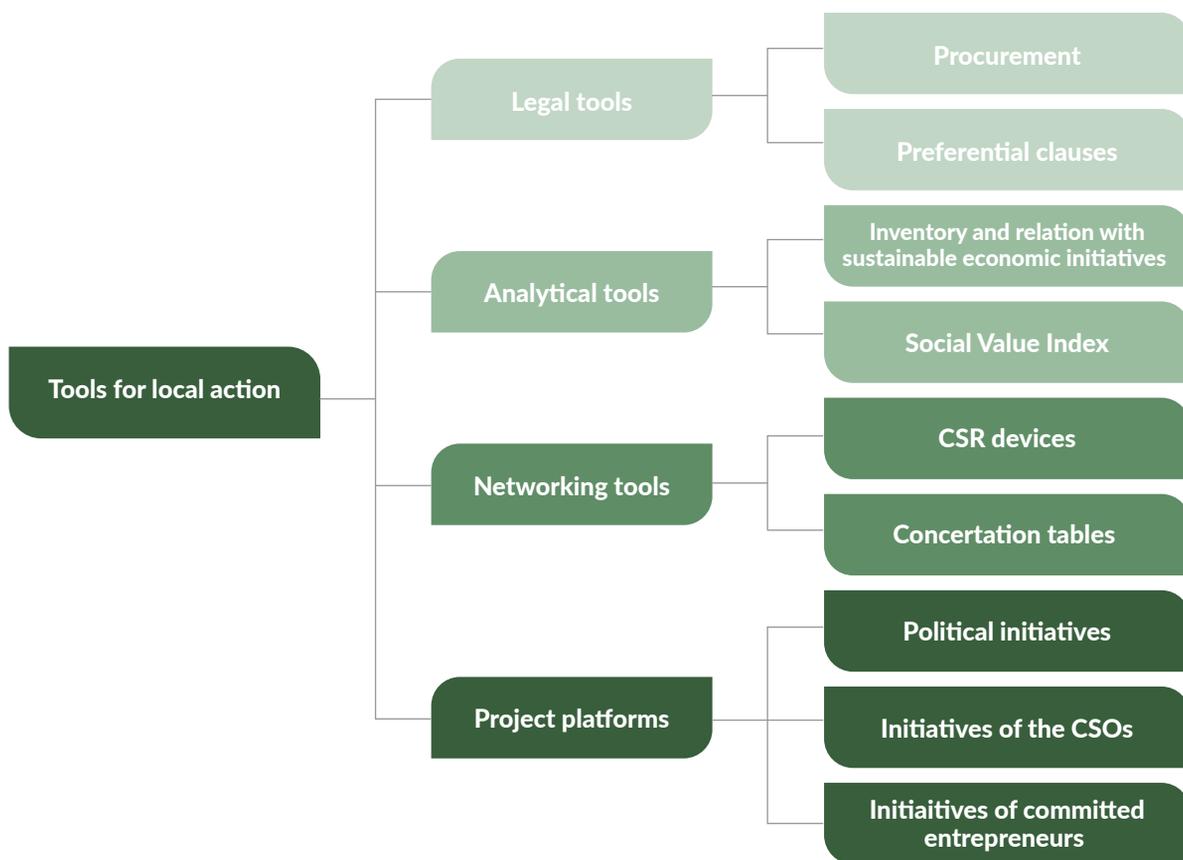
- Promoure el **TREBALL** digne
- La millora competencial del **TALENT** local
- El Creixement econòmic sostenible a través de la **TECNOLOGIA**

The Activa Vallés +60 project is intended for business enterprises and associations from the sector of the Silver Economy and for people seeking employment in this sector.

Activa Vallés +60 is run by 4 towns and aims to promote dignified work, to improve the abilities of local talent, and to boost economic growth by means of technological innovation.

By means of diagnosis, mapping, and the characterisation of this value chain, specific intervention proposals have been formulated and strategic alliances have been set up, which has allowed the successful mobilisation, training, and improvement of the skills of 2500 professionals and 171 companies.

4.3. Tools to encourage social, inclusive, and green economic development



4.3.1. Legal tools

4.3.1.1. Procurement guide to socially responsible operations

According to what is said about the procurement contract guide of EL Prat De Llobregat:

"Strictly speaking, any stipulation which obliges an enterprise benefitting from an administrative operation to execute correctly the contractual object in accordance with the technical prescriptions defined in the contract and in addition to respect certain objectives of general interest. The note characterising the social clauses will therefore be that they will be considered to constitute a complementary obligation for the enterprise which is the beneficiary, an obligation which does not derive from strictly respecting the contractual object according to the natural technical requirements for completion".

Some examples of compulsory clauses of non-sexist language, universal accessibility, and respect for environmental regulations:



" In all the documents, advertising, images, or materials which must be supplied to the tenderers, or which are necessary for the execution of the contract, non-sexist language must be used and any discriminatory images of women or sexual stereotypes must be avoided in favour of a balanced presence, diversity, and co-responsibility with the values of equality".



"The successful bidder must give to the execution of the operation a minimum of computer material with the appropriate technology so that it can be used by anyone whatever their personal situation."



"When drawing up the work project of this operation – construction, **the enterprise which is the beneficiary must respect the regulations on universal accessibility** contained essentially in the Technical Building Code in Royal Decree 505/2007 of 20th April, in the sense that the essential conditions of the accessibility and non discrimination of handicapped people regarding access to and use of built-up public spaces and buildings are approved together with any state, regional, or local regulations "



"Any work carried out during the execution of the contract will be subject to the environmental protection obligations, to rulings applicable regarding employment protection, working conditions, and the prevention of occupational hazards."

4.3.1.2. Preferential clauses for sustainable and inclusive economic initiatives

In contrast to the compulsory clauses which may be recorded in the specifications for local public purchase, preferential clauses constitute positive weighting which favours organisations of social economy and gives them an additional opportunity to establish themselves in the territory and to consolidate their activities.

Example 1

Clauses which may be included as an additional attribution criterion proposed by El Prat de Llobregat

“Priority for the attribution of the operation is given to the proposals presented by public or private enterprises which when certifying technical solvency include a number of handicapped workers exceeding 2%“

Example 2

On a different note a less technical example can be quoted, albeit one which relates more to coherence with regard to the public policies of a town:

The town of Santa Coloma de Gramenet has a very active strategy of support for policies ensuring equality between men and women. In this sense the town has established a resource centre for women which includes a coworking space and an incubator. The criteria for the acceptance of the accommodating of entrepreneurs give priority to women entrepreneurs and in more general terms to projects with a positive impact or social or economic innovation so as to strengthen local action for equality between men and women and support for women to give them empowerment in all fields of life.

4.3.2. Analytical tools:

4.3.2.1. Taking stock of the sustainable and inclusive economic initiatives of the territory and establishing an Operating Report on their needs

With its approach of encouraging sustainable and inclusive economic development, the town of El Prat proceeded in stages:

- Firstly the town launched a stocktaking study to record all the organisations of this kind in its territory
- Then a series of meetings and participatory activities were organised by the town so as to encourage mobilisation and interaction
- A regular encounter is organised by the town to specify needs concerning accompaniment, training, and interaction between these organisations
- The project came to a close with the transformation of the whole dynamic into a **Municipal Cooperative Council** created in June 2024. “This body, which acts in an advisory capacity, fulfils the functions of providing information, proposals, consultation, advice, and follow-up of the evolution of municipal policies and initiatives from the sector of the social and cooperative economy, so as to improve municipal action on the subject and adapt it to the needs of one of the most recognised sectors of the local economy.”

4.3.2.2. Developing an indication of the social value of sustainable and inclusive economic initiatives to strengthen their defence

Example 1

The town of Zgharta-Ehden has mobilised the lever of “Social value” to promote an inclusive local sports project. Indeed it was only possible to persuade the town council to put aside a sum to support the local football club by means of the mobilisation of the notions of social added value and the social opportunity cost.

It has been shown that :

- If the club did not exist, the amount which the town would have to spend is 6 times higher than that asked of it if the town had decided to carry out the action itself
- The social benefit to tens, indeed hundreds, of children who would join the club and therefore be protected and focused is an objective sought by the town
- The possibility of this club training future sports champions is also a reason for pride and gives visibility to the town
- The jobs which will be created by the project allow considerable reduction of local unemployment.

Example 2

The economic development area of the town of El Prat de Llobregat and 12 enterprises and social entities from it wished to know the value of the social economy which is being generated in the municipality. For this reason they are promoting a project which aims to quantify the integrated social value (ISV) of the charter of the social economy of the municipality.

The calculation of the integrated social value (ISV) includes 3 basic components:

- **Social value of the market**

This dimension takes into account the value generated by the organisations in the form of their economic activities, both directly and indirectly. The direct social market value takes into account aspects such as personnel costs, added value, and the taxes paid by the organisations to governments. The indirect social market value refers to the value induced by the recruitment of suppliers and takes into account these same financial aspects.

- **Non-market social value**

This dimension is that linked to the social value which is generated by the organisation owing to its interest groups and is identified by contact with interested parties and the identification of the value variables perceived by these interest groups.

- **Integrated Social Value (ISV)**

Once the values described above have been calculated, the results are consolidated so as to obtain the Integrated Social Value. We are concerned with consolidation and not with addition because there are possible approximations used to calculate the non-market social value which will come from accounting data already taken into account in the market social value; so as to avoid duplications they cannot be added.

4.3.3. Networking tools

4.3.3.1. Bringing the measures of corporate social responsibility (CSR) of local companies in line with the needs of sustainable and inclusive economic initiatives

“Some companies collaborate towards solving the problems of the town in which they are established. These are citizen enterprises. In the same way as a natural person, in order to be a good citizen it is not only necessary to pay one’s taxes but also to show civic-minded behaviour, be a good neighbour, and take part in Community life in the case of corporate persons and enterprises. We say that enterprises which are good citizens respect corporate social responsibility (CSR)” (Source : [El Prat De Llobregat](#))

Example

the CSR strategy of the town Santa Coloma

The town of Santa Coloma de Gramenet has set up its major structural project LA CIBA, which allows it to achieve the objectives of its policy of equality between men and women and support for the social inclusion of women (for details see below in projects section 4.3.4.1).

In this sense LA CIBA also allows the town to become a relevant interlocutor with the major companies of the territory as part of their strategies of Corporate Social Responsibility (CSR). To be precise, LA CIBA can enter into contracts of partnership and of the financing of specific projects with these enterprises, thus capturing the appropriate budgets and providing the companies with the guarantee that their investments will be managed efficiently to achieve the expected objectives.

Two examples of CSR partnership for LA CIBA can be mentioned :



The town of Santa Coloma de Gramenet, LA CIBA, the company ENDESA, the Training and Labour Foundation, and Factoria 4 cooperated to create and carry out the FEMCODERS project. This project has allowed the support of vulnerable women by means of technological training in Full Stack website development and their professional integration in companies. Since 2022, 106 women have been trained on premises of LA CIBA and 70% of them found employment.



An example of successful collaboration is that of the town of Santa Coloma de Gramenet with the company Google, which as part of its CSR strategy has financed the fitting out of a digital room for coworking and entrepreneurship to the benefit of the town.

4.3.3.2. Creating a network of the various players on a social objective theme

The town of **Zgharta-Ehden** has implemented a social project known as **“Food Sovereignty”** which aims to fix food production and consumption locally in an organically and solidarity-based manner so as to fight against the windfall economy and find innovative local solutions to the problems of scarcity and structural difficulties which the Lebanon has been experiencing for several years. The town is considered to be a laboratory of good practices and expects to offer the national community a specific model which is both tested and efficient for a social and solidarity-based economy, thus proving that it is possible to redevelop the productive economy and that this development is initially local.

The town therefore runs the project on two fronts:

- Accompanying local farmers so that they can improve the quality of their products
- Accompanying local consumers so that they can obtain grassroots supplies

This structural municipal initiative brings together mobilised citizens aware of the project and NGOs active in the field so as to build a solidarity-based local community which is highly effective.

Factsheet of the food sovereignty project:

“SOVEREIGN SEEDS” بذور السيادة

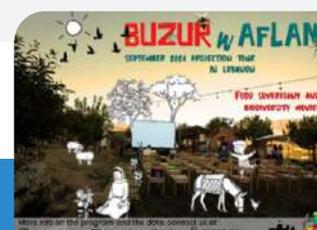
The aim of this group is to accompany the transition towards healthy, sustainable, decent, and equitable agro-ecological production and responsible consumption respecting the principles of circularity.

As part of a partnership between players in key sectors supported by the ALPAD, today the group “Sovereign Seeds” constitutes a unique initiative working on the dissemination of food sovereignty and on accompanying small producers and consumers in the transformation of their practices.

The initiative transcends the limits of the municipality as it covers the whole of the district (Cada’) of Zgharta to include 52 towns with a total of 110,000 inhabitants.

Activities :

- Training and coaching
- The gathering and propagation of ancestral seeds which have not been genetically modified
- Awareness of players in the sector and the general public
- Governance and public policies
- Creation and management of shared urban gardens
- Training on the controlled biodegradation of agricultural waste (the production of innovative input, methanisation, composting, vermicomposting, etc...)



4.3.4. Measures-projects :

4.3.4.1. Projects proposed by a strong political will

LA CIBA centre is the fruit of several years of work in collaboration initiated and maintained by the political will of the Town Council of **Santa Coloma de Gramenet**.

The services provided by LA CIBA range from shelter in urgent cases or those of isolation to psychological support whether at a specific time or long-term. This shelter may take the form of temporary residence on site for women who have suffered violence and/or those who are socially isolated.

The centre allows women to return to an environment of warmth and stability and to socialise by means of cultural activities and learning and training workshops (cooking, dressmaking, podcasting). The idea is to encourage social reinsertion by means of culture and employment.

LA CIBA makes available, not only to women but to everyone, spaces for co-creation and coworking open to women entrepreneurs and different kinds of people provided that they undertake a suitable project for the town following the theme of support for women in a delicate social situation.



LA CIBA is a resource centre for women which makes available to them tools allowing the improvement of their personal independence in all fields of life.

The town of Santa Coloma de Gramenet has pioneered the creation of this project which was initiated in its entirety by the political view of the town to provide women with resources of reference so as to establish policies of equality between men and women.

The centre, which was inaugurated in 2020, was installed in a former factory of Santa Coloma and therefore extends over a surface area of 8000 m². It is equipped with diversified fittings so as to provide women with services of shelter, attention, psychological care, training, accompaniment regarding entrepreneurship, and other services.



The aim of the heart of the mission of LA CIBA is clear from this image: welcoming women of all kinds to give them a warm environment and hone their skills!

Formació, ocupació i empenedoria

Aula de cuina



Taller tèxtil



Alguns dels espais de l'àrea d'empoderament econòmic

Aules de formació



Taller d'audiovisuals



The training spaces of LA CIBA are diverse and allow catering for people of all kinds (kitchen room, training room, dressmaking workshop, audiovisual workshop).

L'espai de *coworking*



The coworking space directly aims to boost women's entrepreneurship by establishing a space and the possibility of using a technical advice service.

4.3.4.2. Projects initiated by an avant-garde civil society

The RUBRICATUS Foundation was created in 1997 and is the result of the continuous citizen mobilisation of families of mentally handicapped people who have come together out of solidarity to create a project of care, support, and mutual aid to improve the life of their protégés. The town of **El Prat de Llobregat** has come forward to accompany this initiative and encourage it so as to take part and make it an active and efficient foundation in the fight against the exclusion of mentally handicapped people.

Today RUBRICATUS is a centre which provides handicapped adults with shelter, direction, and social insertion by means of the work which defines its mission as follows: *“The Rubricatus Foundation is a non-profit-making entity of social economy with the objective of attaining the best quality of life for adults with intellectual disabilities in El Prat de Llobregat by contributing to their basic needs through socio-professional and personal independence solutions in line with their capacities and functional diversity.”*



La Fundació Rubricatus
PRO PERSONES AMB DISCAPACITAT



Ajuntament
del Prat de Llobregat

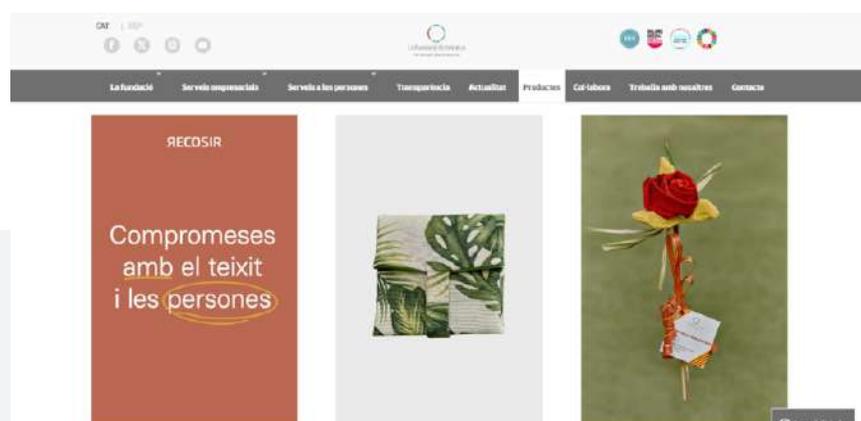
The Rubricatus Foundation aims to be an entity of reference for the global promotion of the quality of life of adults with intellectual disabilities which is distinguished by:

- A model of self-management based on excellence,
- Efficiency, quality, and innovation.
- An outstanding team devoted to their mission and to obtaining results with a social impact.
- Credibility recognised by interest groups.
- The generation of networks and spaces of cooperation with other agents of the territory.
- Economic and environmental durability.
- Ethical and transparent conduct.
- Defence of the rights of adults with intellectual disabilities.



Rubricatus, 25 years working to achieve the social insertion of handicapped adults

Moreover, Rubricatus combines social insertion and the circular economy as it has made the choice to base the activities of the centre on the recycling of waste fabrics to create new objects, in particular company gifts and decorative items. The market value of these objects is therefore enhanced by their environmental and social worth which make them company gifts and reinforces an image of durability.



Thanks to the circular economy and the use of textile waste, Rubricatus creates new products and strengthens the economic durability of the territory

In addition, a wide range of services is offered by the Rubricatus Foundation, which proves that the work of accompaniment, training, and insertion can give handicapped people the opportunity to live a fully dignified life, be truly useful to society, and attain financial independence.



Rubricatus provides various kinds of services to its clients, all of which are thanks to the handicapped people they have welcomed: needlework, gardening, catering, handling, packaging, durable urban distribution, cleaning and upkeep of spaces, and sustainable event services

4.3.4.3. Projects implemented by committed social entrepreneurs

Social economic initiatives may also be initiated by social entrepreneurs and accompanied by the towns and their institutional partners and financial backers. This the case of the INNOMED-Up project which has been implemented in several towns in the Mediterranean region, grouping local initiatives on recycling and the social and solidarity-based economy. INNOMED-Up proposes collaboration with cultural and creative industries, in particular by means of the craft industry, so as to shift local urban economies towards a paradigm of production and consumption based on the circular economy.

(INNOMED-Up project: Initiatives of refuse collection in Athens and the recycling of plastic coils and fabric waste in Tunis)



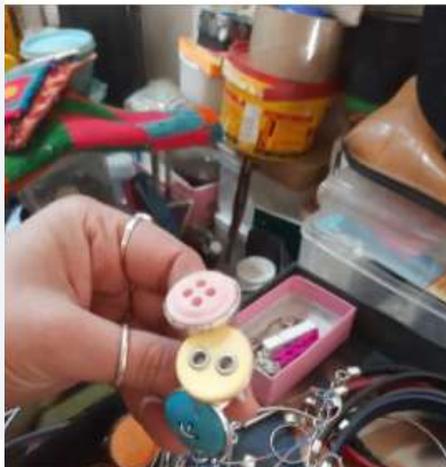
Innomed-up
26 décembre 2022

INNOMED-Up sub-grantees in Tunis Medina started developing their innovative circular economy products; Ahmed collects food waste from restaurants in the Medina, and initiated the first composting station in the Medina' Mohamed Aziz upcycles wood and plastic bags into furniture; Marouan collects cardboard from Medina's souks, and upcycles them into lighting systems, and Boutheina uses wood waste and silver workshop residues to create jewellery. The Municipality of Tunis team, is closely following up on all grantee projects development, to ensure projects success and sustainability within Medina's ecosystem.

The INNOMED-UP is funded by the #EU under ENI CBC Med Programme to the support of the EU/Programme.

#GoMed #onemed #capitalization #green_practices #INNOMED_UP

Voir la traduction



5. Conclusions

At the close of this exercise of the capitalisation of the exchange process within the LASERMed 2024 Community, it seems clear that this learning approach and peer-inspiration focus is an excellent way of strengthening local action and enhancing each of the towns with the experiences and recommendations of others in adaptation to the local context.

In this sense it is important that the LASERMed dynamic should continue to be implemented in forthcoming years on its two fronts in a concomitant manner: that of direct support for local action by means of the setting up of pilot projects and that of the consolidation of the LASERMed Community itself as a focus for learning and sustainable exchanges.

6. Technical references to be consulted for further information

› Register of the roles of towns in supporting sustainable socio-economic development :

Generating conditions : A need for long-term action to give citizens the necessary skills, interest, and knowledge to create SSE initiatives.

[QuEmE Programme – Entrepreneurial culture at school.](#)

Promoting : It is a case of short-term action which aims to encourage citizens to create SSE initiatives; for example the training of entrepreneurs using the cooperative model.

Connecting : It is a case of action which serves to link certain SSE initiatives with others. SSE meetings, [Fira d'Economia Solidària de Catalunya \(Fair of the solidarity-based economy of Catalunya\).](#)

Facilitating : It is a case of action which serves to facilitate the creation of SSE initiatives; for example subsidies in the initial stages, the transfer of spaces or infrastructures, the acceleration of procedures, competitions, and prizes ([Competition of entrepreneurship and the social and solidarity-based economy of Sant Cugat del Vallès](#)), etc.

Awareness : It is a case of action which serves to promote the SSE among citizens and make them interested in it. Awareness and communication campaigns, [Fira d'Economia Solidària de Catalunya \(Fair of the solidarity-based economy of Catalunya\).](#)

Procurement contracts : Purchasing and procuring SSE products and services. [A practical guide to social clauses for the promotion of the social economy in the Baix Llobregat, Catalogue of products and services for responsible procurement contracts of Osona.](#)

Participating : The direct setting up, whether permanent or temporary, of a local authority in an entity of the SSE.

[Transverse council of the social and solidarity-based economy of Mataró.](#)

Financing : Action aiming to finance or support SSE initiatives, sometimes in collaboration with citizens (joint financing) or with ethical financing. [Framework of collaboration between Barcelona City Council and the ethical finance system, municipal loan funds to finance the projects and the lines of action of the SSE.](#)

Regulating : Action which favours the creation or the development of SSE initiatives by means of local or tax regulations. [Reduction of tax on economic activities for the SSE entities and enterprises in Terrassa.](#)

Showing an example : Action of direct commitment at a local level in certain fields of the SSE, in particular responsible consumption, ethical financing, and fair trade. [Stamp of the town of Manresa for fair trade.](#)

► **There are three possible levels for creating a positive impact by means of the mobilisation of the SSE. Each municipality can become identified with one or several levels in accordance with their feasibility in its own country and their appropriateness to each territory:**

» The platform of procurement contract services can be consulted, for example [operations reserved for Special Work Centres.](#)

» Incubators of SSE entrepreneurship projects such as those implemented by the [town council of El Prat de Llobregat.](#)

» Recognition and prizes for social entrepreneurship such as the [Tool Prizes](#) for social transformation projects (UAB, Mollet del Vallès City Council, Vallès Occidental Regional Council, Vallès Oriental Regional Council, Barcelona Provincial Council).

[Unió de Cooperadors de Mataró.](#)

**GUIDE DES BONNES PRATIQUES
D'UNE ACTION LOCALE POUR LA PROMOTION
SOCIOÉCONOMIQUE DURABLE EN MÉDITERRANÉE**

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