DIRECT OR BILATERAL MUNICIPAL COOPERATION
Values, Principles and Methodological Criteria

International Cooperation Master Plan 2013-2016

Barcelona, Oct 2015

CONTENTS

1. Introduction.......................................................................................................................... 1
2. Background............................................................................................................................ 2
3. Values and Guiding Principles of Direct Cooperation.......................................................... 3
   3.1 General Principles & Values............................................................................................... 3
   3.2 Guiding Principles............................................................................................................ 5
4. Basic Elements and Methodological Criteria........................................................................ 6
   4.1 Basic Elements................................................................................................................... 6
   4.2 Methodological Criteria.................................................................................................... 7
   4.3 Critical Aspects and Recommendations.......................................................................... 11
5. Screening tools of the City of Barcelona when selecting partners....................................... 12
   5.1 Priority Cities in the Master Plan 2013-2016................................................................. 13

1. Introduction

In the course of the almost two decades since the Barcelona City Council began to carry out development cooperation actions, there has been a progressive evolution of the concepts and practices linked to a cooperation model which, in the case of Barcelona, arose from a vigorous community spirit of solidarity and which has come to be one of Barcelona's distinctive traits in the international sphere.

The compelling political will to keep working and strengthening the Barcelona City Council's development cooperation is not only marked by a progressive increase of the budget allocated to this area but moreover involves a constant improvement and coordination of the pertinent framework tools with the aim to provide a quality cooperation that will achieve the respective goals and have the desired impact.

The Master Plan for International Cooperation and Solidarity 2013-2013 (the third one since 2006) now forms the framework document of reference for the definition of this activity's mission, strategic lines, and models and criteria of intervention. An appropriate
review, assessment and reflection process in connection with this Master Plan will help to
generate contributions in the process of developing the next Master Plan in 2016.

As a result of these many years of experience, the direct municipal cooperation has been
structured as a tool in the service of Barcelona's international projection. The active
exchange of experience and know-how in municipal management, and the teamwork
between the Public Administrations that, regardless of their respective institutional
organisation, share the same language, priorities and aspirations, form the core of the
activities in this field.

The direct municipal cooperation carried out by the Barcelona City Council through
agreements with cities or networks of cities, is essential to the consolidation of the city's
specific role as an experienced practiser in initiatives involving the exchange of good
practices and the transfer of knowledge. This specific and distinctive public policy of the
City Council provides a large added value to Barcelona in this city's relationship with the
world.

2. Background

In 1992, the grave situation in Sarajevo and its appeal for help to the international
community marked the start of an unprecedented mobilization of solidarity in Barcelona,
which became a leader and coordinator of many initiatives which were launched at that
moment, undertaking a solidary commitment to the city of Sarajevo which extended 5
years in time through the creation of the so called District XI-Sarajevo. The goal of this
initiative went beyond the physical reconstruction actions which were carried out in that
city, seeking essentially to contribute to the re-establishment of the dynamic of human and
social relations which had been cut off in a Sarajevo battered by war. This process made
evident Barcelona’s capacity to lead the mobilization of agents of civil society (and not only
in the field of cooperation), with the aim to establish links and ties of solidary collaboration
and commitment, as with the formula called People to People. Proof of the strength of the
ties that were established is that 15 years after the start of the initiative, civil organisations,
private citizens and local governments continue to maintain, albeit with less intensity, a
good collaboration relationship.

The success of this specific experience and of the model of intervention that it involved,
led to the emergence, within the Barcelona City Council, of a new municipal function
focused on humanitarian aid and the support of community initiatives, which was the
embryo of what today is a specific department devoted to development cooperation
actions and Global Justice.

Following a period in which the City Council's cooperation activities were centred basically
on Sarajevo, it became clear that Barcelona's experience, its city model based on
proximity to citizens and its plural and integrative vision could serve as a reference for
other cities in the world. New scenes of action were opened from that time on in Latin
America, Africa and the Mediterranean region.
These years of experience have given to Barcelona City Council enough perspective to increase and consolidate its city to city cooperation model. Bilateral city to city projects, which allow the exchange of Barcelona's experiences in municipal management with other local governments, have placed the emphasis on knowledge and good practices transfers, aimed to contribute to sustainable local development of cities. This direct relationship between counterparts, municipalities, does not exclude in any case the participation of other city actors (NGO’s, Universities, Professional Association, etc). In fact, Barcelona City Council always seeks to assure that the exchanges and collaboration projects go beyond the scope of the municipality itself, becoming true processes of cooperation between cities.

During the lasts years, the projects have grown in number and budget and an organisational restructuring has taken place around the Department of International Cooperation, leading to today's structure which comprises the management of both direct cooperation and the grant system to NGO’s and city organisations working in the field of cooperation.

3. Values and Guiding Principles of Bilateral Municipal Cooperation

The experience accumulated over the course of this period allows us to conclude that the overall balance of direct cooperation is highly positive, and it has shaped the specific representative character of the Barcelona City Council, consolidating Barcelona as an active actor in the field of municipal management through the transfer of knowledge and experience. Moreover, this cooperation model, committed to inclusive networking, has provided excellent results with respect to Barcelona's projection in the international sphere, as a dynamising player in local development processes with the participation of a wide range of transformative social agents.

Barcelona City Council, as one of the pioneering cities in this field, and from the experience that it has acquired in these years, has emerged a set of values, principles and work methodologies which may be useful to any local authority that wishes to launch or expand an international cooperation policy, and which have come to be part of an specific know-how and international practices in this sphere. These values and principles are added to the general values and principles that are already established in the Master Plan 2013-2016.

3.1. Principles & Values

BARCELONA CITY COUNCIL’S DEVELOPMENT COOPERATION PRINCIPLES

a) Democratic ownership of development processes by the parties involved in the partner cities and countries.

b) Alignment with partner city and partner country strategies, policies, institutions and procedures, as long as this does not contradict the values that inspire this public policy.
c) **Coordination, complementarity and conciliation** of actions between the various cooperation players in the city, Catalonia, the Spanish State and the international donor community.

d) **Mutual accountability** between the different parties involved in this associative relationship and **transparency** in administering this public policy.

e) **Results-based development management** and the application of good public management principles in planning, monitoring and evaluating this policy.

f) **Coherence** in all municipal action related to the mission, principles and values of this public policy and **coordination and complementarity with the other Catalan cooperation players**.

g) **Reciprocity** which corresponds to an associative relationship based on shared interest, and an equal relationship in which the parties actively participate and relate horizontally.

h) **Innovation** linked to the effectiveness and quality of the policy that must allow a search for new development cooperation and funding instruments.

i) **Mutual recognition** and **respect between the partners** as far as their values, language and identity are concerned.

Values, in turn, are at the heart of decisions and further determine the capacity for leadership in the area of development cooperation. This policy therefore identifies some common values on the basis of which the action agreed and the alliances between different city development players will be more decisive and coherent. The values that inspire this policy, aside from giving it its transformative character, are taken from the Catalan Development Cooperation Act. It is a policy that embraces the sensitivity of the people of Barcelona and Catalonia to values such as justice, equality, plural identity and promoting peace and human rights, paying special attention to collective rights.

**BARCELONA CITY COUNCIL’S DEVELOPMENT COOPERATION VALUES**

a) Recognition of human beings in their individual and collective dimensions as the key figures and ultimate targets of public development cooperation policy.

b) Promoting peace, justice, equality and equity in the relations between people, peoples, cultures, nations and states, preventing and solving conflicts and social tensions peacefully, establishing and strengthening peace and coexistence.

c) Promoting and defending human rights and basic, universal, indivisible and interdependent freedoms, considering freedom, democracy and personal dignity to be the foundation stones of all efforts in favour of human development.

d) Recognition of the right of peoples to defend and promote their own culture, language and identity, as well as the values of multicultural coexistence.

e) Defending and promoting the most disadvantaged groups and individuals and those that suffer political or economic discrimination because of their sex, sexual orientation, age (paying special attention to children), race or ethnic group, culture or religion, by focusing on rights.
f) Recognition of economic, labour and social rights, of work, business and good government as the cornerstones of lasting, equitable and sustainable economic development that also impacts on the redistribution of wealth and social justice.

g) Driving and promoting development, human rights and peace education (awareness-raising, training, research and advocacy). This is an instrument recognised by the Catalan Development Cooperation Act for empowering and equipping development players in the South, and North, to provide the training and pedagogical cognitive tools that allow the causes and consequences of inequality to be understood and action taken, thus contributing to a real exchange for social transformation.

3.2. Guiding Principles of Direct Cooperation:

1) **Strengthening institutional and technical capacities of the Local Authorities**, regardless of their institutional structure, with a deep respect for the autonomy and sovereignty of the Local Authorities within the frame of the cooperation relations and the joint work.

2) **Improvement of Governance and Promotion of Participation of Citizens** in municipal public affairs with respect to the steering of the projects. In the cooperation process we should endeavour to open experiences and channels of citizen participation which may be incorporated in the future into the habitual praxis of our partners.

3) Maximum endeavour of **coordination and exchange of information** with the other actors involved in international cooperation activities at Catalan, Spanish and international level. The relations with the various Public Administrations in this field should be fluid and sincere.

4) **Collaboration programs between cities should be carried out within the frame of the exclusive responsibilities and competences of the Local Authorities**. Since these elements differ according countries, it should be assured that this principle depends on a correct process of identification of the cooperation activities. The performance of shared activities with other government levels, here and abroad, calls for a high level of knowledge of the real situation and enough capacity to assure the commitment of all the parties involved. Only it’s advisable in exceptional situations (war, refugees’ crisis, and natural disasters).

5) **The Projects must assure standards of quality in the results.** Any project, policy and/or service to be implemented or transferred to a city object of any Barcelona City Council’s Direct Cooperation Programme should be perfectly applicable and endorsable in the City of Barcelona.

6) **Management transparency.** Direct cooperation should seek and assure the greatest possible transparency in the management of the programme. In addition to assuring
the transparency of administrative processes, the programme should be explained to and shared with the established participation bodies.

4. Basic Elements and Specific Methodological Criteria of Direct Municipal Cooperation:

Start a direct cooperation programme is marked by specific aspects that make it substantially different from the classic process of identification, creation and management of a development cooperation project which is usually carried out by NGOs and other cooperation actors. Some of these aspects represent an advantage while other entail added difficulties. The basic elements which we propose here are the result of the working experience of the Barcelona City Council's International Cooperation Department during the last 15 years, in which cooperation activities have been carried out with over 40 cities around the world.

4.1. Basic elements:

1) The political aspect: Direct municipal cooperation requires a political decision and the political managers' continuous support for the programme. Generally speaking, the local authorities are not politically or administratively conceived to play a significant international role. For this reason, the involvement of politics in their activities is essential:

- At international level. In the international sphere, with respect to the local authorities, the Mayors and Vice-Mayors alone represent the city. This is why, even if only in an isolated and carefully selected way, the presence abroad of the highest political representatives is important. This basic element is shared with the tasks of International Relations in other spheres (economic promotion, procurement of investments, world organisations of cities, etc.). The convergence of this foreign presence with the city's own policy and obligations requires a high degree of coordination between the various areas and the Mayor's office managers, as well as a high degree of understanding of the importance of these activities.

- At Municipality level. Direct cooperation programmes are based on the capacity to promote the participation of the various municipal services and experts in the technical assistance and collaboration processes between cities. The achievement of this objective will depend on the political managers' capacity to convey, to the managerial structure of the different areas, the importance of these activities for the city, and the need to cooperate, allowing and foreseeing the participation of their experts in the projects. These processes call for a certain investment of time aside from their usual duties, likewise entailing an added effort for the municipal services structure. International Cooperation Department is responsible for assuring that these work loads will be distributed in such a way that they do not harm the city services in any way.
2) **The technical aspect:** For the correct management of a direct cooperation programme, it is extremely helpful to possess a specialist technical team or department to implement and coordinate the programme internally and externally. This area should have personnel with good skills about international cooperation and its actors, but also with the operational needs of the administration. Good knowledge of foreign languages among the project managers it's also essential. This aspect can be cover also with the international department of the LGA.

This department or area has the following functions:

a) Internal coordination of the participation of the various areas of the organisation, assurance of quality in the identification and performance of projects, and correct management of resources.

b) Fostering transversality.

c) Promotion of assessment and learning processes.

3) **The strategic aspect:** Once the decision has been made to perform programmes of this type, each local authority should carry out a process of defining the work strategy. This necessarily involves the definition of the budget, principles, values, work sectors and priority geographical areas. All this should be included in a strategy document and/or a Master Plan. This strategy should never be for a time frame of less than four years. It is difficult to see the results and impacts in any field of international cooperation, but especially in that of municipal direct cooperation, in a shorter period of time.

4.2. **Specific methodological criteria:**

The project cycle in processes of international bilateral cooperation and collaboration between cities is not substantially different from the classic model, although it does have certain specific features. For this reason we will be speaking here primarily of the process cycle rather than of the project cycle.

1. **Political Decision.** In contrast to other actors who carry out international cooperation programmes and projects, in which the manifestation of the political will corresponds to the organisation's selfsame essence, the local authorities require the formation and formalisation of this political will. Once this point is reached, the process cycle begins.

2. **Process Cycle of Direct Cooperation.**

   - **Identification.** As in other spheres of international cooperation, this phase is essential to assuring the success of cooperation processes. Once the request has been made and the political will has been expressed to support it according to the adopted strategy, the first task is to carry out an analysis of the Frame of Action that will allow the establishment of the basis of this cooperation relationship.
- **Mutual Knowledge - Frame of Action.** In this first step, the specialized areas make a preliminary exchange of information and visits to identify the parameters of the cooperation relationship, including the following aspects:
  
  o socio-political and economic reality of the country  
  o political and competence-related structure of the local authorities  
  o preliminary approach to the possible work areas  
  o Analysis of the administrative model and technical capacity of the local authority partner.

The active participation of specific municipal personnel is not indispensable in this phase. Generally speaking, in these initial visits it is positive the participation of elected and high political managers but a careful technical identification cannot be obviated. Sometimes the spheres of work and even the projects are already established in the political decision but this phase of technical identification is indispensable to the success of cooperation activities.

- **Areas and Issues Identification.** This phase, which will also involve some exchanges and visits, will necessarily call for the participation of the municipal experts and specialists in the defined areas, since they will help to assure the quality and the adaptation of the project to be performed. The real scope of this collaboration can only be concretised by means of a frank open dialogue with the municipal experts of both parties. At the same time, in this phase the negotiation of the accord (Protocol or Agreement) that will govern the process in the implementation phase will also be started up.

- **Agreement.** It is highly recommendable to establish a written agreement in which the process is described, including: exchange areas, obligations of each party and time calendar. In this phase, the existence of a flexible and collaborative legal and administrative structure is totally indispensable. It should be recalled here that the local authorities were not initially conceived to maintain international relations. There are diverse legal formulas and instruments for formalising this agreement:

  - **Twinning Agreements.** This is the figure that the city councils have traditionally used to formalize international relations. It is a formula which emerged after World War II and which has subsisted to our days. It is a political oriented formula but technically less operative. It does not usually have an expiration date and the terms of collaboration between the cities are not specified very clearly, beyond the exchange of institutional visits. Actually Barcelona is not using this formula in its international cooperation policy, although it does use it in other spheres.

  - **Friendship and Cooperation Protocols.** This formula is basically a *Memorandum of Understanding* (MOU) in the English-speaking countries. It is a good tool for establishing and orienting the bases of joint work. This
document usually defines the areas of mutual interest in which the cities will carry out collaboration activities. This formula allows in a better way to introduce and institutional and technical orientation. Additionally, it usually establishes a period of validity of four years. In this type of agreement, beyond receptions and technical visits, economic commitments do not usually appear. It is the formula most commonly used by Barcelona City Council in the field of International Cooperation.

- **Executive Agreements.** This instrument is a development of the previously described tools since it is usually signed within the frame of a Friendship and Cooperation Protocol. It is used when economic commitments are derived from the activities agreed on. Moreover, it is indispensable when investment projects are carried out that involve transfers of funds abroad. These agreements establish the obligations of the two parties with respect to the performance of the project, the management of the funds and their justification.

- **Implementation Phase:** Once the agreement has been formalised, the International Cooperation Department (or the specific department appointed for this purpose), in coordination with the respective municipal technical experts, will monitor the implementation of the activities, whether they involve exchanges and training or executive projects. In this phase, the participation of the municipal experts is indispensable since the transference process of knowledge and good practices unfolds at this stage. Consequently, it is important to take into consideration the following aspects:

  - **Flexibility.** In any cooperation process, a great number of elements may affect the progress of the process. It is indispensable to have the capacity to adapt and update the process in order to assure its final success. It should be considered that the project involves two Public Administrations that do not always (if ever) have the same formalities and timetables in their proceedings. This flexibility must be reflected in the previsions, objectives, results and timetable of the program. This flexibility must be previewed specially in the executives’ agreements. Have a good link with the municipal legal services is essential.

  - **Monitoring the context.** Monitoring the political and social context of the counterpart country and city is also essential. In this sense a specialise area in the municipality it’s the best option, if not is essential the capacity of the LGA. Since long-term processes are involved, there are many circumstances that may affect the correct implementation of a project. We are referring here to political cycles, possible crises and destabilisations of conflict situations.
- Monitoring and supervision of the performance of projects. Monitoring of the implementation of projects by the cooperation experts, from LA or LGA, is essential. These experts have an in-depth knowledge of the agreements and the legal and administrative terms for the implementation of the previewed activities. The specific experts of other services, attached to the projects, cannot carry out this job since, once they are in Barcelona, they have their own duties in their respective departments. In the absence of a correct monitoring process, problems may arise when the time comes to justify the funds that have been used.

3. **Project Justification and Assessment Phase:** This phase of the cooperation process involves the justification of the funds that have been used and the assessment of the overall functioning of the process and of the expected impact.

   - **Justification:** In this phase, the specialised department should watch out for the correct accounting of the funds used in the implemented project. Diverse methods of justification exist since each local authority must perform the justification according to its own internal legislation. It is indispensable to include the justification model in the agreement phase in order to ease this process.

   - **Technical assessment of projects:** In addition to the correct accounting of funds and the verification of the implementation of the activities foreseen, the key element to be assessed in a knowledge and good practices transference process is how these activities has affected the work of the local authority. In this phase the term "process" acquires its full meaning over and above the "project". A process that culminates successfully will be considered one in which it is verified, once the exchange, training and/or joint work activities have been finished, before the start-up of new initiatives, that the techniques and/or innovations have been incorporated into the customary praxis. There are diverse methodologies and the assessment may be carried out internally or externally. The choice of method is made according to the type of project or process that is going to be assessed. The assessment of the cooperation praxis allows a continuous learning process to be unfolded.

- **Evaluation Phase:** At the end of the cooperation process, which is usually marked by the extinction of the validity of the Protocols and Accords relating to the projects, and the end of the activities, both partners should carry out an evaluation process. This evaluation is always necessary but it is especially important if it is wished to repeat or renew the cooperation agreements between cities. This phase should combine the technical assessment of the projects with the political and institutional relations created in the process in both cities.
The cooperation should be a learning process that will help to improve one's own work and the future joint work, and it should also help to build and consolidate the political relations with geographical areas of interest.

The joint evaluation of the positive elements and of the problems that arose in the course of the cooperation relationship will allow us to adjust the instruments and mechanisms for new commitments. The results of this evaluation should be incorporated into the assessment and design process of future strategy documents and/or Master Plans.

4.3. **Critical Aspects and Recommendations:**

Despite the positive results of direct cooperation activities in recent years, and the fact that Barcelona has been a pioneer in this field at both national and international level, a critical analysis allows us to propose some recommendations for the improvement of the programme's functioning.

- **A better coordination between political decision-making and technical sphere** would help to avoid forced cooperation processes that sometimes produce difficulties in the creation, management and justification of projects. There is enough accumulated experience to help to define the priorities and possibilities of the Action Plan in the field of international cooperation as an integrated part of the city's International Relations and International Projection.

- **Budget forecast.** Clarity in the budget forecast, whatever the amount allocated to the programme may be, will allow a better planning of the volume and type of activities to be carried out in direct cooperation. This forecasting will obviate the creation of false expectations in our partners and clarify, from the beginning of the process, what the scope and characteristics of the cooperation activities will be. This clarity should be especially visible for the budget item relating to foreign investments since the allocation to this budget item and its foreseeableability depend to a large extent on the structuring of the programme.

  A large budget is not necessary to carry out useful direct cooperation processes of good quality but it is necessary to be aware about the real capacities of your action. Budgetary foreseeability also allows the suitable planning of processes and, consequently, their correct assessment.

- **Consolidation of a technical structure appropriate to the expectations of the programme.** The high degree of specialisation of the personnel attached to any sphere of work in international relations calls for a suitable human resources policy, which means personnel specialised in international cooperation with on-site and project management experience. When forming the team, consideration should be given to such aspects as training, knowledge of foreign languages or, for example, the flexibility of working hours and calendar that this job requires (for work on holidays, long stays and trips, etc.).
- Good level of articulation between the International Cooperation Area and the Municipality's Administrative and Legal Services it’s needed. We consider indispensable to carry out a good process of information exchange and mutual knowledge between these areas in order to let all actors understand each other's specific features and needs. This relationship is essential in order to carry out Direct Cooperation Programmes, and to assure that at any time the administrative procedure is carefully performed and that the deadlines are met.

- Discuss the Direct Cooperation Programme in the civil society participation bodies previewed in the municipality. A better knowledge of this programme by Barcelona's civil society would improve the possibilities to establish synergies between municipality and civil society organisations (NGO’s, Universities, Professional Association).

5. Screening tools of the City of Barcelona when selecting partners

Sub-Saharan Africa and the Mediterranean take on a special significance in the current context, from the viewpoint of responsibilities as well as opportunities. In the case of Sub-Saharan African countries the indices of human development continue to worsen, often in a context of economic growth but a big deficit in democratic governance and a public response to the challenges of development. In the case of the Mediterranean region, the processes of political change that began at the end of 2010 with the so-called "Arab Spring" open up opportunities for a real transition and democratic strengthening that must be seized without, however, forgetting the eastern side of the Mediterranean and the need that could arise to work in communities suffering the consequences of conflict in their lives. As regards the Latin American subcontinent, despite the fact that most countries in the region are classed as middle-income countries, the macroeconomic figures continue to hide pockets of poverty and exclusion on a similar scale to those of Sub-Saharan Africa.

The geographical assignment of resources and the identification of priority partner cities is based on selection criteria that encompass various factors. First, the criteria that defines those situations in the South where it is necessary and important to cooperate. This takes into account the indices most frequently used on an international level that reflect a society's level of development, such as the UNDP's HDI, the Gini coefficient - used to measure the gap between the incomes of the richest and poorest - and the poverty index.

Second, the criteria that derives from the City Council's installed or potential capacities and its comparative advantage. The Council's prior experiences of association with cities and countries of the South, the weight and presence of a sizeable number of Catalan development players working in a city or country in the South, a large group of migrants from that city or country living in Barcelona, the detection of needs in the South that could be attended to and satisfied by the Council's sector expertise and the fact that Barcelona might be able to share similar dimensions and problems are criteria to be borne in mind when it comes to identifying partners in the South.
Finally, the criteria that determine where it is viable to establish associative relations that will ensure the aid is effective and the commitment to transformation processes. These embrace a minimum institutional capacity on the part of our partners in the South to lead their own development processes, the commitment to respect, defend and promote human rights, and the proactivity and interest shown in establishing a stable committed relationship with Barcelona City Council.

**CRITERIA FOR IDENTIFYING PRIORITY PARTNER CITIES**

A. **Needs criteria**: HDI + inequality index + multidimensional poverty index.

B. **Capacity criteria**: prior association + presence of Barcelona and Catalan players + groups of migrants + agenda that coincides with our sector expertise + similar dimensions and problems

C. **Efficacy criteria**: the partner’s institutional capacities + respect for human rights + commitment to development + proactive approach to the association

5.1 **Priority Cities in the Master Plan 2013-2016**

In accordance with these criteria, Medellin, Maputo, Havana and the Tangiers-Tetouan axis have been selected as the priority cities. Barcelona cooperation will also pay special attention to the Palestinian cities of the West Bank and the Gaza Strip. This does not exclude, in the course of implementing this master plan, specifically, through the respective annual plans, the possibility of including other priority cities that meet the aforementioned criteria, up to a maximum of seven, or even modifying the above list. Barcelona will maintain relations with these cities in various sectors of work, which will be identified jointly.

Barcelona City Council is also committed to promoting triangular cooperation with the partner cities. The aim is to create synergies between the different players in the South and generate the conditions for them to be able to share experiences and good practices, and transfer knowledge of similar situations and problems. Technical assistance will also be maintained in particular areas of common interest with cities that are not strictly considered to be priorities but with whom Barcelona has maintained relations historically and with whom strategic areas of work are identified, providing they fit within the priority regional framework identified above.

Jordi Cortés
Program Officer
Global Justice and International Cooperation
Barcelona City Council