



GenderedLandscape Integrated Action Plan Barcelona

Part 1. Presentation of context and process

City context and definition of the initial problem / policy challenge

The main policy challenge to be addressed is to develop a holistic policy to support women entrepreneurs in Barcelona.

Barcelona (population 1,602,386 (city), 4,774,561 (metropolitan area)) is the capital of Catalonia. It is the second most populous municipality in the Spanish State and the sixth largest metropolitan area in the European Union. Catalonia's economic output accounts for 19.8% of Spain's GDP. Barcelona is home to 2,057 companies and 40,769 workers in the ICT sector and accounts for 46.8% of all creative businesses and 48.7% of all employment in the creative sector in Catalonia. As one might expect from these statistics, 83.3% of employees work in the service sector and 54.1% of workers in Barcelona are employed in knowledge-intensive jobs. In addition to ICT and creative industries, the tourism industry is a major economic sector, with 19 million overnight tourists in 2017. Furthermore, Barcelona is home to more than 20 universities, colleges, training schools and institutes with a total of 200,000 students (including the University of Barcelona, a public university with 73 undergraduate programs and 63,000 students).

There are a number of laws and policies for gender equality in place on state, Catalan and municipal levels. On the state level, Spanish Organic Law 3/2007 for Effective Equality between Women and Men from 2007 established measures to guarantee equality in access to jobs and job promotion and to protect the victims of sexual harassment and gender discrimination at work. Furthermore, more recently, Royal Decree-Law 6/2019 from March 2019 compels companies to develop a gender equality plan and to set specific measures to reach an effective equality between men and women in terms of salary and the balance between work and private life. That Royal Decree Law was widened with the Royal Decree-Law 902/2020 passed on the 13th of October, that included new measures to beat the gender inequality at work in terms of salary and the Royal Decree-Law 901/2020 that included all the needed regulations to implement the Gender equality Plan in companies with more than 50 workers.

In 2015 the Catalan government passed Law 17/2015 which goes above and beyond the Spanish law by adapting to the local level the The European Charter For Equality Of Women And Men In Local Life and detailing all of the situations where a discrimination between men and women can be found. It furthermore sets out a compulsory framework for companies and the public administration regarding the implementation of gender equality measures.

On a municipal level, the political commitment for gender issues is a cross-cutting public policy which is divided between two departments in the City Council: the Councillorship for Social Rights, Feminism and LGBTI rights, which is responsible for policies targeting the population, and the Gender Mainstreaming Department in the Municipal Management Department, which is responsible for

Commenté [MEMM1]: Potser podríem incloure també el RD 901/2020 que també se centra en el mercat de treball i concretament en l'obligació de les empreses a tenir un pla d'igualtat a partir de 50 persones treballadores (abans era a partir de 250 persones treballadores)

gender mainstreaming strategies within the city council itself. The latter was established in 2015 and is located at the same level as the general manager in the City Council. The city is very active in gender equality issues, which are well integrated into policy at the highest levels. The city's Plan for Gender Justice (2016-2020), which is currently being updated for the period 2021-2025, and a deputy mayor (Laura Pérez Castaño) specifically responsible for Social Rights, Global Justice, Feminisms and LGBTI are illustrative of the progressive and committed stance of the city toward gender issues. Furthermore, the City of Barcelona signed the CEMR charter in 2009.

Barcelona Activa, the partner in this network, is the local development agency of the City Council. Since its founding, Barcelona Activa has launched several initiatives to support women's entrepreneurship and to reinforce women's role in the labour market so that they can access managerial and power positions that are traditionally occupied by men. The latest and most innovative policy aimed at supporting women to get to managerial positions is the Lidera strategy. The Lidera strategy was launched by Barcelona Activa in 2016. The goal of the strategy is to support the creation and growth of companies promoted by women and to boost the presence of women in managerial positions in business. Its specific objectives are:

- To promote equal opportunities between men and women as they move through their professional careers and in business creation, and to encourage women's entrepreneurship and the presence of women in management, technical and scientific roles.
- To foster entrepreneurial culture.
- To provide the tools necessary to start and grow companies.
- To become a meeting point between economic agents, women entrepreneurs, and start-ups promoted by women.
- To break the "glass ceiling" and combat the salary gap and vertical segregation.

Lidera is designed to have a high impact on the local economy, as it embraces actions to foster entrepreneurship, business growth, and professional development, as well as activities intended to strengthen the social and economic fabric of the city's districts. However, despite the Lidera Strategy and all the long-term tested policies to reinforce the role of the women in our societies, women are still under-represented in the business world despite men and women having comparable levels of education. In Catalonia, women hold the majority of all university degrees (they represent 56.6% of the university population), although it is true that they are concentrated in fields that have fewer prospects and with lower salaries (84.1% of women graduates have degrees in areas like social sciences, health sciences, arts and humanities) while 40% of men focus on sectors related to the sciences and ICTs, with greater prospects. Despite their levels of education, women only occupy 31.4% of managerial positions according to the Catalan Women's Institute. In addition, they fall behind men in terms of percentage of entrepreneurship as, in Catalonia, the rate of women entrepreneurs continues to be lower than that of men, at 6% and 7.9% respectively, according to the latest report from the Global Entrepreneurship Monitor (GEM).

This scenario is common in most of the European countries and has a hard and negative impact at the social and economic level. Barcelona Activa is convinced that public policies designed and implemented taking the gender perspective into account can specifically tackle those barriers that contribute to reinforce the glass ceiling and, therefore, prevent women from taking leading role in their jobs. This is the reason why, in the frame of the Gendered Landscape network, Barcelona Activa has been focused on increasing support for female entrepreneurs and intrapreneurs. This includes not only doubling down on existing work at Barcelona Activa and in the City Council (for example the Lidera Strategy and existing gender mainstreaming work), but also reinforcing the network of organizations working to

support gender equality and better coordinating the ecosystem of involved stakeholders through a shared work plan.

For this reason, the **policy challenge that Barcelona Activa faces in the frame of the Gendered Landscape program is to tackle gender mainstreaming in Urban Policy**, specifically in those local policies designed and implemented to face the existing inequality among women and men in the entrepreneurial and business fabric of the city of Barcelona

Focus

Barcelona Activa will become a referent city in Europe to entrepreneur as a woman. For this reason, is working to to develop an integrated action plan that acts as a policy strategy to overcome the existing gender inequalities in the business sector.

The present basis of the strategy seeks to make visible all those areas that directly or indirectly influence the presence or absence of women entrepreneurs in the socio-business fabric of the city. It is based on the idea that entrepreneurship or what leads a person to start a project is the sum of various social, political, economic, environmental, and cultural factors.

These factors are encompassed in two major areas: the **operating environment** that would refer to the most productive areas and the **social environment** that would respond to the factors most related to the logics of the reproductive economy that every society needs as a basis for its existence and growth.

Operational (or productive) environment refers to all those variables that directly affect socioeconomic activity and entrepreneurship. The areas it covers are:

- Market
- Talent
- Capital

Social (or reproductive) environment refers to those variables that indirectly influence the generation of business fabric in the city.

- Space / Community
- Knowledge / Technology Access
- Culture / Society



All these variables include the gender perspective in an integrated way because the goal is to act on all the variables creating an equitable and egalitarian entrepreneurial and business ecosystem between



Commenté [CAC2]: Podem posar-ho en anglès (potser a la versió final)

men and women in the city of Barcelona. Also, it is directly integrated into the Sustainable Development Goals (SDGs), especially in seven of the existing seventeen:

This integrated and transversal vision is correlated within the philosophy behind the URBACT network that gender issues are not only a one face problem. They have to be tackle from different perspectives and with different strategies, for this reason this IAP wills to implement actions in different areas to reach the **main goal** of making Barcelona the best city of Europe to set up a business as a women within two **major challenges**.

- Increases the city support (public and private) to women entrepreneurship and intrapreneurship
- Strength the women entrepreneurship stakeholder ecosystem

Description of the process

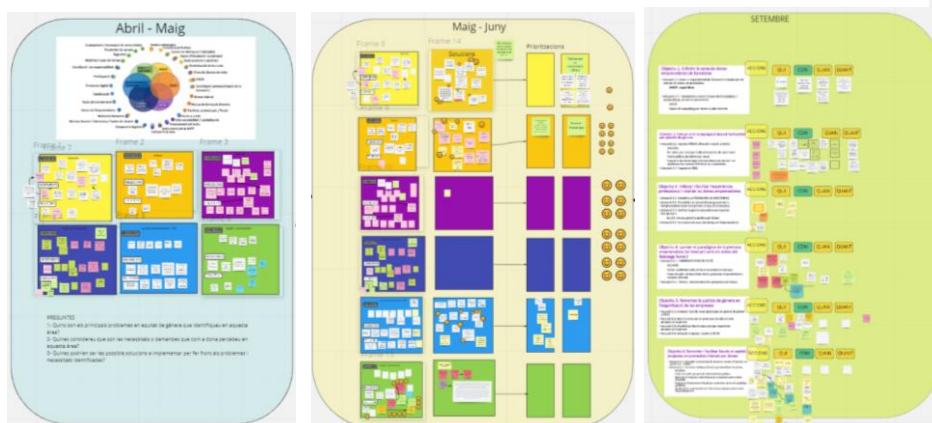
The URBACT Local Group (ULG) of Barcelona had its first meeting on 19th of February 2020 but due to the pandemic of COVID-19 its role was postponed until the end of 2020 when the ULG was restarted. On may 2022 there has been 12 ULG meetings, and a final one is expected to have place at the end of June to present the IAP. The actual ULG is composed by different stakeholders, representatives of different areas of the socioeconomic fabric of the city. Different groups can be found:

- Trade and business organisations
- Public institutions
- Non-profit organizations
- Social economy sector business
- Unions
- Privat sector business



The ULG has been held almost every month. In these meetings the coordination team (Barcelona Activa) has exposed the progress and updates of the program and has been facilitating dynamics through miro to co-create together the basis, objectives, and actions of the IAP. The process can be separate in 5 different stages.

- Stage 1 (until march 2021) → presenting advances, studies and basis of the IAP
- Stage 2 (until may 2021) → Compilation of needs, problems and possible solution on each defined factor (market, talent, capital, culture, access TIC, community)
- Stage 3 (may – July 2021) → Develop of potential solutions and prioritization of them to be integrated in the City IAP.
- Stage (September- October 2021) → Definition of the 5W (what, who, where, when y why) of the chosen actions for the IAP
- Stage 5 (from December 2021 to march 2022) → presenting advances of the IAP and activities to engage and strengthen the network generated among the different stakeholders of the ULG.
- Stage 6 (from march 2022 to June 2022) → Last ULG meetings used to deepen in specific topics related to the program like the gender barriers to access to capital or the gender perspective in city urbanism, among others.



Also, to reach other stakeholders and gain different perspectives about Barcelona’s main goal, along 2021 the coordination team organized two separate ULG meetings. One specific with university stakeholders (department directors and professors specializes in gender topics) and another one with the businesswomen ecosystem (entrepreneurs and women managers)

Following the list of participants on the main ULG meetings.

Name	Position	Organitzation
Ester Rocabayera	Gender equality officer	Intersindical CSC
Àngels Cobo	Digital Transformation Manager	Suara
Sonia Ruiz García	Manager	Serveis de Gènere i Polítiques del Temps Gerència Municipal -Ajuntament de Barcelona



Alba Garcia	Women and LGTBI policies Secretary	Comissions Obreres -CCOO
Sylvia Franzke	Vice-president	PWN Barcelona
Emilia Pallàs	Executive Manager	Direcció Executiva de Desenvolupament Socioeconòmic de Proximitat Barcelona Activa
Laura Sales Gutiérrez	Research coordinator	Fundació SURT
Neda Kostandinovic	International Projects officer	Ecologia Urbana – Ajuntament de Barcelona
Itziar Ruedas	Labour Manager	Micro, Petita i Mitjana Empresa de Catalunya- PIMEC
Jacint Soler	Institutional Director	Micro, Petita i Mitjana Empresa de Catalunya- PIMEC
Laia López Chicote	Officer	Departament d'Igualtat i Feminismes -Generalitat de Catalunya
Carol Daunert	Member	Associació 50x 50
Gemma Bercial	Coordinator	Observatori Dona i Empresa. Cambra de Comerç de Barcelona
Marta Suero	Officer	Oficina de Dones i LGTBI - Diputació de Barcelona
Laia Franco	Head of office	Oficina de Dones i LGTBI - Diputació de Barcelona
M. Elena Mora	Commissioned	Associació ASODAME-Dones emprenedores
Emma González	Gender equality officer	Unió General de Treballadors-UGT

Commenté [MEMM3]: Tècnica

Part 2. Action Plan

Objectives, actions and schedule

After several workshops with the ULG to define the solutions to the problems and need of each factor affected for gender inequalities in the entrepreneur ecosystem, the main objectives to reach the policy challenge of make Barcelona the best city in Europe to set up a business as a women are:

- **Objective 1: To improve and facilitate the professional and life experience of women entrepreneurs and intrapreneurs**
- **Objective 2: Break with occupational segregation due to gender**
- **Objective 3: Change the paradigm of the entrepreneurial person by breaking with the myths of female leadership**
- **Objective 4: Encourage and facilitate access to capital for women-led entrepreneurial projects**

Each objective has been disaggregated into several interventions (I) and each intervention into different actions (A). At the same, there are three levels of implementation in terms of the capacity to develop and implement the actions. Level 1 (L1) is referred to these actions that can be implemented by the entrepreneurship department of Barcelona Activa. Level 2 (L2) is for these actions that we need the participation or commitment of other Barcelona Activa departments or city council entities. And finally, Annex (A), is only for all these actions where a change in the law or a private or governmental level commitment is needed, so at first glance, is out of our reach. In total there are 4 objectives, 12 interventions and 26 potential actions, as it follows.

Objective 1: To improve and facilitate the professional and life experience of women entrepreneurs and intrapreneurs

- I 1.1 - Strengthen the network of women entrepreneurs and entrepreneurs in Barcelona
 - o A1- Create a virtual and physic space for entrepreneur women and women organizations (L1)
- I 1.2 Promote the creation of territorialized spaces for entrepreneurship services
 - o A2 - Creation of meeting spaces for women entrepreneurs and intrapreneurs at the city's district headquarters (L1)
- I 1.3 Consolidate women support service during the first 3 years of a project's life
 - o A3 - Reduction / help to pay the fee for self-employed people in the first three years (L2)
 - o A4 - Consolidate the advice and mentoring support service during the first 3 years of the project through the public service of the LIDERA program (L1)
- I 1.4: Facilitate bureaucratic management in the business process (in those aspects in which the city council// local development agency have competences)
 - o A5: AAPP single window for women entrepreneurs (L2)
- I 1.5: Introduce and encourage uses of time among women entrepreneurs
 - o A6: Contribute to the modification of the use plan to facilitate day-care and nursery facilities withing the office buildings. (A)



Objective 2: Break with occupational segregation due to gender

- I 2.1 – Foster gender justice in companies' organization
 - o A7 - Make PD3 a city reference and a program of academic excellence (L1)
 - o A 8 – Create a job pool for PD3 Alumni (L1)
 - o A9 – Gender Perspective training for the Barcelona Activa external suppliers (L1)

- I 2.2- Promote STEAM in the education system
 - o A10 – Introduce gender perspective in all public STEAM training for schools in the city
 - o A11 - Mentoring program for students to encourage and not leave STEAM careers (in universities (L2)

- I 2.3 – Improve public procurement with gender justice
 - o A12 – Trainings and workshops for the public service to develop and write down tenders with gender perspective (L2)

Objective 3: Change the paradigm of the entrepreneurial person by breaking with the myths of female leadership

- I 3.1 - Generate communication campaigns focused on regenerating the reference image of an entrepreneur
 - o A13 – Create and promote a Lidera newsletter (L1)
 - o A14 - Communication campaign to make visible good practices that are done in matters of promotion of jobs originally intended for men such as in the construction sector, for women. (L2)
 - o A15- Special campaign to promote mentoring program (L1)

- I 3.2 Promote and encourage awards and recognitions for women-led projects
 - o A16 – Create the Lidera awards (L1)

Objective 4: Encourage and facilitate access to capital for women-led entrepreneurial projects

- I 4.1 Encourage the presence of women in rounds of investment and venture capital
 - o A17 – Relaunch and re-adapt Finanwomen (L1)
 - o A 18- Training in gender perspective and female entrepreneurship in business schools (A)
 - o A 19 - Promote a tax exemption for those investments in initiatives and companies led by women (A)
 - A 20 – Create a platform to connect those women and business that invest in women-led projects (A)

- I 4.2 Encourage fiscal policies that benefit women
 - o A21 – credit lines for women led by the public administration (A)



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- o A22 - Reduction of taxes or bonuses to companies with equality criteria (A)
 - o A23 - Tax exemption program for hiring reskilling-upskilling women (A)
 - o A24 – Create a new category in “Impulsem el que fas” grant to foster women-led projects (L2)

From the 24 actions planned, 18 are considered Level 1 or Level 2 actions what it means, actions that can be implemented with the commitment of Barcelona Activa or Barcelona City council. All these 18 actions have been distributed in an action plan for the next three years as it follows.

	2022				2023				2024				>2025
	1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T	
Objective 1: To improve and facilitate the professional and life experience of women entrepreneurs and intrapreneurs													
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o A3 - Reduction / help to pay the fee for self-employed people in the first three years													
o A4 - Consolidate the advice and mentoring support service during the first 3 years of the project through the public service of the LIDERA program (L1)													
■ I 1.4: Facilitate bureaucratic management in the business process													
o A5: AAPP single window for women entrepreneurs													
Objective 2: Break with occupational segregation due to gender													
■ I 2.1 - Foster gender justice in business organization													
o A7- Make PD3 a city reference and a program of academic excellence (L1)													
o A8 - Create a job pool for PD3 Alumni (L1)													
o A9 – Gender Perspective training for the Barcelona Activa external suppliers (L1)													
■ I 2.2- Promote STEAM in school.													
o A10 - Introduce gender perspective in all public STEAM training for schools in the city													
o A11-- Mentoring program for students to encourage and not leave STEAM careers (in universities (L2)													
■ I 2.3 – Improve public procurement with gender justice													
o A12– Trainings and workshops for the public service to develop and write down tenders with gender perspective (L2)													
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■ I 4.2 Encourage fiscal policies that benefit women																			
o A24 – Create a new category in “Impulsem el que fas” grant to foster women-led projects (L2)																			





ACTION 1: Create a virtual and physic space for entrepreneur women and women organizations

ACTION Owner: Barcelona Activa



Short Description

Creation and dynamization of a public physic (coworking, training and meeting rooms) and virtual space (online platform) for Barcelona Activa women entrepreneurs and those entities that promote women entrepreneurship in Barcelona.

Stakeholders

Non-profit organization focus on promote women talent and entrepreneurship

Links to Strategy

O1

Finance & Resources Space 102-103 of Almogavers Incubator //

ACTION Readiness First entities onboard since April 2022

Risks

Difficulties for access

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Call / Public procurement to adapt the space into Lidera Space	1T 2022	Lidera Space done		Delay in the process
Enrolment of first members	April 2022	Organizations using the coworking and meeting room	Opening Lidera Space	Not enough organizations interested
Call for a supplier in charge of the space and its dynamization	June 2022	A person / company in charge of the tasks behind the lidera space	Open call for other entities to enrol the space	Not enough organizations interested

ACTION 2 - Creation of meeting spaces for women entrepreneurs and intrapreneurs at the city's district headquarters

ACTION Owner Barcelona Activa – DO emprendoria



Short Description

Allow women entrepreneur linked with Barcelona activa programs to meet and use specific meeting rooms in the city district headquarters

Stakeholders

City Council Distric Headquarters
DO Proximitat (Celonaona Activa)

Links to Strategy

Objective 1 (I 1.2)

Finance & Resources

Time – working hours of reception

ACTION Readiness - not started yet

Risks

Lack of political willingness

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting with DO Proximitat	4 Term 2022	Agreement to develop the action	Other pending topics among departments	Willingness of the department to inter-cooperate
Meeeting with each district responsible	1 term 2023	Agreement to use meeting rooms in the district headquarters	none	Willingness of the district Lack of space
Creation of a booking system	2T 2023	Link booking service to Lidera webpage	none	Difficulties for coordinate the service among different districts
Communication and dissemination of the new service	2T 2023	Citizens aware of the new service	Other women entrepreneurship services to be communicated	Don't reach the right/ enough audience

ACTION 3 Reduction / help to pay the fee for self-employed people in the first three years (L2)

ACTION Owner Barcelona Activa (Business department)



Short Description

Reopen “Autonom Llançat” grants to cover the self-employee fees of the first years, with and specific category or special priority on women entrepreneur

Stakeholders

OAE – Bussines department of Barcelona Activa
City Council

Links to Strategy

Objective 1 (I. 1.3.)

Finance & Resources

Officer to review applications and monitor them
1M€ (whole cost of the grant)

ACTION Readiness - not started yet

Risks

Lack of funds
Lack of staff
Lack of political willingness
Lack of coordination among departments

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting with OAE to suggest re-lunch new edition of „Autonom Llançat“	Sept-oct 2022	Agreement to re-lunch the call grant	Other similar grants	No interest
Meeting with city council	November 2022	Agreement to relaunch and add its budget in next year public budget	Other similar grants	Budget limitation / no time to add it in the budget 2023
Approval of the city budget	December 2022	Permission to launch new call	Other budget items to take in consideration	Not approval of the budget



Writing down “Autonom Llançat” guideline 2023 and publish it	March 2023	Applications to the call	None	No inclusion of the specific call in the guideline for women entrepreneurs
Grant it and monitor it.	April – December 2023	New and more women entrepreneurs with public support for their self-employer fees	Other public grants or bonifications	none



ACTION 4 Consolidate the advice and mentoring support service during the first 3 years of the project through the public service of the LIDERA program (L1)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

Create a coordinated service among all departments doing programs to support women talent and entrepreneurship under the LIDERA umbrella.

Stakeholders

OAE – Business department of Barcelona Activa
 Social Innovation Department of Barcelona Activa
 Occupation department of Barcelona Activa

Links to Strategy

Objective 1 (I. 1.3.)

Finance & Resources

Junior officer contract full time (30000€/year)

ACTION Readiness - interest in hiring personal

Risks

Lack of funds
 Lack of staff
 Lack of political willingness
 Lack of coordination among departments

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Hire a person to coordinate LIDERA services among departments	oct 2022	1 person hired to coordinate LIDERA	none	Priority on cover other positions
Periodic meeting among departments	November 2022	Monthly meeting among departments	none	Difficulties to aligning agendas
Plan an action / program calendar together with all departments	December 2022	Coordinated calendar on women programs	Other activities for women not included under LIDERA	Difficulties to not contra-programming



Collect data and monitoring the impact of intercooperation	2023	New inter-cooperation programs and users more satisfied / accompanied	Other positive externalities that this coordination among department could bring	Not enough time / HR to coordinate
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ACTION 5 A Local level public administration single window for women entrepreneurs (L2)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

Update Lidera landingpage into an online platform where one could find all the existing services to start a business as a woman in Barcelona

Stakeholders

OAE – Business department of Barcelona Activa
 Conselleria Igualtat – Generalitat Catalunya
 Diputació Barcelona
 Chamber of commerce of Barcelona

Links to Strategy

Objective 1 (I. 1.3.)

Finance & Resources

Officer dedication (2-5 hours/week during 3-4 month)
 Funds for a new website and support service (18.000€)

ACTION Readiness - not started yet

Risks

Lack of funds
 Lack of staff
 Lack of political willingness
 Lack of coordination among departments

ACTIVITIES Summary

Meeting among stakeholder to discuss willingness about the project	-3T 2023	Agreement to collaborate	none	No interest in collaboration
Writing down tender / call	4T 2023	Tender awarded for the creation of a collaborative platform	Other pending tenders to be written	What department / stakeholder will put the needed funds?
Collecting data / programs / projects and automatize the information in the website	1T 2024	Document / guideline of the website	All existing activities, services and programs for woman entrepreneu	Difficulties to not contra-programming



Publication and dissemination of the new website	2T 2024	Website launched /	Other communication actions related to the new website	Lack of relevant partners / stakeholders for the website
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ACTION 7 Make PD3 a city reference and a program of academic excellence (L1)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

Management Development Program for women (PD3) is a Lidera program for all those women in managerial or pre-managerial position. The intention is to rethink it to make it a referent program in the city.

Stakeholders

Universities or Business Schools of Barcelona
Professional women organizations

Links to Strategy

Objective 2

Finance & Resources

Tender cost for a company in charge of the managerial program (around 80000€ per year) + previous study (6000€)

ACTION Readiness - looking for a potential consultant to do the previous study

Risks

Lack of funds
Lack of staff

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Conceptualization of the program	Oct-dec 2022	Guideline for the new PD3	Other new ideas/potential programs related to the objective	Lack of interest among relevant stakeholders
Writing down tender or agreement with a university	1T 2023	Grant the tender	none	Difficulties to find a proper consortium / supplier
Lunch and communicate program	2T 2023	Dissemination of the program + Selection of the participants	none	Difficulties to reach audience / potential participants

Start new edition of the program	Sept 2023	New inter-cooperation programs and users more satisfied / accompanied		No reach the expected standards of quality
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ACTION 8 Create a job pool for PD3 Alumni (L1)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

Create and sustain a job pool for participants and former participants in PD3 program. The job pool will include managerial positions opportunities.

Stakeholders

Medium and big companies based in Barcelona looking for managerial positions

Links to Strategy

Objective 2

Finance & Resources

Junior officer contract full time (30000€/year)

ACTION Readiness - there are interest but not started

Risks

- Lack of funds
- Lack of staff
- Lack of coordination among departments

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting with companies to present PD3 program	3T 2023	Job offers to fill job pool	Job offers found in other sources	Priority on cover other positions
Creation of a document (writing + layout)	4T 2023	Document with job offers	none	Difficulties to aligning agendas
Presentation of the job pool and keep it up to date	>2024	Sharing of the document (Lidera website) + monthly update through media channels or mailing.	New hirings in managerial positions by PD3 participants	Difficulties to not contra-programming

ACTION 9 – Gender Perspective training for the Barcelona Activa external suppliers (L1)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description
Compulsory training in gender perspective for all LIDERA Suppliers

Stakeholders
Supplier companies specialized in gender perspective in business organizations

Links to Strategy
Objective 2

Finance & Resources
Tender for a company specialized in gender perspective trainings (18000 €)

ACTION Readiness - not started yet. Similar action done it few years ago

Risks
Lack of funds

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Writing down a tender looking for a company to develop the gender perspective trainings	oct 2022	1 company hired to implement trainings among other suppliers	none	Priority on cover other positions
Implementation of the services and request all	December 2022	Suppliers in LIDERA program with better knowledge on gender perspective	Indirect transmission of this knowledge to the participants	Difficulties to convince suppliers to assist to the trainings



ACTION 10 Introduce gender perspective in all public STEAM training for schools in the city (L2)

ACTION Owner Barcelona Activa (Training and Digital department)



Short Description

Generate a guideline to introduce gender perspective among all public steam workshops for children in school (STEAM BCN, YOMO, TECHNOVATION GIRLS and IT ACADEMY)

Stakeholders

Barcelona Activa
City Council
GSMA
Generalitat de Catalunya

Links to Strategy

Objective 2

Finance & Resources

Barcelona Activa officer dedication (4h/week during 3-4 months)
Funds to contract supplier expert to develop guide / toolkit (18000€)

ACTION Readiness - not started yet

Risks

Lack of funds
Lack of politic willingness

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meet with stakeholders	2T 2023	Agreement of collaboration among stakeholders	none	
Write down tender and lunch the call	3T 2023	Grant a expert supplier to develop toolkit	none	Difficulties to find a suitable supplier for the assignment
Develop and elaboration of the toolkit	4T 2023	Toolkit for best methodologies to introduce STEAM among girls	Other studies/guides or similar or toolkits	none



Publication and dissemination of the guide / toolkit	1T 2024	Appearance on media and sharing of the toolkit among interested stakeholders		No interest in implementing the guide
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ACTION 11 Mentoring program for students to encourage and not leave STEAM careers in universities (L2)

ACTION Owner - Each University



Short Description

Create a mentoring service in STEAM universities to support women students along their undergraduate career in order to encourage them to don't give up their studies.

Stakeholders

University Ministry
 City Council
 Public Universities from Barcelona with STEAM studies (UB, UPC, UAB)

Links to Strategy

Objective 2

Finance & Resources

1 person part-time to coordinate the service (25-30000€)

ACTION Readiness - already on the next step agenda

Risks

Lack of funds
 Lack of interest

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting with universities	3T 2023	Agreement with Universities to develop the service	none	Lack of interest among universities
Creation of a secretariat in each university	1T 2024	New service in the University	none	Difficulties to aligning agendas
Lunch job offer for a coordinator	2T 2024	Person part-time coordinating the service in each university	Other need to cover positions in the department	Difficulties to find proper person
Lunch Mentoring service during the course 2024-25	September 2024	First mentor and mentee meetings	Other encounters out of the official ones	Lack of effect or interest among students



ACTION 12 – Trainings and workshops for the public service to develop and write down tenders with gender perspective (L2)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

Organize trainings and specific courses for officers in charge of writing down tenders and calls in order to capacitate them to use correctly the social and gender clauses.

Stakeholders

Gender Mainstreaming department of the City Council
Social Innovation Department of Barcelona Activa

Links to Strategy

Objective 2

Finance & Resources

Officer dedication (2-3 hours per week during 6 month aprox)
Contract with a expert supplier (18000€)

ACTION Readiness - political interest shown. Not started yet

Risks

Lack of funds
Lack of staff
Lack of political willingness
Lack of coordination among departments

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting with relevant stakeholders to look for cooperation	January 2023	Agreement to present tender	none	Priority on cover other positions
Lunch call / tender looking for a expert supplier	March 2023	Grant company to develop internal trainings	none	Difficulties to aligning agendas
Development of the trainings	2T 2023	Better implementation of the existing terms and gender clauses in the public procurement contracts	none	Difficulties to not contra-programming



ACTION 13 –Create and promote a Lidera newsletter (L1)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

Create a monthly newsletter to inform about all LIDERA programs and other relevant information related with women talent and entrepreneurship

Stakeholders

Communication Department of Barcelona Activa

Links to Strategy

Objective 3

Finance & Resources

Officer dedication (2-3 hours / week)

ACTION Readiness - Already willing to meet with communication department

Risks

Lack of staff

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting with communication department	oct 2022	Agreement / Permission to lunch monthly newsletter under LIDERA name	Other entrepreneurship or Barcelona Activa newsletters	Difficulties / Communication department reluctance
Collection of relevant information	>November 2022	Monthly meeting among departments	none	Difficulties to find relevant interesting information
Monthly elaboration of the newsletter	>November 2022	Monthly newsletter / better knowledge about Lidera / citizen engagement with Lidera	none	Difficulties to don't reach right audience



ACTION 14 Communication campaign to make visible good practices that are done in matters of promotion of jobs originally intended for men such as in the construction sector, for women. (L2)

ACTION Owner Barcelona Activa (Communication department)



Short Description

Create a campaign in mass media about successful women entrepreneurs to visualize women in start-up and /or in masculinized sectors with the final objective of change the general image of what is an entrepreneur in Barcelona

Stakeholders

Communication department
Main Newspapers (la vanguardia, Ara, el periódico,...)
TV (TV3)
Radio

Links to Strategy

Objective 3

Finance & Resources

Communication officer dedication (10h/week during 4 months) + campaign cost (5000€)

ACTION Readiness -

Risks

Lack of funds
Lack of coordination among departments

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meetings with communication department to design campaign	Set-oct 2023	Communication campaign strategy ready	none	none
Mapping and contact women for interviews, photo shooting	Nov-dec 2023	Communication material	none	Difficulties to aligning agendas or to get interesting material
Lunch communication campaign	February - march 2024	Change in the citizen image of what is a successful entrepreneur	Other related news	Don't generate the expected impact



ACTION 15 Special campaign to promote mentoring program (L1)

ACTION Owner Barcelona Activa (Entrepreneurship + Communication department)



Short Description

There are several mentoring services for women entrepreneurs and businesswomen but however that women complain that there are no mentoring services in the city. For this reason a special campaign to let people know about these existing public services is planned.

Stakeholders

Communication department of Barcelona Activa
 Communication department of Generalitat / Autoocupació
 Commerce Chamber of Barcelona

Links to Strategy

Objective 3

Finance & Resources

Campaign cost (5-6000 €)
 Communication officer dedication (5-10 hours per week during 4-

ACTION Readiness -

Risks

Lack of funds
 Lack of staff
 Lack of coordination among departments

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting among all public departments that offer mentoring service for businesswomen	oct 2022	Agreement of collaboration	none	Difficulties to reach an agreement of collaboration
Design campaign	Nov-dec 22	Communication campaign on street banners / media	Other communications related to the campaign	Difficulties to design a proper campaign
Lunch campaign	February-march 2023	Better knowledge of the mentoring service	none	Not generating expected impact



ACTION 16 Create the Lidera awards (L1)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

Yearly Award to the best project of the entrepreneurship programs that have taken place along the year. Award to women in manager positions can be also planned

Stakeholders

Women entities and other public institutions

Links to Strategy

Objective 3

Finance & Resources

Award (around 10000€ per year) + officer dedication (2-4hours/ week during 1-2 month)

Risks

Lack of funds

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting to define and design the award	oct 2022	Agreement to realize the prize	none	Priority on cover other positions
Identification and evaluation of projects	November 2022	Results of the year award	none	Difficulties to aligning agendas
Event to give award	December 2022	Event realized with success	Presence in media channels	Difficulties to not contra-programming



ACTION 17 Relaunch and re-adapt Finanwomen (L1)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

Finanwomen is the existing LIDERA program to support all women that seek for funds. The program has been ongoing with irregular success. A study to rethink the program and re-lunched is planned to get the expected success.

Stakeholders

- OAE – Business department of Barcelona Activa
- Social Innovation Department of Barcelona Activa
- Occupation department of Barcelona Activa

Links to Strategy

Objective 4

Finance & Resources

Baseline study (6000€) + Program implementation (18000€) + officer dedication (5 hours/ week during 6 months)

ACTION Readiness - Direction interest to re-lunch program

Risks

Lack of funds

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Conceptualization of the program	Oct-dec 2023	Guideline for the new Finanwomen + new alliances	none	Lack of interest among relevant stakeholders
Writing down new tender	1T 2024	Grant the tender	none	Difficulties to find a proper consortium / supplier
Lunch and communicate program	2T 2024	Dissemination of the program + Selection of the participants	none	Difficulties to reach audience / potential participants
Start new edition of the program	Sept 2024	New inter-cooperation programs and users more satisfied / accompanied	Funds, credits, loans and investor rounds get by participants	No reach the expected standards of quality

ACTION 24 Create a new category in “Impulsem el que fas” grant to foster women-led projects (L2)

ACTION Owner Barcelona Activa (Entrepreneurship department)



Short Description

“Impulsem el que fas” is the biggest grant for new business in Barcelona, focused on proximity and social economy projects. A new category based in projects lead by women is planned to foster women entrepreneurship in the city fabric.

Stakeholders

Social Innovation Department of Barcelona Activa
City Council

Links to Strategy

Objective 4

Finance & Resources

Budget allocation for the grant for the new category (200000€) + officer dedication (2-4hours/week during 6

ACTION Readiness - not started yet

Risks

Lack of funds

Lack of staff

Lack of political willingness

Lack of coordination among departments

ACTIVITIES Summary

ACTIVITY	Dates	OUTPUTS	Related ACTIVITIES	Problems / Concerns
Meeting with all implied departments	Oct-dec 2023	Agreement to introduce a new category in the grant	Other possible grants	Lack of interest / funds
Manage to allocate funds or get it to expand the existing budget of “Impulsem el que fas”	4T 2024	Grant the tender	none	Difficulties to find a proper consortium / supplier
Writing down grant guideline	1T 2024	Publication of the call	none	Difficulties to reach audience / potential participants
Grant the projects and monitor/support them	2-3T 2024	Justification of the grant / support	none	Misuse of the money by the granted projects





Small Scale Actions (SSA) - LIDERA SPACE

Barcelona Small Scale Action is the set up and dynamization of the Lidera Space. The Lidera space is a two rooms space in Almogavers Business Incubator, planned for all those women entrepreneur and intrapreneur organizations within Barcelona that are looking for a coworking and meeting space.

Commenté [CAC4]: Hi posaria una descripció de què és i explicaria per què és important que l'espai lidera se situï en aquesta incubadora, ja que és un ecosistema ric i que ofereix possibilitats importants en el món econòmic i empresarial



The main objective of the SSA was to create a public space for those entities of women that have to meet in their own houses or in cafeterias because they don't have any proper space to hold their encounters, meetings and activities. At the same time the space seeks to merge all these entities under the same roof with the intention of create a comfortable space for them to co-create activities and events together and strength the existing network of entities that work for the promotion of women entrepreneurship and intrapreneurship in Barcelona.

This Small Scale Actions is at the same time the first action of the IAP and wills to reach the objective 1: improve and facilitate the professional al life experience of women entrepreneurs and intrapreneurs strengthening the network of women in the city (I.1.1)

The space has finished its construction on November 2021 and it has been premiered in March 2022.

The entities that have already joined the space are:

- 50 per 50
- Dones en xarxa
- Dones pel futur
- WA4Steam

The results seen:

The results observed throughout these months of operation is a greater connection between the network of women's entities in the city. Organizations show a higher degree of inter-cooperation.

The spaces in the city where the events of the entities were held have been unified, bringing together the Almogavers incubator, the new headquarters of LIDERA as a reference space for women linked to the entities.

There are currently 4 entities incubated but after 2 information sessions, there has been a greater interest from the ecosystem. New organizations are expected to join the LIDERA space after this summer of 2022.

Framework for delivery

The IAP is developed by Barcelona Activa with the supervision and co-creation of the ULG. In terms of responsibilities of who will deliver the actions, these will be mostly led by Barcelona Activa however some of the actions will not depend on Barcelona Activa decision as affect other public and responsibility levels / jurisdiction. (Statal level, Catalan level)

L1 – Entrepreneurship Department of Barcelona Activa.

All the actions under this category are the ones that can be handle by the Entrepreneurship Department of Barcelona Activa using its budget. For this reason, these actions are the easiest ones to make it happen as it doesn't involve the intercooperation or leadership of other stakeholders. The actions are the 10 following ones:

Objective 1: To improve and facilitate the professional and life experience of women entrepreneurs and intrapreneurs

- o A1- Create a virtual and physic space for entrepreneur women and women organizations (L1)
- o A2 - Creation of meeting spaces for women entrepreneurs and intrapreneurs at the city's district headquarters (L1)
- o A4 - Consolidate the advice and mentoring support service during the first 3 years of the project through the public service of the LIDERA program (L1)

Objective 2: Break with occupational segregation due to gender

- o A7 - Make PD3 a city reference and a program of academic excellence (L1)
- o A 8 – Create a job pool for PD3 Alumni (L1)
- o A9 – Gender Perspective training for the Barcelona Activa external suppliers (L1)

Objective 3: Change the paradigm of the entrepreneurial person by breaking with the myths of female leadership

- o A13 – Create and promote a Lidera newsletter (L1)
- o A15- Special campaign to promote mentoring program (L1)
- o A16 – Create the Lidera awards (L1)

Objective 4: Encourage and facilitate access to capital for women-led entrepreneurial projects

- o A17 – Relaunch and re-adapt Finanwomen (L1)

L2 – Other Barcelona Activa departments or Barcelona City Council

In this case, it can be found all these actions that need an agreement with other Barcelona Activa department or the involvement of the city council or other local stakeholders. The actions included in this level of decisions / delivery are:

Objective 1: To improve and facilitate the professional and life experience of women entrepreneurs and intrapreneurs

- o A3 - Reduction / help to pay the fee for self-employed people in the first three years
- o A5: AAPP single window for women entrepreneurs

Objective 2: Break with occupational segregation due to gender

- o A10 – Introduce gender perspective in all public STEAM training for schools in the city
- o A11 - Mentoring program for students to encourage and not leave STEAM careers (in universities)
- o A12 – Trainings and workshops for the public service to develop and write down tenders with gender perspective

Objective 3: Change the paradigm of the entrepreneurial person by breaking with the myths of female leadership

A14 - Communication campaign to make visible good practices that are done in matters of promotion of jobs originally intended for men such as in the construction sector, for women.

Objective 4: Encourage and facilitate access to capital for women-led entrepreneurial projects

- o A24 – Create a new category in “Impulsem el que fas” grant to foster women-led projects

A- State / Catalan level or a Partnership among public administrations

Finally, there is the Annexes section with all those activities and actions that are far away from the power that Barcelona Activa holds. These actions require a strong public commitment or a change in law, for this reason are considered relevant enough to be included in this Action Plan but however, not easy enough to be included in the activity calendar neither developed in the activity tables. These actions are:

Objective 1: To improve and facilitate the professional and life experience of women entrepreneurs and intrapreneurs

- o A6: Contribute to the modification of the use plan to facilitate day-care and nursery facilities within the office buildings. (A)

Objective 4: Encourage and facilitate access to capital for women-led entrepreneurial projects

- o A 18- Training in gender perspective and female entrepreneurship in business schools (A)
- o A 19 - Promote a tax exemption for those investments in initiatives and companies led by women (A)
- A 20 – Create a platform to connect those women and business that invest in women-led projects (A)

- o A21 – credit lines for women led by the public administration (A)
- o A22 - Reduction of taxes or bonuses to companies with equality criteria (A)
- o A23 - Tax exemption program for hiring reskilling-upskilling women (A)

Resourcing

In Level 1 actions at least one person is needed to coordinate all Lidera actions (40000€/year). This person could assume part of the activities developed in this action plan.

Other ways of covering it is through a Secretariat or an external supplier (tender/call/public procurement).

In terms of space, LIDERA SPACE is already a reality but for Action 2, City Council District Headquarters meeting rooms will be needed.

Also, for other Level 1 actions, willingness and agreement among stakeholders is needed.

The identifies sources of funding besides the public budget and the Barcelona Activa existing Budget are:

- URBACT planning and implementation funds
- Horizon Europe and Next-Gen funds
- Other EU programs as EIT, COST, Inter-Reg, Erasmus plus (K1 and K2)
- State funds and ministry programs
- Private funds (private foundations (Repsol, Telefonica, Acciona, Santander, La Caixa, among others) or companies to intercooperate with)
- For some programs a co-finance method is being planned to take in consideration the value and costs of the trainings.

Besides that, there are actually a city council intention to foster women entrepreneurship through the REACT program. REACT will be the new city strategy in terms of women and business promotion in Barcelona. This means that the City Council will reallocate funds in the next year to develop actions (some directly related to this IAP) that boost the women entrepreneurship ecosystem in Barcelona.

Risk analysis

In the next table it can be seen the different identified risks that exist now. These risks must be considered at the time of carrying out the actions and, as far as possible, it should be possible to act with a contingency plan that avoids the negative effects that these may have on this IAP.



Risk analysis table

Description of risk	Type of risk (e.g. operational, financial, legal, staffing, technical, behavioural)	Categorisation (low, medium or high risk with regard to the successful implementation of your IAP)	Outline of steps which could be taken to mitigate the risk
Lack of Funds	Financial	High	Look for private or European funds besides the public budget ones Look for partnership with ecosystem stakeholder
Lack of political willingness (due to 2023 elections or city council agenda changes)	Operational	Medium	Try to bet for a long-term policies. Elaborate policies with different stakeholder agreements from the ecosystem to ensure them.
LACK OF COORDINATIONAL THAT MIGHT PULL THINGS OUT – PARALEL STRATEGIES DEVOLPING	Technical	Medium	Hire a person under the responsibility of coordinate the actions. An officer with a wide picture of all the activities and needs
LACK OF STAFF – dedication	Staffing	Medium	Work with public procurement suppliers
Difficulties to accomplish in time the actions / Delay in the activities	Operational	Low	Monitor the actions and adapt the calendar. Look ahead bottlenecks.