

FearlessCities - BCN 9-11 June 2017

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Intro

In Barcelona, Civil Society and Citizens decided that enough was enough. Democracy was being used to maintain a pervasive status quo and was not being inclusive nor listening to the people or the street. It had to change.

The solution was to refocusing efforts from lobbying to elections. The street was to remain active and as the bastion of citizen action and revindication, but power had to be taken from politicians, in order to build the civic bridges that could connect civic innovation with political decision-making.

In the space of one year Civil Society Organizations sat with citizens and members of some political parties, decided how to work together for a new kind of democracy, went to the streets to design the ethics, policies and structure in which it would operate, campaigned organically and bottom-up and was able to get the most votes in the city.

The movement was called *Barcelona en Comú (BeC)*, Ada Colau – an activist – was the new mayor, and a new paradigm of participation emerged to power. This fundamentally shifted the social and economic reality of the city: there was space and support for citizens' initiatives and projects, local and circular economy came to the center stage, open source software was pushed from the city-hall, collaboration and participation, feminism and confluence, transparency and ethics, all became the new pillars of a new kind of politics.

When this happened, people from around the world started reaching out, to get information and support from BeC – they wanted to do it in their cities as well, showing the Citizen Spring is well on its way.

The demand for information was so overwhelming that BeC decided instead to organize the first Municipalist event – FEARLESS CITIES. BeC and many Foundations focused on the great transition supported activists from all over the world (600 people from 180 countries from 5 continents) to come together for 3 days of knowledge sharing, collective intelligence, networking and a boost of a narrative of possibility, change and a future that belongs to us all.

It was a most beautiful event, full of humanity and support, everyone supporting the other, highly enriching and it impregnated everything with a sense of possible. Many people should and would love to have been there.

WeBXL, the young Brussels municipalist movement, was present. We wanted to learn and bring back some of it to start thinking, together, how to change our beloved city.

This document is an attempt to share what we lived there, for everyone to get a sense of the positioning, the narrative, the challenges and approaches, and of what is possible to do when people come together and understand that the power is ours, that there are ways to take it and that a different world – starting from the cities – is possible, rich and desirable.

We are Brussels.

We are citizens of the world.

We want and will need to design the future together.

First day

“trust the process, trust the transformative power of people, and “*Backcast*””

- o Opening event
 - o Ada Colau (Barcelona Mayor), Manuela Carmena (Madrid Mayor)
 - o Mayors from around the world joined
 - o Message of hope and change and the need to share and build together to continuous advance towards better systems of municipalism
 - o Drink/Dinner with French delegation
 - FPH, Commonsopolis, Utopia and BeC supported some members trip+housing
 - First discussions on:
 - Entering elections vs not
 - What level of co-creation of project (values? Ethics? Process?)
 - The systemic great transition

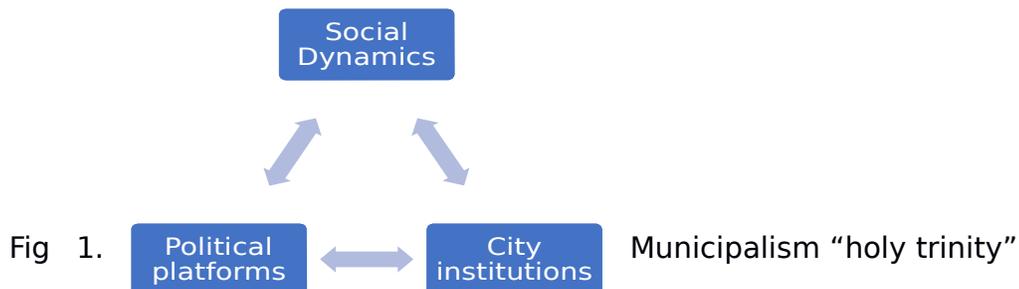
FEARLESS CITIES EVENT

o 1st day FEARLESS CITIES

- o Opening ceremony
 - Municipalism and the femininization of politics
 - Beautiful Univ Catalunya Auditorium
 - 600 people from 180 countries from 5 continents
 - All wanting to know how to organize and regain political agency in cities

Workshop: *Municipalism for dummies:*

- Current democracy is losing legitimacy because it is helping to sustain the unsustainable *status quo*".
- Municipalism is a new political culture - a response to a culture of fear ("as fear is an economic imperative of the 1%" - Vandana Shiva)
- Municipalism is about fighting the global abstract with concrete local actions, and transforming (by taking them! the state institutions into powerful allies of transformation.
- Municipalism differs from traditional (left) wing on its pragmatism, less dogmatism and proximity to the people, as well as in its functioning structures, that demand constant popular participation and confluence as a method/principle of work;
- Municipalism needs to connect a plurality of political practices in daily practices;
- New Municipalism is more of an alternative governance model than a new model of representation;
 - o It relies on the ability of building a confluence between views, leading to co-created solutions/new ways, through the use of innovative political platforms.
- New Municipalism as new theory of change and space for political experimentation

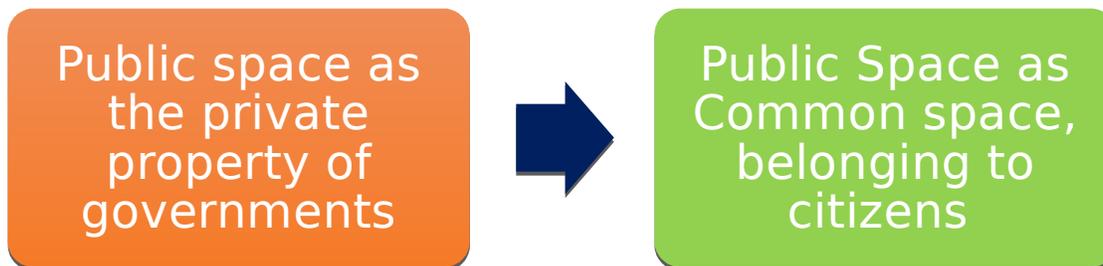


- Municipalism is about
 - o creating a community and a culture that can outlast campaigns and political divisions
 - o give a collective meaning to demands of social movements working on the ground
 - o organize at grassroots level to obtain representation

- o Develop a narrative of participation and the “right to decide”, exploring peoples’ desire to experience political agency and building civic capacity in and with citizens
- Municipalism needs
 - o *Technical competences* (to lead and implement policies)
 - o *Autonomy* (to find ways for ideas to emerge freely and be considered)
 - o *Coordination* (for better processes, more networks and -essentially- the needed confluence to constantly aggregate different people under the same project)

Workshop on Public Space

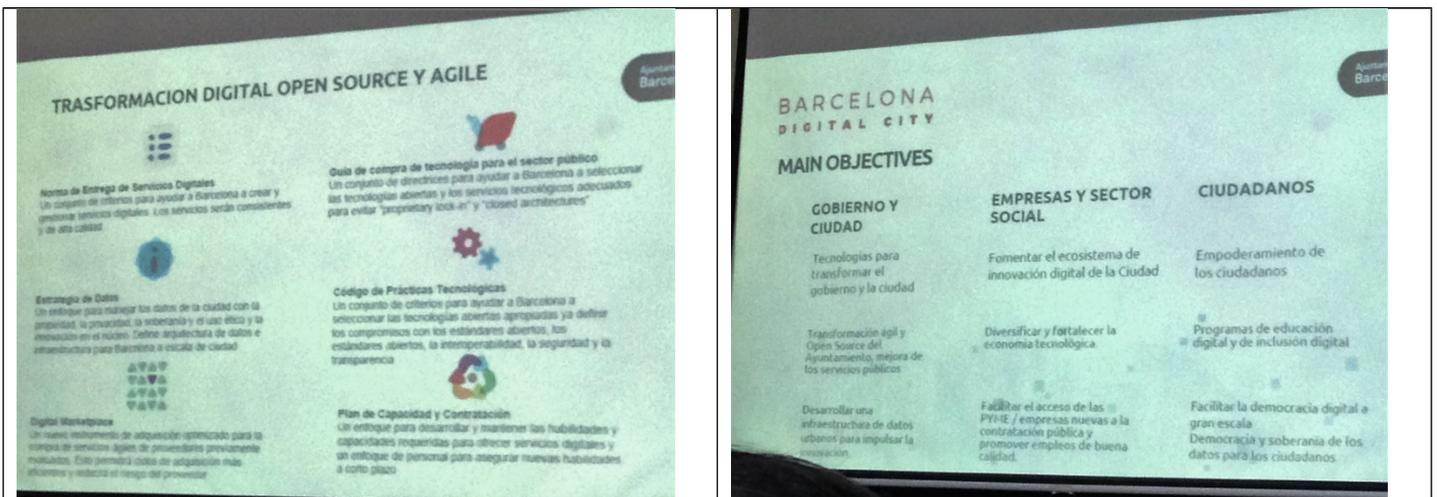
- o Need to reshape the narrative of Public Space from



- o Under the “old” narrative, of “Public space as the private property of governments”
 - Public space becomes part of the state financial complex of value extraction and maximization
 - more income, more rent
 - privatization is a regular/normal next step
 - There is a lack of connection between the use given to the space and the nature of the social-eco-systems where the space is inserted
- o
- o There is a need to promote conflict in the public space to fight the narrative of appropriation of “capitalist forces”;
 - Essential to reform the narrative and perception of ownership over the city
 - Examples of Belgrade and Zagreb, where citizens organized against large real estate projects built without the participation of the population, and presented as public interest and part of a project to upgrade these city areas (from the top)
 - Participatory practices around decisions related to the public space need to be built around and connected to “political and heterogenous citizenship claims” that allow people to make the public space theirs, every day.
 - Occupation of public space prototypes the new design of cities and reclaims the public space as the playground of the commons and of citizen experimentation with their reality

Technology as a support to Municipalism

- *Decidim* (Barcelona) and *MediaLab Prado* (Madrid) as two great examples of participative online platforms for Collective Intelligence for Democracy;
- Technology is not only essential to the new processes of democratization, it should pave the way for a new paradigm of technological sovereignty promoted by and through state institutions
 - o Can use data to improve services
 - o Data should be as open as possible but respect privacy from its architecture
 - o Open source should be at the base of public software always
 - o Need for transparent algorithms that can be constantly improved
 - Note - there was the issue of the risk of this aspect making it easier to hack the system, but a similar point was made on the use of regular private systems - already hacked today
 - Note - there was a mention regarding problems that could emerge from interoperability constrains (ex: migrating data from other systems towards OS software)
 - o Need to allow whistle-blowers to come forward in a transparent, open and safe way



Data Commons vs Data extractivism A New Deal on Data

- Need to promote the emergence of a new ecosystem of digital social innovation, using (among others):
 - o Grants
 - o Subventions
 - o Public contracts requiring use of open source software
 - o Invest in local SMEs using open source (promote value creation in all realms)
- Always promote and advance these strategies with active and participative democracy

- Data management should remain with the city, and made available to open and collaborative tools that can create wealth and sustainability at local level and respecting the privacy of the data of citizens

How to build a Municipalist movement

- Need to identify and suppress the lack of connection between people and Public Administration
- Do a thorough work of city assessment and diagnosis:
 - o Identify transversal issues everyone can agree on
 - o Design specific policies for the city
 - o Co-create a program that goes towards citizens grievances (expressed through local assemblies)
- Create a candidacy of Confluence - NOT another coalition!

<p>Participatory List "Creation and facilitation of a group of people that do not think alike and try to find collective answers by welcoming the debate of ideas and focusing on the common good"</p>		<p>Citizens List "Group of people that think alike and get together for elections"</p>
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- Define a specific program by SITTING WITH AND LISTENING to the people in their neighborhoods
- Find common ground to bring citizens and CSOs together
 - o Citizens and CSOs should help build the ethical, at the basis of the city they want to see and live in;
 - o ONLY after the ethical code should policy proposals be built
- Adopt a narrative of change and possibility (use existing examples)
- Having a recognizable figure people can trust in and relate to is very important as an aggregating symbol
- Easy to join (no payment required, can just sign the manifesto and walk in)
- Use online tools to allow "shy" people to participate and get a better sense of population tendencies
- Create specific (safe) spaces to discuss and work on specific politics
 - o ALWAYS use facilitation and collective intelligence activation techniques in debates in public spaces
 - o Promote local empowerment where people
 - Can participate
 - Can decide
 - Can do
 - o And use the voting or other mechanisms (can be decided by all presents in the moment) to legitimize decision
- Occupy the public space to occupy politics!

- o This is important to deconstruct the current narrative that permeates the idea of political participation - people need to go to (unwelcoming?) public admin spaces to participate
- o Promote public forums, using debate moderation and curating proposals with the people themselves
 - Use existing spaces where NGOs operate, where associations meet
 - Make it happen in the middle of the civic arena, and close to people!
- Activate people
 - o "WANTED - alive or super alive!" - marketers, activists, video editors, comm, etc
 - o Design and promote workshops to create specific outcomes (videos, flyers, etc)
 - o Funding often comes from networks, with people donating the costs of materials and initiatives
 - o Ask artists to jump in and engage by acting on the public sphere (circus, street art, music, dance, etc)
 - o Activate existing (or create/promote new) neighborhood associations!!! (essential!)
 - o Idea: design and animate participatory days around specific themes/objectives
 - o explore the lack of identification between people and politicians
 - o identify bad policies and mobilize civil society to come out with plans to solve them!
 - o Always remain close to the people, engaging, answering questions, being humble and transparent: WE ARE ALL LEARNING, WE ARE ALL IN THIS TOGETHER, WE ALL WANT THE SAME
- The City Hall needs to become an instrument that serves and supports the people
 - o It is a space of constant conflict, debate and compromise
 - o Should be a platform capable of aggregating and representing concrete actors in the city that live every day in (and fight every day against) the incongruences of capitalism
 - Local political projects, CSOs, independent citizens, univ professors, local commerce, SMEs, expats, start-ups, minority groups, etc, etc
 - o Always look at confluence points
 - Create a REAL alternative to politics, different from traditional parties
 - Find a vocation and explore it with the people
 - Be radically democratic in all you do
 - Focus on practical outcomes and keep the eyes on the prize while respecting the process and the people in it
 - PARTICIPATION is the substance and the central axis of *municipalism*
 - Constantly invite society to recover politics
 - Note: BeC organized primaries before their first elections and, while this was an interesting and enriching moment, it created a lot of tensions within a young movement and they lost some participants (maybe there are better alternatives to choose candidates to local/neighborhood elections)
 - o Low citizen willingness to participate may come from lack of knowledge/belief in democratic alternatives

- Use comms to convey the new message
 - Be fresh, optimistic, new, colorful, hopeful, open, humble, feminist in all you do
 - In Brazil they started an open “school of civism” to constantly inform people and allow them to reflect on alternative practices for their democracy
- CONFLUENCE (once again) is essential
 - Takes people out of the comfort zone of crystalized certainties and positions
 - Teaches how to debate and respect the other
 - Don’t label people
 - Keep the common good in mind
- Careful with the “Syriza trap” - thinking that by championing different values alone one can deal with and make sense of the incongruences of capitalism.
 - We need new structures that allow not only to act differently but think a different improved democracy

Workshop: How to foster movements of radical democracy in societies with no crisis?

- Collective intelligence experience, with several groups convening to think about WHY they believe radical democracy is essential (not only a response to the crisis) and come up with ideas to make the feeling bloom in societies that are not (yet) greatly affected by the democratic and economic crisis in Europe
 - o Important point was to work with people and civil society and “loose the fear of going into city politics (FEARLESS CITIES)”; the notion of a quest to bring the public administration to the side of citizens (defining it as an important allied for the transition) is historically counter-intuitive but absolutely necessary to bring back political agency and a democratic mind-set to the streets
 - o **Need to wait for full harvesting material (from Swedish organizers)**

Closing Plenary

Need to wait for BeC Fearless cities harvesting + videos!!!

OTHER EVENTS

Ciudad Vecchia extraordinary assembly

Members of WeBXL were invited to attend an extraordinary meeting in the Ciudad Vecchia quarters. The issue was the replacement of one of the local mayor's counselors (due to age and health issues). After having opened the grounds for candidacies, there was one candidate present (others were present in other meetings, or approach the movement through other circles - thematic ones for example), the meeting was quick and informal, with a short self-presentation of the candidate, her motivations for the post, her qualifications and positioning. There was then a slot for interventions from everyone in the room, reflecting about the merits and story of participation (in the movement and other street actions/movements) of the candidate. Some made questions she then addressed.

There was then a quick:

- Vote to agree that voting is the way to assess the candidacy
- Vote to agree what kind of voting it would be (simple majority)
- (actual) vote on the candidate

The candidate was rejected, 15-4 (and 2 abstentions) - this, as we understood, was due to previous positioning and the fact that she has not been coming to the meetings for around a year - only appearing when a paid position opened. This did not inspire trust from others, and did not demonstrate she was knowledgeable and close to the positions of the group and lead to her dismissal.

(see below "" for more info)

This was a short, brutally honest, process, where respect for the other, ordered talk, and frontality were present all around. It was effective and empowering, taken very seriously by everyone, in a relaxed (even if uncomfortable, because of the outcome) and respectful environment.

Open process advantages: from 60-40 vote on coalitions, to the positioning on Catalunya independence

WeBXL members then had dinner with one of the members of that neighborhood assembly (where we learned much of what was explained above) - *amazing papas bravas y bocadillos!* 😊

During the discussion, the person serving us overheard us talking and asked to join the conversation. He complained about BeC position regarding the Catalunya separatism and the coalition BeC entered with, involving the socialists and ecolos. This, while very specific to the Barcelona context, allowed for a very interesting conversation on process, confluence and decision making within the movement, that allows it to take a coherent (and honestly, more comfortable position) in the fracturing questions of society, serving instead as a platform for debate and ideas-breathing).

- **Catalunya independence: BeC position**
 - o Many people from Barcelona bash BeC for not having a position (yes or no) on the fracturing issue of independence.
 - o BeC arrived to this position through internal processes. There was a lot of deliberation and discussion, all permeated by methods of facilitation and confluence.

- o This being so divisive, Barcelona people are divided 50-50 on the issue. The same is true for the members of BeC (which is transversal and strives to keep an open door to everyone wanting to participate, no matter their views)
- o The approach to this was to find common denominators, or something everyone could agree with.
 - The final position was thus to
 - SUPPORT a referendum on the independence issue
 - That that referendum is legally binding (and not unilaterally called for, like the one intended for October 2018 for example)
 - Have no formal stance on the Yes or No, but allowing its members to campaign (or not), in an individual level, for whatever they decide is better.
- **BeC coalition with Socialists/Ecolos**
 - o Many people resent BeC decision to set up a coalition with the Socialists of Catalunya + Ecolo and other smaller parties, to be able to lead a government in Barcelona.
 - The resentment relates to the feeling that these (Socialists in particular) have been in power for years and are responsible for much of what is wrong in Barcelona. Thus a coalition with them is unfair and should not have happened.
 - o BeC decision was made on the basis of a wider strategy of being able to experiment something new – citizens and an open participatory platform guiding the fate of the city.
 - Because BeC “only” got the largest minority of votes (not a clear majority), it would need to enter a coalition with other political forces (as that is the way the system is designed and they need to operate in that system to enact the changes – in it – they want to see)
 - Thus the choice was: “do we go into power, and put one of us as mayor of Barcelona? Or do we keep “pure” and stand on the fringes, as opposition, as the city continues in the same direction we struggled so much to change?”
 - o This was of course subject to a lot of internal discussion and debate, and finally – not being able to arrive to a confluent outcome – there was a voting, agreed to be set on simple majority, that resulted in a 60-40% in favor of entering a coalition with those other political parties.

PAH

- PAH () is a Barcelona Non-profit set up years ago to fight the effects of the crisis and austerity in the city - especially to protect families thrown after their houses after becoming insolvent or unable to pay for their mortgages, loans, etc to the banks that created all this mess in the first place.
- The platform has always been open and horizontal, built around its members’ empowerment, and the narrative that people are the victims, not the responsible by the tectonic crisis that hit Spain in 2008.
- The movement was able to mobilize fearful-turned-fearless people to fight judicial decisions and foreclosures, blocking evictions and relocating families to empty apartments, offering

legal counsel and community support, and most importantly, showing people that “SI, SE PUEDE!” (“yes we can”, later adopted by Barack Obama in its campaign). These small victories were essential to galvanize people that understood they DID have the power to counter an unjust system and do something about it. From there to taking the city and reinventing it the line is clear.

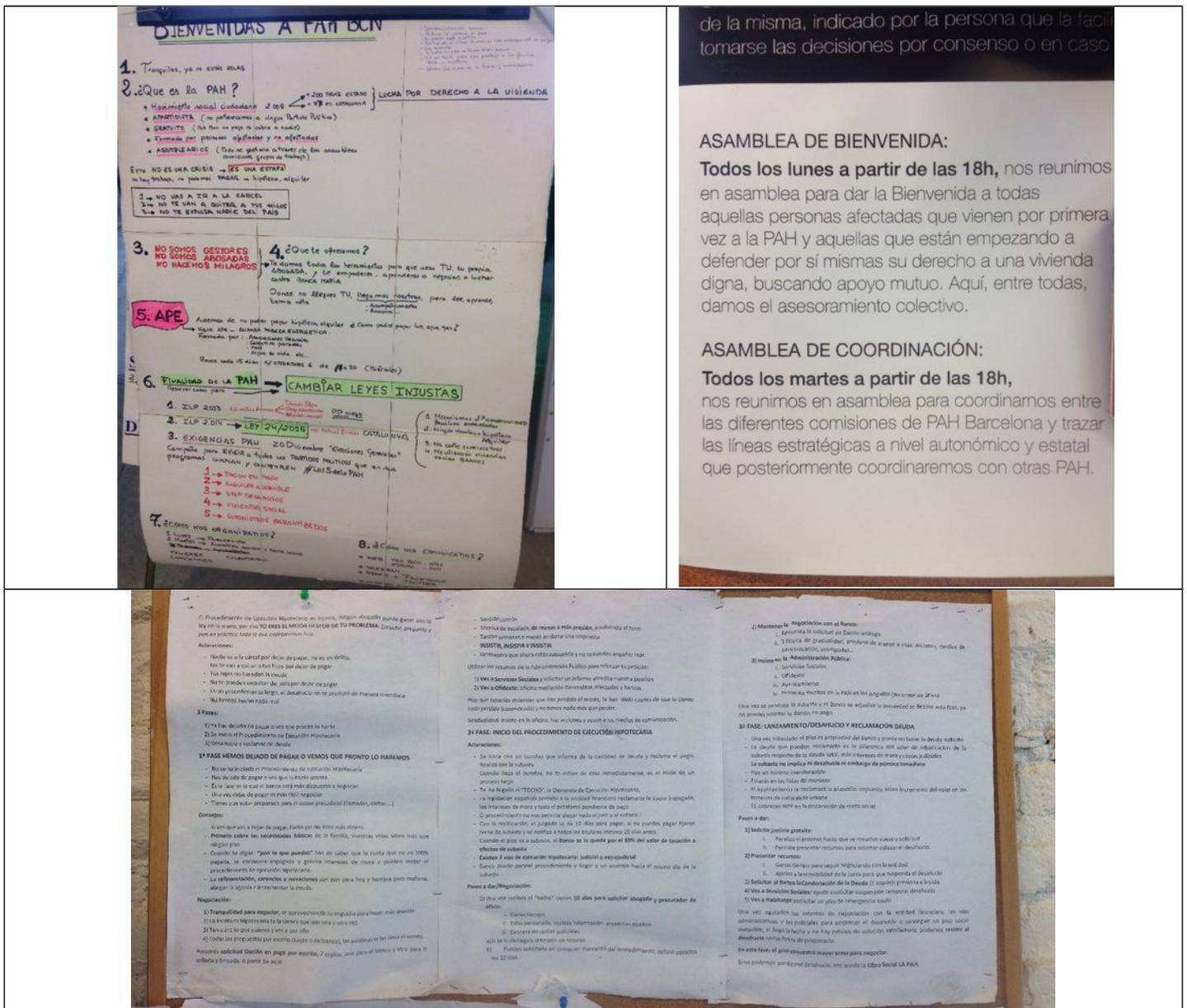
- Ada Colau has been ahead of this movement’s efforts from the beginning – she is now Mayor of Barcelona!

Occupy Santander

- There was an “event” on Monday morning, where some members of WeBXL were invited to participate. We were to occupy a Santander branch in the *ramblas*.
 - o The idea was to protest not only its role in the evictions of thousands since the crisis hit, but also on the debt imposed on Puerto Rico and its population (loans with 800% (!!!) interest, with the local bank director later being invited to run the country’s central bank – and insure repayment through austerity measures and more loans... 10% of the population of Puerto Rico has since left the country, and the living conditions there are ever more difficult for the common people)
 - o There was also an important empowerment and framing element to it: People can and should express their discontent and PEOPLE OWN THE STREET!
 - On this point, it is interesting to remember the by the people.
 - o The occupation was swift, made within the law, respecting property laws (no destruction) but acting upon it (sticking messages of alert and awareness raising, keeping the entry unimpeded but hard to access, dancing and making noise, educating passerby’s on different languages, video-recording speeches and interventions, interacting with branch managers and policy in an educated and law-abiding manner – break the rules, not the law!)

Visit Barcelona HQ

- Some WeBXL members did a short visit to the HQ of the PAH in Barcelona. Finally we felt a bit as “tourists” in a space where people come to share their problems and seek help, so we left before the beginning of the meeting, but only after talking with some people and taking a look at the materials on the walls to help people cope through very distressing times of their lives.
 - o For those who can read Spanish, enjoy the utter humanity, support and common language used to convey a message of hope, empowerment and support to those seeking help from a system that failed them:



For those who cannot, these are simple to follow steps of what you need to go through when you and your family are threatened with expulsion. **“Be calm, it is not your fault, you are not alone. This is what you/we will do.”**

Conversation CUP Barcelona

We have also met with people working with the CUP (), an historical Catalan political party following the same principles of participation and civic engagement as BeC.

- While they have joined other “cities en Comú”, they have decided not to join BeC.
 - o This is because the old communist party decided to join the platform (effectively disappearing from the political landscape in Barcelona!). CUP believes the Communists are as responsible as the Socialists (they often coalited in previous years) for the state of the city and refused to work with them – or joining BeC should they join.
 - Because BeC is a transversal and open movement, they could not NOT accept any organization or movement that wanted to join (so far as they accept the facilitation and confluence techniques that are at the base of the movement decision-making). When the old communist party “joined”, CUP decided not to join – for now.
 - CUP, nonetheless, has been a strong supporter of BeC policies and helped some go through parliament by using their “opposition” votes in favor of civic-led initiatives/positions.

BEC MEETING

There are central elements to the functioning of barcelona en comun platform:

Understand the context and design the process with people

- There is no one-size-fit-all for these kind of things.
- Need to have a deep look into the city, how it works, what it needs, what EVERYONE can rally around
- Need to create a common understanding that **we cannot change things without entering politics!** There is a clear need to CHANGE the institutions and that is only possible from the inside;
 - o Institutions can become incredible allies for the great transition!
 - CAREFUL: it is “shortsighted” to see power/institutions as an enemy and not as the powerful ally for transformation that it can be.
 - This is understandable because political power has “never been on our side”, but the approach must change if we are to boost real change;
 - There needs to be a shift from a “what should I invest / what can I loose” to a “what can we all gain if we believe and go forward” mentality;
 - o There should be no in/out of politics; Politics should belong to the public sphere, be connected to the people and the street, allow for a lot of permeability of ideas and foster innovation and adaptation in the challenging times we live in;
 - o Need to mobilize Civil Society from different backgrounds and issues to think politics that work, multiply their impact and reshape the city;

Openness and transparency

- Politics should be easy to participate in and offer different (in time/participation) but equally important/relevant degrees of engagement to the citizens
- Action of the mayor is not directed; instead there is a strong emphasis on trust, proximity and fiscalization to assure the *bienveillance*” of the mayor.

Local and citizen participation

- Manifesto should tackle transversal issues to rally people. This can only be achieved if they all work together and collaborate to come up with the issues and the solutions most can identify with;
- Need to change mentality of participation
 - o Come to meetings to get trust and recognition
 - o No need to pay to participate and have an equal voice as everyone else
 - o Different levels of participations allow for more or less engagement, according to each one’s capacity
 - This is *Multi-layered Municipalism!*
 - o Small self-organizing groups are more effective and allow for better, more participated outcomes AND increased trust and community feeling between all

Note: Ciudades Futuras organizes to “roleplay” figurative municipalism, taking the place and positions of the opposition and think of ways to work with and find acceptable solutions all can rally behind

Politics of proximity and trust

- o This means people can only get appointed to positions of representation **IF** they have participated in the discussions where the positions of the people you are representing

emerged from, and when people from those groups trust you and understand that your heart is at the right place to go present those positions at “central” level - *La Coordinadora*.

The reason for this is that at *La Coordinadora*, there is a big work of confluence () where each people with positions brought from the bases needs to be flexible enough to have a constructive conversation with all others (other neighborhoods, thematic axis, executive representatives, etc) in order to get to co-created and confluent outcomes, where the richness and novelty of the movement relies upon.

Collaboration, collective intelligence activation and Confluence

- Confluence is a new paradigm political science that we saw implemented in full scale in Barcelona en Comú. It intends to be able to get people to think together about the issue at hand, keeping the eye on the common good and forgetting (through trust, proximity or process) ideological stances or political party positioning. This needs a lot of facilitation and processes can be lengthy and time-consuming at times - thus one needs to define what should be participated, and what needs to be delegated at different levels.

La Coordinadora is sovereign. In it, a lot of work of confluence happens here.

- o For this confluence to happen, people elected (by their peers) to participate in the meetings of *la Coordinadora* are **NOT** binded to the things that emerged from the groups that elected them. This is essential to allow for collective intelligence to happen fully:
 - Look for confluence at *la Coordinadora* level
 - Be pragmatic when collectively deciding
 - Believe that Collective Intelligence can bring better decisions the more people are involved in it (“trust the process, trust the people”)
 - Overcomes party-logic of one man, one vote and goes instead towards “many views, one participated and collectively agreed outcome”
 - Allow for politics of proximity and trust, boosting local participation
 - There is an element of reporting back to the groups AND a great facility to withdraw the mandate of the representative should it be considered by the group that the message was not well passed/defended and that outcomes are against the spirit of the “mandate” given.

if multi-layer empowerment

- There is a big emphasis given to the creation of spaces of care and trust, and not always connected to political activity:
 - o Collective intelligence free workshops
 - o Picnics and events (music, games, etc)
 - o Informal gatherings to “discuss politics in a bar”
 - o Engage with local movements, lend support to different initiatives, invite them to participate in the discussions about a possible municipal policy in that realm
 - Very important to work with the movements during the phases of design of the program and processes - need to reflect the claims of CSOs in the urban space (to a point where “they need to feel they cannot NOT be part of this”)

Note: Maquiavelic tactic for Confluence: in order to design the methods and structures of confluence that are now in place in BeC, there was a need to use ancient strategies (quoas, votes, etc). This was necessary to build the bridge between old and new political paradigms and assure participants that their identity and voice would not be lost on the process. There was a great care to build trust and workability, referred to “love between people and between organizations”.

This is also part of an underlying “biological nature of new politics”, which relates to self-organization, continuous growth and improvement from within

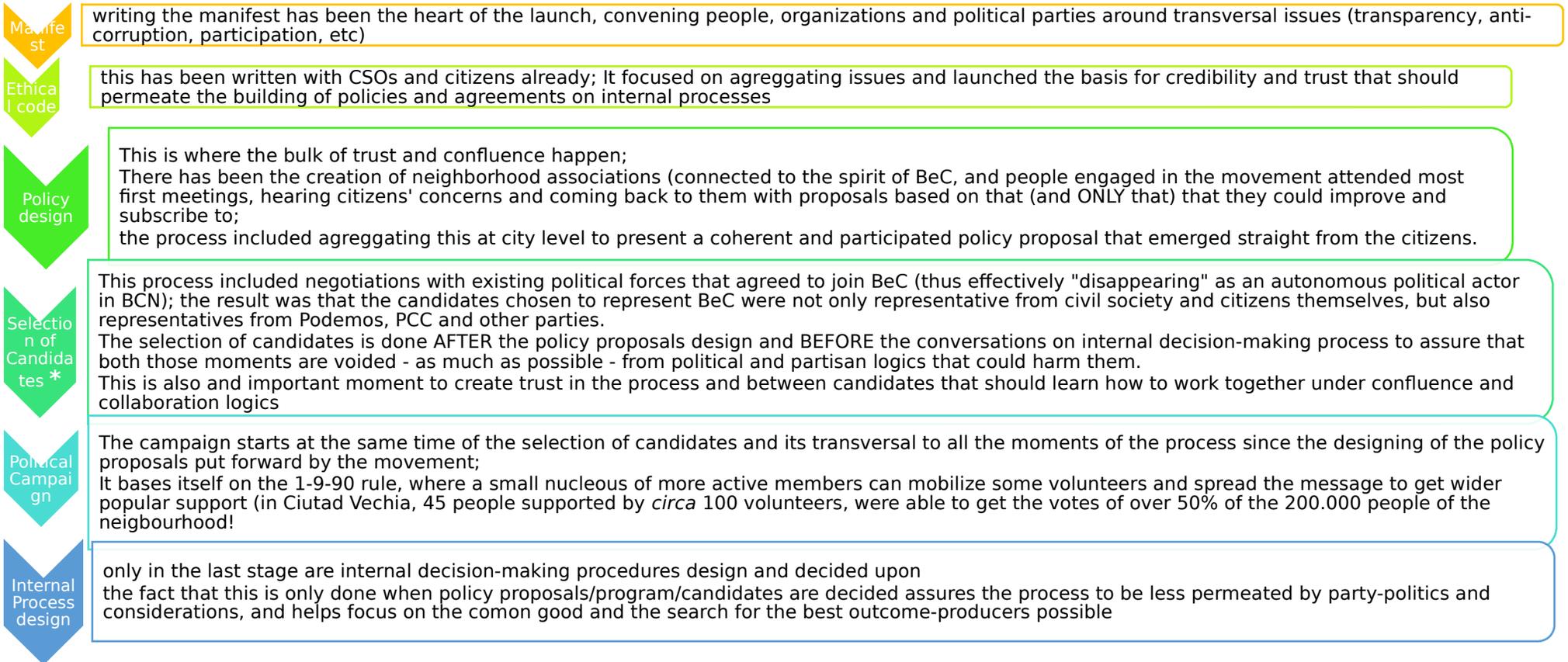
Fundraising

- BeC was able to build a winning campaign with €200.000 only!
- There were different strategies to get funding for the campaign:
 - o Crowdfunding
 - o Private Micro-credit
 - CSOs, citizens, SMEs, etc lent money to BeC, expecting to be reimbursed after the elections, as public money is allocated to anyone participating in elections, according to the votes they get. This is exactly what happened – BeC got the votes, thus got the public money, and paid back the money it had received from Civil Society.
 - Volunteers: Considered a VERY valuable asset, and treated as such. Time and skills from common people are a great way of spreading the word and can be a significant source of “wealth” in the movement, for their direct engagement, ideas, and even by becoming ambassadors for the movement across the city
 - o (after elections)
 - Difference between real salary and max allowed by the movement’s ethical code is put on a common pool, and a 100% participative budget decides collectively where the money goes (projects, NGOs, local level, city level, etc)
- Totally participated, including electoral mechanism, internal processes, goal definition and objectives of the structure.
- There was a ground work to activate neighborhoods and listen to them to design the programs
 - o Listen, compile, go back – repeat
 - This needs a lot of learning, and a lot of autonomy
 - If people ask for support for facilitation you should offer it, otherwise no – leave them to decide how they best work together (their solution IS the best)
 - o Creates complicity and trust
 - Promote “bring a friend” and networking with like-minded orgs and people that can help them work to identify priorities and come up with possible solutions
 - o Use local and activist / common language
 - o Give voice to people’s concerns
 - o **BE CAREFUL** to know what can be tackled at what level of government

- Educate yourself, people and frame the conversation within the possible
- o BeC groups at this early stage were **Logistics, Communications** and **Program compilation**
- A **note on financial transparency** within politics of proximity:
 - o “Dar la cara” means going back to the groups that supported a given budget and present the accounts to them IN PERSON – apologizing for and explaining shortcomings, presenting successes and outcomes, share lessons learned, brainstorm alternatives if possible.
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Process design



* Selection of candidates: a point needs to be made (as it was made to us by BeC people) that there was a clear but necessary contradiction to ride the transition process: the use of quotas (from participating parties) to end the system of quotas (as they entered the *modus operandi* of BeC - through its *Coordinadora*); nonetheless, all candidates have ALWAYS been confirmed by the people internally and selection tried to respect MORE THAN gender parity (more women than men)