

  CASE STUDY	
Unlocking the transformative potential of culture and the arts Innovative practices and policies from social enterprises and third sector organizations active in the cultural sector WG2 Research Workshop 4-5 November 2019, Valletta campus, University of Malta	
Title ZEMOS98, mediating for social change	
Author(s) First Author Felipe González Gil ZEMOS98 Seville info@zrmos98.org Co-author/s Lucas Tello, Pedro Jiménez, Sofía Coca ZEMOS98 Seville info@zrmos98.org	Organisation/project ZEMOS98 www.ZEMOS98.org twitter.com/abrelatas facebook.com/ZEMOS98 Picture/illustration https://drive.google.com/file/d/1xwoyFhckBXIE3qttVs-QDGP7GPHP_W-O/view?usp=sharing “Imagen from the Commons polly, a boardgame developed by ZEMOS98 which promotes cooperation instead of competition”
Historical background (incl. when, whom, why, how it was created) ZEMOS98 first legal entity was a cultural association directed by a group of students in 1998 with the purpose of offering an umbrella to the activities programmed within ZEMOS98 festival. After the end of the formal studies during 2004, we decided to professionalize its activity creating a Limited Society company that would grow substantially during the previous years of the economic crisis. ZEMOS98, operating mostly in the Spanish cultural context, suffered deeply the cuts in public budgets and the lack of private inversion; a team of twelve hired persons turned bit by bit into a scarce structure that could not face the economical situation of the company. ZEMOS98 got to the point of accumulating a debt of 160.000€ which is still nowadays being paid. Even if the activity was never shutdowned, we consider that 2014 was the date settled for the reawakening of ZEMOS98, as we created a cooperative legal entity that fitted best with the political beliefs of the members and it let us put the first brick on building again the collective from its ashes. For the period between 2014 and 2017, ZEMOS98 turned its spotlight to the international scene at the same time it has been facing a strict programme of debt repayment and trying to count on a constant working team being able of keeping the engagement in the political and cultural scope that worry us the most.	
Mission and objectives ZEMOS98 has had many different definitions during the last 6 years. The adaptability of a “survival mode” has been too high. This has been identified as a strength because we can wear a different shirt depending on the context. But strategically speaking is also a	

weakness. We have been really reactive and sometimes too much based on external conditions. However, we have found some issues that remain. Our main effort with this strategy is to set a content-approach which can work as a map to guide us looking for more financial stability and a healthier organization in the future.

Right now, our vision is to strive from the fringes for caring the commons and a fostering a critical citizenry. Our mission is to produce social change through a methodology that supports the ideas of free culture, expanded education and P2P mediation in which digital media plays a crucial role.

ZEMOS98 believes in:

- culture as an element for social transformation.
- education as something which can happen anytime and anywhere.
- mutual support networks and the social economy.
- experimentation (on a formal level and also on a content-level).
- remix as a tool to deconstruct the dominant messages in the media landscape.
- mediation as a pedagogical tool to foster collective intelligence and connections among peers.
- media and digital literacy for a more critical citizenry.
- social innovation to improve our democracy.

Main current activities

Pedagogy of Care: Pedagogy of Care is an interdisciplinary research project on care economy, collaborative activism and open source democracy funded by Guerrilla Foundation. Its main goal is to map out and give visibility to care practices and affection management by activists or other collective social agents. Pedagogy of Care is a participatory action research project to explore the way activist communities deal with care in their daily relationships. What are the unwritten rules that reproduce patriarchal relationships within activist circles? What kind of available rules could produce an effective redistribution of care among members? How can we expose the way care is being dealt with? And what tools can we develop to successfully put care in the centre of all of our relationships?

Commonspoly is a free license board game that promotes cooperation among players, encouraging playful reflection on the commons, their limits and the possibilities of creating a better world. This game is an ideal tool to introduce commons theory and cooperativism with an educational approach—a great way to spend a rainy day!

NEMESIS is a European project which, over the course of three years, will develop and test an educational model for social change together with thirteen other partners from seven European countries.

A model that stimulates the critical senses of students, awakens their social conscience in the face of community problems and equips them with the necessary tools for trying to solve these problems. In other words, an educational model that empowers students to be engines of change. And that is precisely our motto: “empowering the changemakers of tomorrow”.

Culture for Solidarity is an artistic research project, conducted over the past two and a half years, that seeks to analyse and propose solutions to the fragmentation and polarisation that is being experienced in Europe. Led by the European Cultural Foundation (Amsterdam), Krytyka Polityczna (Warsaw) and ZEMOS98 (Seville), its main objective is to foster solidarity, highlighting and responding to cultural, artistic and social practices that promote inclusivity, generate solidarity and encourage dialogue among citizens.

Concomitentes is an association that has launched a programme and methodology whereby civil society commissions works of art that are committed to the now. Concomitentes uses mediation to experiment with contemporary artistic production, letting the public play the role of the protagonist. Concomitentes was born as the result of a work process from 2017 to 2018 between the Daniel & Nina Carasso Foundation and mediators Julia Morandeira, Fran Quiroga, Verónica Valentini, Sören Meschede and Felipe G. Gil (representing ZEMOS98).

Mediactivism: The movements for the right to the city are flourishing in different cities of the world as a response to the life conditions imposed by the neoliberal politics. Civil society is organising to claim for politics about housing, struggling against those who privatize territories and worsen the living conditions of citizens. Added to that, most of the local councils are failing at their attempts to implement public policies to protect public space and material and immaterial heritage of the cities. MediActivism aims to produce a series of activities and media contents making visible and scaling up debates related to the right to the city. MediActivism aims at producing an impact on the social awareness about housing and public space, connecting what happens at local, national and translocal levels. By doing that, we aim to produce transformations in the cities we live.

Legal form and legal status

ZEMOS98 has two legal entities: a Cooperative and a Non Profit Cultural Association. Both of them are linked legally and financially.

Mode of governance, stakeholders and forms of participation

ZEMOS98 has right now two main decision making bodies:

- The Strategy Team will be formed by the legal partners of the Cooperative (Pedro Jiménez, Sofía Coca, Felipe G. Gil and Lucas Tello). The responsibility of this organ will include: 1. Deciding the long term strategy, including expected outcomes and the main lines on how to address them in an action plan. 2. Taking accountability for the actions and projects produced and advocating for the work and the social transformation that each project refers to.

- The Advisory Assembly: It is a consultative and public organ for general strategic decisions that will gather twice a year formed by 5-10 actors of interest in our fields of work and trustees. ; the first time physically for agreeing on the strategic plan and sharing annual accounts, the second time via skype for a continuous evaluation. The membership is renovated every year based on a mutual agreement and it will be offered to relevant characters from networks, foundations, social enterprises, activism and academy.

Apart from that, ZEMOS98 has an organizational chart which is divided between: Administration and Financial issues, Management, Communications and Storytelling, Knowledge and Human management and Fundraising. For every project a specific team is created, sometimes working with people from the team and sometimes hiring freelancers.

Resources structure (monetary and non-monetary)

In 2018 the two legal entities had 329k of incomes and 278k of costs. ZEMOS98 has an office which could gather a 20 people meeting. The organization also has media equipment such as cameras and computers for producing professional video-

editing services.

Economic and financial sustainability

ZEMOS98 has achieved to reduce the debt from 160k in 2012 to 50k today. The debt in 2014 included also third parties and credit lines with banks. Today those 50k are allocated in COOP57, an ethical loan service provided by a cooperative which allows non profit and politically engaged organizations ask for money in the form of a loan and to legally cover that through micro-endorsements. ZEMOS98 did an online campaign in 2012 and achieved to gather 271 people and organizations who ensured being the financial guarantee of a total of 110.000€.

Today the situation is stable although is far from being ideal and there are projects to ensure the incomes for the next 18 months.

Main connections with the social and solidarity economy and the cultural or arts sectors

ZEMOS98 is part of these informal communities:

- Free Culture and Open Source Philosophy. We are a reference in Spain but also for other european and latin-american agents. To share contents online with free licences is part of our identity.

-Political New Media. We have been exploring experimental narratives, supporting and raising awareness of non-linear narrative like live-cinema, i-docs or video-essay with a political perspective.

- Critical Pedagogy. We are identified as an actor who innovates in informal education and the way you can produce an educational display such as a workshop, an encounter, or how to use new media to learn without the school.

- Social movements vs Institutions. We have always played a link role in trying to transfer civil and citizen needs coming from the social movements and the activist scene into the institutional spaces. We are mediators.

- Social Economy. We are a part of a what's called in Spain the social economy (equivalent to the solidarity or ethical economy), since we have been experimenting with non-formal organisational models for years, but also we are also bound to feminist/caring economy investigation (Pedagogy of Care, mentioned before).

Transformative potential statement (one sentence summarizing the innovative character of the initiative)

ZEMOS98 strives for caring the commons and fostering a critical citizenry from the fringes through a methodology that supports the ideas of free culture, expanded education and P2P mediation in which digital media plays a crucial role.

References