Application of Open, participatory and citizen-driven governance MADRID City of care

A. Profile of the Initiative

<table>
<thead>
<tr>
<th>Geographic Region</th>
<th>Western Europe and Others</th>
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<tbody>
<tr>
<td>Country/Region</td>
<td>Spain</td>
</tr>
<tr>
<td>Name of City/Local Authority</td>
<td>Madrid</td>
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<tr>
<td>Organization</td>
<td>Madrid City Council</td>
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</table>

Title, Name and Position of Person(s) Leading the Initiative

Basic City Data

Population size: 3,221,824
Population Growth Rate(%): 0.50
Surface Area (sq.km): 604.460
Population Density (people/sq.km): 5264.580
GDP Per Capita (U.S.$): 48503.900
GINI Index: 0.34

URL/Webpage of Your City:
URL/Webpage of Your Initiative:
Main source of prosperity (e.g. industry, trade, tourism, creative industry, etc.): trade services

B. Title and Abstract

For a large integrated initiative, please consider submitting up to three initiatives under the same title. For example, you may wish to submit under “Low-Carbon Urban Development for My City” an initiative on public transport, an initiative on energy efficiency in buildings, and an initiative on use of renewable energy.

Title or Tagline of the Initiative | Open, participatory and citizen-driven governance MADRID City of care

Sub-title

Start date of the initiative | 2016-01-01
Tentative End Date of the Initiative (if not yet completed) | 2019-05-25
Thematic Areas | Social Others (Please specify): Well-Being

Abstract/Short description of the innovative initiative being submitted for Award.(150 words max)

Madrid is a city of rights and freedom. A reference in participation and governance. And the political strategic vision of the City Council is to empower the citizen to co-create a
liveable, inclusive city for all.
The initiatives Decide Madrid, Urban Labs for co-creation, and City-of-Care build the program to make Madrid the home of its citizens. A city for all: Madrid City-of-Care.
In Madrid nobody is left behind. We are dependent in different circumstances of our lives, especially at the beginning, at the end, or in the presence of some type of disability. Even as adults, healthy and independent, we are fragile. The city has a plan to eliminate inequality based on sex, race, age, disability or diversity grounds. People from more than 180 nationalities live peacefully in our multicultural city. The emergency services are world-class, based on advanced technology and high skilled professionals, very appreciated by the citizens. The elderly has a wide range of material assistance services, but Madrid is innovating in active ageing programs, and a ground-breaking arson focused in solitude, a specific urban problem, being alone in the crowd, usually forgotten that needs a new approach. Children education in urban values is essential to transform the city. This initiative designs actions addressed to take care in schools and surrounding areas, training in ethics, diversity, social exclusion (there is a specific unit for it), visualize good practices, support for projects of care, etc., making the people, again, our main priority.

C. Background Information
Describe the legislative or policy framework under which the initiative is taking place, for example, a public policy document at the central or local government level, a policy statement, a covenant, a compact or internationally recognized agreement including, for example, the Sustainable Development Goals, and/or the New Urban Agenda

Aligned with 2030 Agenda for Sustainable Development, Madrid City Council is implementing several initiatives oriented to empower citizens assuring the welfare of them all towards an effective social inclusion.
Placing citizens at the centre of local strategy is established in the Local Government Plan, as a mandatory requirement to achieve a real quality of life for all. The development of Madrid City of Care is the key tool to boost the basic conditions for society to develop their everyday life.

D. Summary of the Origins of the Initiative
Describe how the initiative came about and what challenges or issues of sustainable development it is meant to address using the following lead questions as your guide. (350 words max)

1. Describe briefly the reason(s) for undertaking the initiative including social, economic, political or cultural challenge(s) or issues confronting the city/region/community. Include where relevant number of people, enterprises or institutions affected.
The municipal government perceived a latent desire among citizens for new forms of social organization, less aggressive and more altruistic. This initiative is the public response to this challenge, showing a firm commitment to put the sustainability of life and the facilitation of
care at the centre of political decisions.

Madrid’s approach to “care” is “activities linked to the management and daily maintenance of life, health and well-being of people”. It is considered that care is the most basic and daily need that allows essential elements for the sustainability of life.

This model of governance is focused on care, bases its foundations on the reflection and practice of different social movements, who are developing their work from the perspective of feminism, ecology social and the ethics of care.

2. Describe the goals of the initiative in terms of desired change or outcome and timeframe for achieving the change or outcome (for example, change in policy, strategy, business model, technology, means of implementation, financing arrangements, human development and empowerment, measuring and evaluating progress and impact, etc.).

The Plan is conceived as complementary to the local Human Rights, which implies the respect and the guarantee of its principles.

The main reason for this new articulation is that the recognition and application of rights and justice does not sufficiently address the collective responsibility on diversity and concrete needs.

This initiative aims at a true and comprehensive inclusive society, empowering citizens through:
- Creating the basic conditions so that citizens can take care, be cared for and take care of themselves
- Promoting equity for the development of care, both from a gender and territorial perspective, or that of the other axes of inequality
- Promoting community development from the perspective of co-responsibility
- Enhancing institutional spaces as care spaces where the needs of the population can be identified, and the satisfactions generated

3. Describe whether the innovation involves any partnership (public-public, public-private, public-community, etc.) and if yes, who is or was the leading partner(s), the role they each played and whether other parties have benefited or are benefiting from your innovation and how?

The elaboration of the Plan has been the product of a participatory process, counting on the different stakeholders involved, internal and external.

4. Describe the resources used for implementing the initiative, including funding/financing strategy or arrangements and any significant contributions that are not in cash, for example, in human, technical or managerial resources.

This initiative involves several areas of Government - Academy, Equity and Social Rights, Finance, Sustainable Urban Development, City Management and District Boards - with the leadership of Health, Safety and Emergencies and with the leading role of the agency MadridSalud (Health).
3.5 million euros are allocated to the nine programs included in the first stage of Madrid City of Care.

E. Summary of the Innovative Aspect(s) of the Initiative
Describe the innovation for the initiative using the following lead questions as a guide. (350 words max)

1. Describe whether the initiative should be considered evolutionary or revolutionary. Evolutionary would imply that innovation evolved over time based on lessons learned from experience and that the changes or outcomes are cumulative. Revolutionary would imply something quite new or something that has been borrowed from elsewhere but never been tried before in the sector or context in question and therefore bears a certain degree of risk. If it’s borrowed from elsewhere, describe what the linkage with the other preceding experiences is.

Madrid City of Care is a forward-looking initiative in the long municipal history; despite being based on lessons learned, local government adopts an innovative approach to foster quality of life of citizens in a non-traditional way. It is about promoting the ethics of care in a transversal way, working in a network with civil society.

The project is built from scratch, but also from the experience of a big city with latent problems that usually don’t reach a public dimension.

2. Describe where the innovation is being applied, for example, in policy or strategy; planning, design and implementation; business model or financing arrangement; tools and technology; governance and administration; etc

This initiative is groundbreaking in the following fields:

Concept
Far from the traditional approach of care, the Plan is based on the definition by Dolors Comas: activities linked to the management and daily maintenance of life, health and well-being. Care has a double dimension: material (body care, health, physiological needs), and immaterial dimension (emotional well-being).

There are programs in four major areas: a) Cares for public space and life in common, b) Managing the city with care, c) the city sensitive to everyday life, d) Incorporating the care in the productive system.

Governance
A revolutionary new way of proceeding within the municipal management, where **transversality** and **hybridization** are the essence of the projects that are developed. It is an example of public policy production with a multidimensional, interdisciplinary innovative character.

**Transversality:** Breaks the status quo of powers: between areas of government, between professional cultures.
Hybridization
-- Hybrid transversal work groups
-- Bottom-up orientation
-- From public-private initiatives to social-public initiatives
-- Social hiring criteria

New institutionalism
-- Cross of knowledge
-- Reinforcement of the public principles of interdisciplinarity of work in teams, transversality of actions, and efficiency. It is about adding, multiplying and creating.

Tools
The map of the care provided by the administration is shown graphically, attending to the 4 care categories. The needs are comprehensive and are funded by both municipal and community, to get sustainable solutions.

3. Describe whether there was or are any obstacles or resistance to the innovation and if so, how were/are they being overcome.

As a disruptive innovative project, sometimes people really don’t understand what the city is doing.
Additionally, it’s difficult to get quantitative KPIs to show the impact of City of Care.

F. Summary of the Desired Change or Outcome and how it is being Measured

Describe how the initiative, and in particular the innovation, is or will be making a qualitative and/or quantitative change and how that change or outcome is being measured. (350 words max)

1. What change(s) or outcome(s) have you already achieved or hope to achieve? Please describe the nature of the change(s) or outcome(s) in, for example, improved quality of life; new levels of social, economic or environmental sustainability, including new attitudes and behavior; improved efficiency, effectiveness, accountability or transparency, etc. Please describe the scale of the change, for example, primarily local, regional, national or global and where possible, please quantify the change(s) or outcome(s) being achieved.

The city transformation is carried out on the axes of health and its social determinants, the neighbourhood, daily life and collective care, and "basic conditions" are outlined so that citizens can take care, be cared for and take care of themselves.
The vision is to make local community aware of the need to boost an inclusive society, building a social fabric able and willing to co-create those basic conditions to assure an “all-in city”.
5 projects have been launched since 2015 (other 4 are expected to be) to tackle one dimension of Madrid City of Care.
1.) "Caring for public spaces around schools" project transforms school playgrounds into healthy spaces, improves security and accessibility; educates and strengthens healthy habits and favours the integration and coeducation of boys and girls.

2.) "Prevention of unwanted loneliness" consists of creating an informal support network in the neighbourhoods.

3.) “Compassionate communities and prevention of complicated grief” focuses mainly on the cases of death of minors and network for sick people.

4.) "Community intervention in the discomforts of daily life", related to gender roles, the raising of children and the process of identity construction in puberty and adolescence.

5.) “Internal training in care ethics”, aimed to build a new paradigm of public administration based on care.

2. What indicators or metrics are you using to assess the change? Describe who is doing the measuring, and who is using the measurements and how.

Evaluation and follow-up are central. Effectively, the evaluation of the implemented pilot projects in specific neighbourhoods will allow to assess if the projects"work"and to what degree they have reached the objectives.
Each project incorporates an evaluation strategy which contains evaluation questions, the indicators and sources of verification. During the implementation of the projects, a monthly follow-up report is produced.

3. Describe any specific tools or methods that were developed or applied to improve the chances to attain the desired outcome or change, for example, new working methods, new data and information, new incentives or disincentives, new means of communication and knowledge, new technology, etc.

The initiative includes a line of grants for social initiative projects that promote care in any of the four areas defined in the plan: care for public space and life in common; the city that he manages with care; the city sensitive to everyday life; and the city that incorporates the care to the productive system.

4. How does the initiative and its intended changes or outcomes contribute to a new image or reputation for your city or community?

Madrid is the city of rights and freedom, the home of its citizens. A city for all where nobody is left behind

G. Describe what you think other cities can learn from our initiative and what your city/community is prepared to do to further that learning.

Choose any of the above headings or a particular aspect of the initiative that you wish to highlight and that you think best describes the reasons why the innovative aspect(s) of the initiative could be of
benefit to improving social, economic and environmental sustainability in cities and regions and, in so doing, to advance the prosperity and quality of life of their citizens. (400 words max)

Madrid City of Care is a frontrunner initiative, an innovative example of public policy production. The essential methodology of work within "Madrid City of Care" has been the Cross-Cut Working Groups and the Hybrid Working Groups that have tackled with a multidimensional, interdisciplinary and innovative character.

Madrid carries out several actions to facilitate that other cities can learn from this initiative. Guides and handbooks are published explaining the processes and methodologies implemented across the projects under the Madrid City of Care initiative.

There is a continuous dialogue with other cities to exchange practices and build new knowledge on opportunities and means to grant basic conditions of citizens and foster a supporting local community.

The participation of society along the process enrich these practices and ensure an on-going improvement from real life needs and perception.

H. Relevance of the Initiative to the 2030 Agenda for Sustainable Development, Commonly Referred to as the “Sustainable Development Goals” and to the New Urban Agenda.

Please tick the most appropriate boxes and provide a brief description of the relevance of your initiative in relation to the relevant goal(s). Please also refer to the complete text of the Sustainable Development Goals at: www.un.org/sustainabledevelopment/sustainable-development-goals/

| Goal 1: End poverty in all of its forms |
| Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture |
| Goal 3: Ensure healthy lives and promote well-being for all ages |
| Goal 4: Ensure inclusive and equitable education and promote life-long learning opportunities for all |
| Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable |
| Target 1: Access for all to adequate, safe and affordable housing and basic services and upgrade slums |
| Target 3: Participatory, integrated and sustainable human settlement planning and management |
| Target 5: Reduce deaths and number of people affected by disasters with particular focus on the poor and people in vulnerable situations |
| Target 7: Universal access to safe, inclusive and accessible green and public spaces, in particular of women, children older persons and persons with disabilities |
| Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for all |

I. Descriptive Materials in Annex to the Document
These are materials destined to allow members of the Technical Committee and the Jury to have a better understanding of the context of your initiative which is a very important consideration. Please do not exceed the specifications below; anything that exceeds these specifications may not be availed to the Technical Committee or the Jury. Please provide, where possible and relevant, the following:

- Up to 5 press clippings or copies of covers and tables of content of reports published on the initiative.
- Up to 5 photos (with titles) that best illustrate the initiative (.jpeg at 300 dpi, 2000 x 2000 px max).
- Up to 5 graphics that best illustrate the initiative (300 dpi). These graphics could illustrate for example, trends, ratios or percentages; tools or technologies; etc.
- 1 map that best illustrates the physical context of the initiative (300 dpi)
- 1 chart that best illustrates the initiative (300 dpi)
- 1 technical drawing (300 dpi)

J. Additional material
Any additional material such as videos should be submitted on a DVD/CD or by email to the Secretariat at info@guangzhouaward.org.
Note: Any additional material should be submitted to the Secretariat via email or mailing.
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