Application of Open, participatory and citizen-driven governance MADRID DECIDE

A. Profile of the Initiative

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

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.

<table>
<thead>
<tr>
<th>Title or Tagline of the Initiative</th>
<th>Open, participatory and citizen-driven governance MADRID DECIDE</th>
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</thead>
<tbody>
<tr>
<td>Sub-title</td>
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<tr>
<td>Start date of the initiative</td>
<td>2015-09-15</td>
</tr>
<tr>
<td>Tentative End Date of the Initiative (if not yet completed)</td>
<td>2019-05-25</td>
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| Thematic Areas                    | Social Governance/Management Technology                       |

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. The
political strategic vision of the City Council is to empower the citizen to co-create a liveable, inclusive and sustainable city for all. Classical top-down approach is no longer effective. Madrid is creating a new participation paradigm for the citizens to participate in public affairs, but the litmus test of participation is to engage a big enough number of agents in the initiatives to be representative of much of the city. An uncharted territory for city governments that needs a substantial political commitment to go forward.

Madrid has expanded broadly the scope of citizen participation creating a new legal framework and new regulation of public private collaboration. Decide Madrid is the open government project, based on citizen participation, transparency and open data. It’s also being used for binding urban planning consultations. Consul is the Open-Government E-Participation platform that supports the processes to receive proposals from citizens, participate in regulation, open topics for debate, vote projects for implementation, or decide allocation of the budget (100 Million euros in 2018, 2,5% of the city budget).

Results are promising. An unprecedented participation on main consultation process in the city, more than 240,000 people. Consul is actively developed by City Council and released as open-source. It was created from the very beginning to be easily replicated in other cities, to spread the open-government paradigm. It's working in 93 cities from 18 countries. Consul was awarded the UN Public Service 2018.

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 since 2015 several initiatives oriented to empower citizens through direct, open and inclusive governance using multiple channels. This disruptive governance model is established in the Local Government Plan, as a mandatory requirement to get a political framework which facilitates participatory processes. The development of Decide Madrid web-platform, based on Consul open software, is the key tool to implement a totally innovative participatory policy in local administration.

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 challenge faced by Madrid is that without exception, citizens can directly decide on public policies, focusing the role of local government in implementing and managing the decisions made by the local community.

To achieve this goal, the local government is fostering innovative initiatives and tools that allow the collective intelligence to be valued and that, beyond consultation, implies an authentic cession of power in favour of citizens.

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 main goal is to implement a democratic transformative governance model that is a landmark for its openness, transparency, participation and inclusion towards a citizen co-governance.

The key tool is Decide Madrid, a web platform that facilitates: -Citizen proposals: any citizen can make a proposal to improve the city; if it receives a sufficient community support, the government assumes it as its own and develops it. Consultations: City Council, before making action, consults citizens about the criteria to follow or among alternative projects. Participatory budgets: City reserves a quantity of money for projects proposed and voted for by citizens. 100 million were assigned in each 2017 and 2018, the largest amount dedicated to participatory budgets in the world.

Another fundamental objective is to spread the culture of participation. 93 administrations from more than 18 countries are using the open source platform. The initiative is integrating innovation in the local community’s DNA in an inclusive way.

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?

Public-community partnership is at the core of this initiative. The conversation "citizen-administration" encourages the emergence of needs that surpass the traditional expectations of municipal management.

The development of Consul, led by City Council, is being carried out by the international community of developers.

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.

The municipal service has an annual budget of €1,891,373 for expenses related to
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.

Decide Madrid incorporates a totally innovative participatory policy in local administration which purpose is to involve citizens in decision-making, and it paves the way for bottom-up democracy, through direct and binding mechanisms.

This is an innovative model that promotes cooperative governance to establish shared priorities. It allows citizens of Madrid, individually or collectively, to express their demands and participate in the formulation of policies and projects.

The publication and release of the software, with a decisive impulse to facilitate its implementation in other cities, is also a radical change in usual public administration’s policies. UN gave Consul the Public Service Award 2018.

There’re some international inspiring experiences, as Betri (Better), Reykjavik, Estonia, Brazilian cities, New York, and other cities all over the world.

However, Decide Madrid has more actions and a deeper geographical impact - some decisions are mandatory for City Council - resources were allocated from the very beginning to co-develop the open-source Consul platform and to support its implementation globally in as many cities as possible.

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 model introduces disruptive innovation at:
- Organization: A highest-level participation Government Area was created Participation process. Consul is available, together with other channels to include every citizen Budgeting. In 2018, 100 million euros, 2,5% of city’s budget, is assigned directly by citizens, as a binding result for the municipal organization. Decision-making process and engagement. Citizens are able to present, support, debate and vote on proposals for investments, expenditures on goods and services, grants or subsidies with impact on their immediate environment.

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

Implementation faces some challenges: effectiveness, accessibility and engagement. To make citizen participation effective, participatory processes are cross-cutting and binding procedures for the entire municipal structure. Citizen's direct participation in decision-making is institutionalized and strengthened.

To bridge the digital divide and avoid discrimination, the virtual platform, is complemented by face-to-face, phone and postal channels that allow to participate to any person regardless of their circumstances. The involvement of the most vulnerable groups in decision-making is promoted

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.

Council has assigned 100,000,000 euros for projects proposed and voted for by citizens in 2017 and 2018, the largest amount dedicated to participatory budgets in the world.

Some figures: - 362,702 registered users - 5,000 debates over 21,000 proposals - 4,000,000 votes

Impact: - 517 new services and equipment created. - Madrid 100% Sustainable initiative received 188,665 favourable votes, including 101 measures that link all areas of the City Council to improve sustainability. - Consul platform working at 93 cities, 18 countries - 22,6% more people who believe the initiative facilitates participation in decisions Madrid is fulfilling the challenge to be more representative, improving the government's capacity to respond to demands fostering citizen commitment, responsibility and accountability.

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.

Indicators show compliance with the goals of each process: number registrants, participants and consultations.

They measure the roots of participatory culture, and whether decision-making is inclusive and responds to needs or assigned to disadvantaged districts.
Impact indicators include number of citizen-driven projects binding on the government, its implementation status, and number of government projects submitted. Satisfaction is also assessed. Most of KPIs are directly available from Consul, for citizens and “info-reusers”, improving transparency. As it’s working on 93 cities, it’s easy to compare same KPIs from different places.

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.

A successful participatory system requires not only ideas or votes, but also information, skills, commitment and responsibility from citizens. Additionally, to avoid barriers and bureaucracy, binding participation with actions, and consider every single inhabitant. Expected results are more transparency, visible actions impacting on neighbourhoods, and an inclusive city. What action are being developed by City Council? Full online information, offline media campaigns (newspaper, urban furniture, postal communication,…), conferences and Urban Labs, open data (Consul and the open data portal http://datos.madrid.es), multi-channel interaction (Consul, face-to-face, phone, postal).

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

The impact of this participation model transcends the borders of Madrid, which has signed protocols with 28 Spanish and foreign administrations and reaches 24,816,369 people. Madrid is becoming an international benchmark in the implementation of innovative models of citizen-driven governance and innovation processes, which are open, inclusive and participatory. The UN gave Consul the Public Service Award 2018.

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 Council is working so that the mechanisms and means of participation implemented can be easily extended to other municipalities and administrations. Its open digital platform “Consul” is being promoted internationally. Created from scratch by the City Council itself, it’s the most complete digital citizen participation tool that currently exists, guaranteeing real participation for an open,
transparent and democratic government. Consul is released as open-source, so any public administration worldwide can use it free of charge. Madrid offers the software and the advice and knowledge necessary for other entities to launch their own digital participation platforms. This tool is currently being used by 93 governments in 18 countries (see map in www.consulproject.org/en/). Many of them sign a collaboration protocol on citizen participation with Madrid, which is generating significant synergies.

This has generated an enriching exchange of experiences and knowledge among all the cities that use it. The software is constantly evolving and responds to the needs of all the administrations that use it.

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 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 5: Achieve gender equality and empower all women and girls |
| Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all |
| Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation |
| Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable |
| Target 3: Participatory, integrated and sustainable human settlement planning and management |
| Target 6: Improve air quality and manage municipal and other wastes |
| Target 8: Support positive economic, social and environmental links between urban, peri-urban and rural areas |
| 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.
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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