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MADRID



FOURTH OPEN GOVERNMENT PLAN
OF MADRID CITY COUNCIL
(2024-2027)

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EXECUTIVE OVERVIEW

Madrid City Council is part of the sub-national government programme of the Open Government Partnership and, within this framework, has developed three plans with actions aimed at strengthening transparency, participation, accountability, collaboration and integrity.

Madrid City Council's Fourth Open Government Plan includes a sample of medium-term actions (2024-2027), which form part of a broader strategy and are intended to reflect new initiatives and best practices in order to advance and strengthen the values of good governance.

The five commitments included in the plan are listed below:

1. **Clear communication.** The right to understand is fundamental to citizens' involvement in decision-making and the exercise of their rights.
2. **POV MADRID Young people's digital participation space.** An attractive, dynamic and interactive platform with specialised support.
3. **THIVIC, Madrid City Council's social innovation laboratory.** It aims to seek solutions to public problems.
4. **Prevention of unwanted loneliness among young people.** Developing strategies for the early detection and care of adolescents and young people in this situation, expanding meeting spaces to promote healthy relationships and the generation of bonds.
5. **Evaluation of the Universal Accessibility Strategy.** This aims to determine the evolution of the main perceived requirements and to adjust municipal action.

The following criteria have been taken into account when designing the Fourth Open Government Plan:

- The drafting process has benefited from **extensive citizen participation**. An Open Government Steering Group has been set up, which has allowed opinions to be expressed during each phase. It has been debated within municipal participatory bodies, and two consultations have been carried out through Decide Madrid.
- **Maximum transparency** has also been sought on the Madrid City Council's Open Government website, so that citizens can access information on the work plan and the results of the different phases at all times.
- **Maximum accessibility and clarity** has been ensured throughout the process, both in the documents published and in the information provided to participants, offering the necessary support to guarantee full and effective participation for everyone. Finally,



the plan will seek to achieve maximum **quality**, through assessment and monitoring activities, which will measure management efficiency and citizen satisfaction.



1. OPEN GOVERNMENT STRATEGIC FRAMEWORK

Madrid City Council is **strongly committed** to Open Government, which also has very solid foundations.

Its **principles** are **deeply rooted** in administrative culture and strongly underpinned by the existence of robust structures, regulations that provide security and guarantees to the system, and the increasing availability of human, technical and financial resources. Transparency, participation, accountability, collaboration and integrity are thus strongly deployed and put Madrid City Council in a leadership position.

This positions Madrid as a **pioneer city**, which carries with it a lot of responsibility. Madrid is aware of the importance of ensuring that the commitments undertaken are always met, of achieving standards of excellence and of striving to continue improving on a daily basis. It also collaborates on an ongoing basis with other municipalities around the world to share learning and spread the values and culture of open government.

Madrid joined the Open Government Partnership (OGP) in 2016 as one of the fifteen pioneer organisations of the 'Subnational Government Pilot Programme'. So far it has designed and implemented three action plans. **The open government plans** approved by the City Council within the framework of the OGP include a range of medium-term initiatives and actions that are part of a **broader strategic framework** and a roadmap to continuously strengthen the values of good governance.

The Strategic Framework for Open Government in the City of Madrid is defined below, which summarises the main lines of action carried out in the field of open government by the different centres and marks the roadmap that should guide their actions. This Framework is structured around **4 strategic axes** and a **transversal line of action** as a key to achieve the proposed goals:

- Axis 1 Transparency and open data
- Axis 2 Participation and civic space
- Axis 3 Integrity
- Axis 4 Quality and assessment

Transversal line of action

- Open Government School

All these axes also relate to the objectives of the OGP Global Strategy.



■ Axis 1 Transparency and open data

The aim is to strengthen the transparency and accountability of the Madrid administration. It aims to maintain Madrid City Council as a benchmark for a responsive, transparent and innovative administration, its goal being to provide quality services that citizens are aware of and in which they demand compliance with the obligations they have acquired.

It includes the following lines of action:

1. Strengthening the transparency of Madrid City Council by promoting the Transparency Portal and the management of requests for access to public information.

Madrid is committed to transparency, understood as the process of publishing information held by the administration, as well as the management and decisions it adopts in the exercise of its powers. It is materialised through **active publicity** and the **right of access to public information**.

These obligations are included in the new **Catalogue of Public Information (CIP)**, revised in May 2024, which includes 269 items with their corresponding bodies responsible for the information and the frequency with which they must be updated.

The **Transparency Portal** has established itself as a benchmark for citizens' right to information on municipal management. In 2023 it received more than one million visits. The success of the portal, in terms of citizen interest and the increasing number of visits, is based on the efforts made to make the information more understandable and accessible.

Efforts to continually improve the portal are not just about expanding its content. Care must be taken in the way in which information is presented. The sheer volume of information published requires efforts to make it truly understandable, visual and accessible to the public.

This line of work formed part of the Madrid City Council's Third Open Government Plan, which included a commitment to improve the Transparency Portal and increase the number of visualisations.

Madrid City Council submits its actions in the area of transparency to external evaluations, such as the **Infoparticipa seal**¹. Madrid has been awarded this seal for the sixth consecutive year, obtaining 100% compliance each year.

¹ <https://www.infoparticipa.com>



On the other hand, work is being done to improve **access to public information**. The application form has been revised and revamped to improve and simplify the application process. The **Clear Communication Guide** has been used for this purpose². More than 70% of the applications received are estimated. Two thirds of the unsuccessful applications are the responsibility of other administrations.

To further strengthen the municipal commitment to transparency and quality, a new **service charter** is being developed in the procedure of access to public information. And, in parallel, progress is being made in the early stages of a new **AI project** to automate the reception of requests for access to public information, which would streamline management and save resources in the allocation and processing of requests.

Link to OGP Strategy Objectives

- **Making Open Government central to all levels and branches of government.** Compliance with the obligations of active publicity and the management of requests for access to public information means that the principle of transparency and accountability is spread throughout the municipal organisation.
- **Speeding up collective progress on open government reforms.** Continued growth in both accesses to the Transparency Portal and requests for access to public information are proof of the expansion of citizen demand for transparency.
- **Being a hub for innovative cases, evidence and stories of open government.** The use of AI in the management of requests for access to public information can significantly improve this service to citizens.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

2. Implementing a new Open Data Portal platform to make information more visual, accessible and reusable. Improving the quality of published datasets and promoting the added value of open data by increasing visualisations.

The importance of open data goes far beyond its valuable contribution to transparency. It is a fundamental pillar for innovation and underpins progress in multiple activities and economic sectors. Its importance lies in its ability to democratise access to information, thus enabling citizens, businesses and governments to harness its transformative potential. Making data available in an accessible and understandable way fosters collaboration, drives creative solutions and promotes accountability.

Madrid City Council is committed to making its **Open Data Portal** more visual, more accessible and more easily reusable. This aims to promote the reuse of municipal information, in accordance with the EU directive. It seeks to have a robust, sustainable

²<https://www.madrid.es/UnidadesDescentralizadas/Calidad/LenguajeClaro/ComunicacionClara/Documentos/GuiaPracticaCCLara.pdf>



and scalable platform that facilitates the growth of Madrid City Council's open data service. This process will involve the collaboration of professional reusers, associations, universities and the general public.

The high volume of information published has required care in the way it is published in order to make it more understandable, visual and accessible to the public. This objective is achieved through **visualisations and dashboards**, with special emphasis on areas of particular relevance for accountability such as contracting, subsidies or budgets.

The Open Data Portal currently has around **600 datasets** and more than 8,000 downloadable files.

Beyond their economic value or their importance for municipal management, open data add value to the public service to which they refer. We therefore undertake to publish and display them in formats that are understandable to citizens, thus adding **social value** to them. This is the case for datasets such as drinking water sources, car parks, territorially located data indicators, traffic accidents or meteorological data, among many others.

Madrid City Council is also committed to **promoting the reuse** of the public information made available. To this end, it strives to ensure the **quality of the data published** through regular analysis, profiling and filtering of the datasets. Automation and expansion of the Portal's catalogue are also important.

Link to OGP Strategy Objectives

- ***Making Open Government central to all levels and branches of government.*** The work of the different municipal areas and departments to prepare the datasets prior to their publication on the Portal helps to disseminate the principles and obligations associated with transparency and accountability throughout the organisation.
- ***Building an ever-widening community of engaged and interconnected reformers and open government leaders.*** The connections and interaction within the community of reusers of the Portal's datasets and with the administration itself is a promising seed for a future in which the connections through information between the administration and civil society will be much more fluid and fruitful for both parties.
- ***Speeding up collective progress on open government reforms.*** Continued growth in both accesses to the Transparency Portal and requests for access to public information are proof of the expansion of citizen demand for transparency.
- ***Being a hub for innovative cases, evidence and stories of open government.*** The visualisations and dashboards offered on the Open Data Portal to provide more visible and clear information are an innovative approach that has proven to be useful.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>



■ Axis 2 Participation and civic space

The objective is to promote participation from both an individual and collective perspective, reinforcing the different instruments and spaces for the participation and collaboration of the people of Madrid in the city's affairs and ensuring participation processes adapted to the diversity and plurality of citizens.

It includes the following lines of action:

1. Continuously improving participation processes through the Decide Madrid platform.

The Decide Madrid platform has established itself as a benchmark for citizen participation. It has more than 500,000 registered users, 5,000 debates, 30,000 proposals and 230,000 comments. It is a key tool to facilitate and encourage direct and individual citizen participation in city affairs.

The Open Government strategy is based on the continuous improvement of the platform's **usability and accessibility**, with simple, understandable processes and clear language and public consultations on **issues close to residents**. It is also committed to **innovation**, not only to make participation more attractive but also to ensure **accountability** and **responsiveness** to citizens.

Continuous improvement of the platform is sought with positive measures to offer a **usable and user-friendly** site without undermining the **legal certainty and neutrality** achieved to date, facilitating navigation, improving the use of the information available on the platform. Furthermore, the **use of technologies** such as interactive 3D GIS and Big Data will continue to be promoted.

The strategy includes the full implementation of the new monitoring system (through **machine learning**) of the most supported proposals and debates, so that citizens can get feedback and be aware of the activities being carried out. In addition, the **Chat bot, Clara**, has been extended to the entire website, allowing citizens to be attended to quickly, thus transmitting closeness, trust and greater accessibility thanks to voice recognition, always under the supervision of agents who can humanise the service and provide answers to complex queries.

It will also continue to implement winning projects from previous calls for **participatory budgets**, thus avoiding citizen frustration, and new editions will be launched in an orderly, realistic, transparent framework with guarantees. In 2024, the sixth edition of budgets has already been called with more than 2700 projects submitted by citizens, and the City



Council will allocate 50 million euros from the municipal budget to the implementation of the most supported and voted citizen projects.

In general, actions will be promoted to reduce the **digital and social divide** and to bring participation channels closer to the most remote sectors, through participation programmes aimed at the elderly, children and young people, women and other vulnerable groups.

As a specific commitment of this line of action, a project for the development of a **new space for young people's participation** has been included in the Fourth Open Government Plan. The objective is to implement and launch a specific web space within Decide Madrid to guarantee the right to digital participation of adolescents (aged 14-18 years old).

Link to OGP Strategy Objectives

- ***Protecting and expanding civic space.*** The aim is to protect and expand civic space for civil society and democratic dialogue by expanding existing methods and testing new ones.
- ***Speeding up collective progress on open government reforms.*** More inclusive participation is encouraged by working with young people, the elderly, women and vulnerable groups.
- ***Being a centre for innovative case studies of historical evidence of open government.*** It will enable the identification and sharing of stories, qualitative research and data in combination with evidence-based findings.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

2. Encouraging citizen participation through the City Council's participatory bodies.

The City Council has participatory bodies at different territorial levels and also in different sectors and areas of municipal action. The strategy is based on promoting, coordinating and supporting all of them.

Madrid's Social Council is a consultative body whose mission is to guide strategic planning through the participation of the most representative economic, social, professional and neighbourhood organisations. The work of its technical committees will be promoted as think tanks on the major issues affecting the city (urban planning, environment and mobility, economy, innovation and social services) and a new committee will be created to focus on housing policy.

On a sectoral level, the renewal of the different **sectoral councils** that channel social collaboration in the major sectors or areas of municipal action has been encouraged. The strategy also foresees a more straightforward regulation and composition for the **sectoral council of associations and other citizens' organisations** and the promotion of their



committees: strengthening the advisory and proposal function of the organisations in the field of training and their involvement in the study or analysis of matters affecting the associative sector.

On a territorial level, good practices will be implemented in **Sectoral Councils**, addressing the various improvements proposed in order to consolidate this body of district participation in each of the 21 districts of the city of Madrid.

Link to OGP Strategy Objectives

- **Protecting and expanding civic space.** Civic space is protected by providing security and stability to formal participatory bodies.
- **Speeding up collective progress on open government reforms.** More inclusive participation is encouraged with participatory bodies adapted to the diversity and plurality of Madrid's citizens and also taking into account the most vulnerable groups (the elderly, young people, women, people with disabilities).

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

3. Collaborating with the third sector and strengthening civic space

Madrid has more than **3,000 associations, foundations, federations**, confederations, unions of associations and collectives registered in its municipal census. One of Madrid City Council's objectives is to facilitate collaboration with these entities by providing **access to means and resources**.

The **free temporary loan service for the use of goods and materials** will be continued, as well as **advisory** work in accounting, tax and labour matters and new technologies, so that organisations can carry out their activities properly.

The ongoing **training** of the associative network of the city of Madrid will also be strengthened through online and face-to-face courses that will benefit as many people as possible, and meetings will be organised to provide **spaces for creativity** in the form of idea laboratories on issues of interest to the associative network.

Collaboration with the third sector will be possible through different lines of **subsidies** on a **competitive** basis, thereby increasing the number of beneficiaries and collaborators and diversifying the type of projects.

Thus, in line with the City Council's strategic subsidy plan, the subsidies will foster collaboration and social innovation with third sector entities as a way of contributing to a more sustainable city design and the creation of spaces for participation to improve the living conditions of citizens from a social, economic and environmental point of view, the promotion of associations, the development of activities aimed at children and young



people, and projects that promote territorial and social rebalancing in vulnerable neighbourhoods.

Recognition of Madrid's third sector, dissemination of its work and dissemination of good practices will be sought through **events, trade fairs and awards** for projects that improve the lives of citizens and promote innovation and participation in the design of public policies.

Finally, the accessibility of Madrid City Council's **Associative Space** on the municipal website will be improved, in order to carry out procedures of interest to citizens' organisations, in a simple and convenient manner, electronically.

Link to OGP Strategy Objectives

- ***Protecting and expanding civic space.*** Civic space is protected by facilitating the activity of the city's associative network, providing access to means and resources.
- ***Speeding up collective progress on open government reforms.*** More inclusive participatory initiatives are encouraged by working with collectives focused on gender groups, marginalised communities, young people, given the variety of entities registered in the municipal census (up to 23 categories).
- ***Being a centre for innovative case studies of historical evidence of open government.*** Stories will be identified and shared, and awards and recognition programmes will be developed to complement other forms of support. The City Council and civil society will play an important role in incubating and disseminating innovative examples and systematising lessons learned from such processes.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

4. Co-creating actions in the most vulnerable districts and neighbourhoods to achieve territorial rebalancing.

Within the open government strategy, special mention should be made of participation in sectoral plans, including those aimed at territorial rebalancing. In these plans, actions are agreed and coordinated with representatives of the participatory bodies of the districts and neighbourhood associations. Appropriations for these plans have quadrupled with a sustained investment of 80 million euros per year.

The **SURES Plan** will be promoted for the development of the nine districts in the south and east of the city, areas which are home to more than 44% of Madrid's population (Carabanchel, Latina, Moratalaz, Puente de Vallecas, San Blas Canillejas, Usera, Vicálvaro, Villa de Vallecas and Villaverde). SURES is articulated in different action strategies:



environmental regeneration, culture, sport, economic and industrial recovery, mobility and transport, public space and housing and social welfare.

Actions and investments will also be agreed in the **39 most vulnerable Neighbourhood Plans in 14 districts**, in agreement with neighbourhood organisations in areas such as social promotion, community development, social care, young people's leisure and free time, support for job training and employment, socio-educational support, mobility, accessibility and recovery of public spaces.

Link to OGP Strategy Objectives

- **Protecting and expanding civic space.** Civic space for civil society and democratic dialogue is expanded through alternative and complementary spaces for co-creation.
- **Speeding up collective progress on open government reforms.** Inclusive initiatives aimed at the most vulnerable groups, districts and neighbourhoods are promoted from a territorial perspective that includes not only the socio-economic component, but also other aspects such as the environment, facilities, services and infrastructures.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

5. Devising new models of participation, favouring collaboration and social innovation.

The aim of this line of action is to develop social innovation programmes in collaboration with other public administrations, other social agents and the private sector. The aim is to identify and promote initiatives and working methods that have a greater social impact and contribute to solving the problems that the City Council and the city itself face.

To this end, the aim is to consolidate the community of practice **The Participatory Group**, which currently has more than 70 member organisations. Its mission is to facilitate the exchange of good practices, joint learning and networking for the design of participatory techniques and to make participatory processes more accessible, attractive and effective.

As a specific commitment of this line of action, a project to promote **THIVIC** as a **social innovation laboratory** has been included in the Fourth Open Government Plan. The plan is to set it up on a permanent basis as a space for social innovation in the City Council with three objectives:



- Generating regular spaces for experts, citizens, public or private institutions and City Council professionals to meet in order to find quick solutions to public problems.
- Fostering the social innovation ecosystem and creating links and collaboration networks with other hubs and labs.
- Promoting capacity building in social innovation and collaborative design of public services.

Finally, it is also a specific commitment of this line of action to **prevent unwanted loneliness among young people**. This commitment stems from the previous pilot experiences of the social innovation laboratory and the prototype solutions proposed. The plan is to develop strategies to detect and attend to adolescents and young people in this situation by expanding meeting spaces to promote healthy relationships and the generation of bonds.

Link to OGP Strategy Objectives

- ***Building an ever-widening community of engaged and interconnected reformers and open government leaders.*** This is an opportunity to institutionalise open government in other areas of the City Council. It ensures that open government is integrated into strategies and programmes, and involves City Council decision-makers with leadership in different areas. It also helps to disseminate open government skills and invest in training, thus generating a cultural change. It creates spaces for learning so that both City Council professionals and civil society have the tools they require to engage with the general public.
- ***Protecting and expanding civic space.*** Civic space for civil society and democratic dialogue is expanded by broadening existing methods and testing new ones.
- ***Being a centre for innovative case studies of historical evidence of open government.*** Both THIVIC and The Participatory Group will enable the identification and sharing of stories, qualitative research and data in combination with evidence-based findings. These spaces will be used to generate resources, methodologies, support arguments, maturity models, references to third-party standards and value propositions, as well as to share research and evidence in favour of open government. It will contribute to the incubation and dissemination of innovative examples and to systematising the lessons learned from these processes.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>



■ Axis 3 Integrity

The objective is to achieve the highest standards of good governance and respect for and adherence to values, principles and ethical standards aimed at protecting, maintaining and prioritising the public interest over private interests in the public sector.

Integrity is addressed on several fronts and through a variety of actions:

1- *Integrity and traceability of public decisions*

The values of good governance inform all municipal action with rigorous **behavioural norms** that must always be observed by those to whom they apply, in particular those relating to conflicts of interest.

[Ethical principles and principles of conduct for councillors and municipal employees](#)

To strengthen integrity, the city of Madrid has a strategy based on the values of Transparency, Open Data, City Participation and Collaboration. As mentioned above, Madrid aims to promote transparency in the management of public resources, open data for reuse and offer citizens more opportunities to participate in public affairs and decision-making processes.

The city of Madrid is noteworthy for having incorporated three fundamental pillars at a very early stage: the publication of **agendas**, the implementation of a **lobby register** and **the introduction of a regulatory footprint**. This provides information on who is meeting with whom, for what purpose and how public actions are influenced. In short, **full traceability of public decisions** is ensured.

The publication of agendas by senior officials has become standardised and forms part of the day-to-day workings of the public administration and the administrative culture. [Agenda – Madrid City Council](#)

The process of drafting the regulations is completely transparent. The Regulatory Footprint shows all the relevant procedures and documentation that are generated during the process of drafting the regulation until its final approval by the Plenary of Madrid City Council. [Regulatory Footprint](#)

Madrid City Council is also a benchmark in terms of transparency thanks to its Lobby Register, in which any person or entity that intends to influence regulations, municipal policies and decision-making with a general or collective impact must register. There are currently 1,028 lobbies, 488 active, 13 deregistered and 527 with their registration expired and in the process of renewal.



Registration in the Lobby Register entails a commitment to comply with a code of conduct:

1. Agree that the information provided is public information.
2. Not obtain or attempt to obtain information or influence decision-making dishonestly.

Registration will also entail a commitment not to give unauthorised gifts.

This Register has proven to be a success and most lobbies have adopted it as a standard procedure.

[Lobby Register](#)

[Link to OGP Strategy Objectives](#)

- *[Speeding up collective progress on open government reforms.](#)* It raises expectations on transparency and accountability.
- *[Being a centre for innovative case studies of historical evidence of open government.](#)* Madrid City Council is a benchmark, having fully incorporated the Lobby Register, the Senior Officials' Agenda and the Regulatory Footprint. This enables the sharing of good practices, stories, qualitative research and data in combination with evidence-based results.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

2- Madrid office for the prevention of fraud and corruption

Madrid City Council's municipal office for the prevention of fraud and corruption, with full autonomy in the exercise of its functions, is authorised to carry out inspections, investigations and prevention of potentially criminal or corrupt behaviour.

It is responsible for **prevention** and collaboration in the design of **training** programmes for Madrid City Council staff.

It is also responsible for studying the **complaints** received via an anonymous mailbox through which anyone (citizens, legal entities or political parties) can make a complaint about the functioning of the city council or any of its departments.

In particular, the office is responsible for:

- Inspecting and verifying possible cases of irregular use or misuse of public funds, as well as any behaviour contrary to the principles of objectivity, integrity and independence.



- Inspecting and verifying possible cases of fraud or any irregular exploitation derived from actions that affect administrative probity, public trust and the proper functioning of the municipal public sector.
- Inspecting and verifying compliance with conflict of interest rules.
- Analysing judicial decisions that have declared unlawful conduct within the scope of Madrid City Council or in its relationship with other public or private institutions to have been proven.
- Analysing information distributed by the media that is related to the performance of its functions.
- Implementing fraud and corruption prevention actions in municipal government and administration.
- Advising, informing, formulating proposals and recommendations on matters within its competence to the different municipal bodies.

[Municipal Office for the Prevention of Fraud and Corruption – The Office – Madrid City Council](#)

[Link to OGP Strategy Objectives](#)

- ***Speeding up collective progress on open government reforms.*** It strengthens transparency and accountability efforts and influences policies focused on anti-corruption and public integrity.
[OGP Strategy 2023-2028 \(opengovpartnership.org\)](#)

3- Integrity in economic and budgetary management

Madrid City Council is continuously reinforcing transparency in the most relevant areas for accountability in municipal management, such as contracting, subsidies and budgets. It has developed three visualisers that enable the information to be understood and located in a more accessible manner.

This enables access to all of Madrid City Council's **contractual information** published on the public sector contracting platform, showing the general details of the City Council's contracts and those of the successful bidders and the details and documentation of each tender.

<https://ciudadesabiertas.madrid.es/contratos/>



It also contains all the **subsidies awarded** and the corresponding beneficiaries, as well as access to specific information published for each subsidy in the National Database of Subsidies and Grants.

<https://ciudadesabiertas.madrid.es/subvenciones/>

Similarly, in order to increase transparency in economic-budgetary matters, not only is there full transparency of **budget** execution with monthly updates, payments to third parties and investments by districts through Madrid City Council's Open Budgets application, but an evolutionary system has also been developed that allows the main budgetary investments to be visualised on a map of Madrid and their execution to be detailed.

<https://presupuestosabiertos.madrid.es/es/>

There is also a **Procurement Supervisory Committee** whose purpose is to monitor the legality of procurement.

[Link to information on the Supervisory Committee](#)

On 24th March 2022, the Governing Board of the Madrid Regional Government approved the Anti-Fraud Measures Plan for the management of the funds from the Recovery and Resilience Mechanism. Furthermore, on 27th March 2022, the **Supervisory Committee for the Anti-Fraud Measures Plan** was set up by decree of the Mayor.

[Supervisory Committee for the Anti-Fraud Measures Plan](#)

[Link to OGP Strategy Objectives](#)

- **Speeding up collective progress on open government reforms.** It strengthens transparency efforts, accountability and control and oversight mechanisms. [OGP Strategy 2023-2028 \(opengovpartnership.org\)](https://opengovpartnership.org/)

■ **Axis 4. Quality and assessment**

The objective is to promote any policies, projects and actions necessary for the continuous improvement of the management and results of Madrid City Council, as well as to ensure citizen satisfaction with public services.

- 1- **Assessing citizen satisfaction with municipal services by means of citizen perception systems. Guaranteeing citizens the right to submit suggestions, complaints and praise and using the data obtained to improve municipal services.**



Madrid City Council believes that it is fundamental and strategic to determine citizens' perception of the state of the city, the quality of life and the municipal management of public services. To this end, the **Quality of Life and Satisfaction with Public Services in the City of Madrid Survey** is being conducted. This is a rigorous and in-depth statistical study divided into two samples per year, the first of 1,500 surveys and a subsequent, more extensive one of 8,500 surveys, with significance at district level. All the information collected is duly analysed for its subsequent publication on www.madrid.es, on the Transparency Portal and the Open Data Portal, along with the corresponding documentation.

In parallel, **sectoral surveys of citizen perception** are being conducted, the results of which are also published on www.madrid.es, on the Transparency Portal and the Open Data Portal.

Madrid City Council is very active in assessing programmes, services and plans. Within the framework of the Third Open Government Plan, special attention was paid to this necessary component to guarantee the quality of public services.

On the other hand, Madrid City Council has a **Suggestions and Complaints Service**, which, in addition to being a necessary space for citizen participation, is a valuable tool for improving the quality of public services and for directing government action for the benefit of citizens. The system is set up to detect not only areas for improvement in municipal performance, but also the causes that impede better functioning.

It is, therefore, an essential contribution to planning proposals for action with the aim of achieving the best levels of efficiency, transparency and quality in public service. At the same time, it has become a widely used reference for citizens (more than 90,000 entries per year) to interact with the municipal administration.

Madrid City Council is committed to improving the management of the Suggestions and Complaints Service, both to speed up the response to citizens (reducing time and improving the quality of responses), and to take advantage of the valuable information provided by the system in order to improve the management of municipal public services, through scorecards and the preparation and dissemination of monthly and weekly reports.

Work is currently underway to incorporate AI tools, combining natural language processing (NLP), data mining and machine learning techniques to improve the classification and automatic allocation of applications, thereby speeding up processing.



Link to OGP Strategy Objectives

- **Making Open Government central to all levels of government.** The use of citizen perception as a strategic indicator to evaluate the management of public services, whether through ad hoc surveys or through the Suggestions and Complaints Service, is a clear exercise in accountability and participation to which the entire municipal organisation is committed.
- **Protecting and expanding civic space.** Asking citizens and encouraging them to value the public services offered to them, and undertaking to act on their perceptions, means offering civil society a partnership pact to ensure improved public management and open government.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

2. Improving the quality and assessment of municipal services through quality systems (Service Charters and CAF and EFQM models) and implementing quality tools.

Madrid City Council assumes a strong commitment to citizens within the framework of the quality of public service. To this end, it has a **Quality Plan** which, in its new 2023-2027 version, integrates and structures all the information relating to the matter: actions and initiatives, regulatory principles and criteria, staff and administrative structure and future forecasts and projects. It also includes the dissemination and visualisation of the activity carried out in this area.

It also has quality management systems and tools in place in the different units and areas of the City Council. These include the **Service Charter System**, with 72 Charters in force, which are evaluated and revised every year. Furthermore, the System (annually) and the Service Charters (every three years) are audited by an external entity in order to obtain the certification seal in accordance with the UNE 93200 Standard.

In 2024, the system will be expanded with new charters in areas with a direct impact on citizens and, in parallel, there are plans to evolve the current institutional application of Service Charters to enable its improvement and the comprehensive management of the processes of the Service Charter System (assessment, monitoring and certification). In the same line of promoting quality and continuous improvement, technical support is provided to municipal units that use Models of Excellence or apply quality tools or agile methodologies.

Madrid City Council also uses the Quality and Excellence Models commonly used by Public Administrations to assess and improve their services (**CAF, EFQM models**).



The Models of Excellence use **self-assessment** as a fundamental tool to obtain a diagnosis and define **improvement actions**. This enables progress in quality improvement to be measured and benchmarked against other organisations.

These models are applied in different municipal units. The aim is to support and accompany the centres in their implementation. The following are currently working with them: the Municipal Police, Mobility Agents, the Employment Agency, Línea Madrid and Madrid Salud and SAMUR - Civil Protection.

Likewise, **dissemination and training activities** are carried out in the field of quality management for municipal staff to promote and facilitate the use of the tools and systems available, as well as to promote and encourage a culture of assessment of plans and programmes in the organisation.

As a specific commitment of this line of action, a project to **assess the universal accessibility strategy for the city of Madrid** has been included in the Fourth Open Government Plan, in order to ascertain the evolution of the main perceived requirements and adapt municipal action accordingly.

Link to OGP Strategy Objectives

- **Making Open Government central to all levels of government.** The dissemination throughout the municipal organisation of the idea that the quality of public service is a necessary condition for fulfilling the commitment to citizens is essential to making progress with Open Government.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

3. Promoting clear communication in Madrid City Council so that it communicates in an easy, direct, transparent, inclusive manner and provides relevant information to citizens.

It is essential that citizens **understand** the information provided by administrations in order to exercise their rights and fulfil their obligations, without complications and without the help of intermediaries.

In 2017, Madrid City Council produced the Practical Guide to Clear Communication as a theoretical basis and reference document, thus becoming a forerunner of this type of initiative among Spanish administrations.

Three years later, in 2020, a diagnosis of the situation in terms of clear communication in Madrid City Council was carried out, in accordance with the parameters and criteria



established in the Practical Guide. The sectors and units requiring greater intervention were identified and specific proposals for action were put forward.

Madrid City Council is currently committed to progressively implementing in the organisation an awareness of the importance of clear communication to guarantee the quality of public service, transparency and citizen participation.

This is a major challenge, due to the size of the organisation and the heterogeneous nature of its departments and units. The information contained in the web portals is vast and very heterogeneous, as are the documents and communications addressed to the public. The objective is to promote the application of the guidelines contained in Madrid City Council's Clear Communication Guide **by all general directorates and similar units**.

In this progressive project, priority will be given to specific strategic areas, due to the particular impact of the problem of clear communication and its potential value as a reference or example for the rest of the organisation.

The most important areas of action in which work will begin, with the intention that the achievements in terms of clear communication will have a multiplier effect, will be tax management and communication with the elderly and people with disabilities. It intends to define a specific methodology with the relevant units to adapt all its communication to clear communication requirements.

In addition, over the coming months, it aims to establish a specific methodology that incorporates objective and measurable criteria to verify compliance and enable the different municipal units to obtain Madrid City Council's **clear communication seal**, recognising their efforts in this area.

As a specific commitment of this line of action, a **Clear Communication** project has been included in the Fourth Open Government Plan, to encourage the involvement of citizens in decision-making processes by making the information offered easily understandable without the help of intermediaries.

[Link to OGP Strategy Objectives](#)

- **Building a growing community of Open Government reformers and leaders.** The effort to disseminate a responsible awareness of the implications of clear communication with citizens throughout the municipal administration implies progress in building a community of Open Government reformers and leaders, as both challenges share sensitivities and there are obvious synergies between them.
- **Protecting and expanding civic space.** Paying attention to the way in which the administration communicates with citizens and making an effort to ensure that they understand the message being conveyed implies taking care of the relationship with



civil society and favouring the consolidation of a space for understanding and co-creation.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

■ Transversal action line: School of Open Government

It aims to raise awareness of the values of Open Government, favouring the collaborative design of public policies. To extend and broaden the group of people familiar with transparency and participation, through the dissemination and promotion of its use in processes associated with public service.

The correct implementation of open government requires that citizens are aware of the implicit benefits of transparency, accountability and participation, in order to be able to demand the application of such practices in public administrations.

There is a requirement to focus on certain groups with less access to open government knowledge and procedures, and especially to target vulnerable women, younger groups and older people who are not digitally literate, in order to spread these principles to all sectors of society.

Further outreach and awareness-raising among the general public regarding the meaning, scope and benefits of open government is required.

In order to continue progressing gradually towards this objective, pilot tests are planned in municipal public services aimed at implementing open government processes and dynamics on a small scale.

Users are therefore provided with information on the functioning of the public service (transparency, accountability and citizen participation), with the aim of involving them in decision-making on the management and functioning of the service itself (encouraging participation) in order to improve it by adapting it to their requirements and demands. Work will also be done to bring the channels of participation closer to the most remote sectors.

In parallel and independently, municipal staff will be offered a series of activities (mainly online sessions) and informative material to promote a growing awareness of the strategic value of the widespread use of open government practices and processes throughout the organisation.

Open government will also be disseminated through the community of practice The Participatory Group, made up of 73 entities (regional and municipal governments from



around the world) and participation in open government conferences and events organised by other administrations and entities.

Link to OGP Strategy Objectives

- ***Building a growing community of open government reformers and leaders.*** The commitment entails making progress in raising awareness among citizens and the municipal organisation itself of the benefits and advantages of open government. It will enable the community of reformers and leaders to be expanded, both within the municipal organisation itself and outside, among civil society and especially among groups that are furthest removed from the processes that make it up and most require its benefits.
- ***Protecting and expanding civic space.*** It strengthens and improves the quality of participation in public management, through a more educated society that can participate on equal terms in public decision-making and professionals with greater capacities, with the aim of achieving better results and a higher quality of democracy. It prepares children and young people for adult life, contributing to the formation of a more active, supportive and committed citizenship with democratic values and public affairs. The participation of elderly people is facilitated by accompanying and training them in the different online participation tools. It also reduces the gap between men and women.
- ***Speeding up collective progress on open government reforms.*** It raises the expectation of transparency, accountability, participation and inclusion and focuses on inclusive participation by working with collectives focused on gender groups, marginalised communities, young people and the elderly.
- ***Being a centre for innovative case studies of historical evidence of open government.*** Thanks to this training and capacity building, both the administration and civil society will play an important role in incubating and disseminating innovative examples and systematising lessons learned.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>



2. BACKGROUND: THE THIRD OPEN GOVERNMENT PLAN

In June 2022, Madrid City Council's Third Open Government Plan was approved, which included medium-term actions (2022-2023), thereby contributing to the consolidation of a broader strategy with continuity over time.

The drafting process involved extensive citizen participation not only through the public consultation process, but also through debate within municipal participatory bodies, questionnaires or interviews with specific agents and workshops.

As in other local level plans, a sample of measures related to Open Government principles were included through four commitments of the City Council:

1. Improving the Transparency Portal and increasing the number of open data visualisations.
2. Promoting community actions in situations of bereavement, suicide prevention and childhood obesity, with the involvement of the community and the different agents.
3. Promoting citizen participation by improving the Decide Madrid platform, with the aim of encouraging citizen involvement in decision-making on city matters.
4. Broadening the spectrum of participation, developing specific programmes aimed at those sectors of the population with less participation, such as the elderly, children and young people, and other vulnerable groups.

The objectives were:

- Strengthening transparency and accountability.
- Consolidating an inclusive, modern and effective participation model.
- Recovering the dynamism of the city of Madrid after the pandemic, through community action.

Further information can be found at the following link: [Third Open Government Plan](#)

The plan was subjected to an external assessment process by an independent entity that conducted:

- An initial assessment report focusing on the process of elaboration and co-creation of the third plan.
- Four reports assessing the implementation of each of the plan's commitments.
- A final assessment report with recommendations and its executive summary

All the documentation of the assessment process can be found at the following link:

[Assessment of Madrid City Council's Third Open Government Plan 2023](#)



The main conclusions and recommendations of the assessors were as follows:

On the co-creation process:

Conclusions

- One of the most outstanding features of the process of designing and approving the Plan is the **participation of inclusive forums, representative of civil and plural society**: the City Social Council (CSC), the Sectoral Council of Associations and other Citizen Entities (CSAYOEC) and the Sectoral Council of the Elderly (CSPM). Depending on the characteristics of each forum, members were able to provide feedback and comments on the incipient design proposed by the Directorate General for Citizen Participation.
- In addition, and to **boost participation in the design process, an online citizen consultation was organised via Decide Madrid** prior to the drafting of the Third Plan, through which the adult population of Madrid was able to give their opinion on the general content and some of the more specific aspects of the Plan. A survey was also conducted **among young people** to feed into the design of actions focused on this sector, and interviews were conducted **with relevant agents** in the field of young people and children's policies in the city of Madrid. Special mention should be made of a **workshop with a group of experts** on children's issues.
- Finally, the **Decide Madrid 2022 Conference** provided the Directorate General for Citizen Participation with ideas and inspiring good practices for the development of the Plan through 6 round tables with 28 speakers. It should also be noted that some of the actions, in turn, are based on petitions and debates published by citizens on this website.

Recommendations

- **Extending the co-creation process in time and space** to give citizens a greater capacity to influence.
- In this regard, **it is advisable that - as is being done - the co-creation workshops generated are progressively established institutionally** as they are developed and their functioning is systematised. Otherwise, it could discourage future experiences within it, by requiring a certain investment of time and effort from the actors involved to develop proposals for public intervention.

On the commitments:

Conclusions:

- All of the Plan's actions enable wider **access to public information for the population** with certain obstacles to participating in the matters subject to community participation and/or publication on the different City Council participation and transparency portals, an essential issue for democratising this access and for the assessment of public activity. A **good practice** in this sense is the criteria that have guided the improvement and introduction of visualisations in the Open Data and Transparency portals from the outset, and which would be applicable to future actions:



selection of the most demanded information by citizens and that which is most directly related to accountability to citizens, strengthening of permanent communication channels with citizens and what they demand from them.

- Activities such as workshops and bereavement support groups (Commitment 2) point **towards participatory forms that combine the provision of quality information to users, while at the same time providing opportunities** for the administration to gather feedback and influence the course of implementation of the commitment. These activities also contribute to the promotion of a citizen attitude more inclined to community involvement in issues of social relevance, which generate a sense of community and give centrality to collective perspectives, key to a democratic, conscious and socially-oriented participation. Similarly, other experiences have also demonstrated the **convenience of incorporating certain social sectors** with greater obstacles to participating in these channels, based on their own requirements and limitations.
- The implementation **has also given rise to alliances with stakeholders (internal and external to the City Council) and relevant community assets** for the socialisation of information and good practices, the increase of the operational capacity of the municipal initiative, the optimisation of public and private resources, giving rise to new organisational and community substrates from which public innovation can be promoted. The development of **pilot experiences with some of these actors has been one of the most valuable implementation practices**, allowing for small-scale public interventions in an innovative way, thanks to a greater capacity for risk-taking in terms of the effectiveness and organisation of interventions in order to draw lessons and optimise how to reconcile, in this case, broad and loose participatory methodologies with the deployment of effective and sustainable policies.
- Despite all the above-mentioned potentials, it should also be noted that most of the activities, **as pilots**, are not part of the day-to-day business of the administration and **have not (yet) been able to have a significant impact on society**. Despite the evidence they generate as a basis for further expansion or scaling up, this offers less certainty in relation to the anchoring, development and extension of many of the gains made during the year of implementation.
- It is worth highlighting the **dissemination efforts made in relation to the Third Plan in general** and through the implementation of each commitment by means of Decide Madrid, open events, conferences, workshops, training, social networks and press releases.

Recommendations

- **Scale activities** piloted during the Third Plan. Many of the actions have generated a **sufficiently solid experimental base** to give them continuity in an amplified manner, that is, to generalise them as a public intervention by Madrid City Council where appropriate. Examples of this are the **pilot workshops in the educational field by Madrid Salud** (2nd commitment), the new **THIVIC** social innovation space (3rd commitment) or the prototyping of the **Decide Madrid space for minors** (4th commitment).



- This, in turn, does not preclude the consideration of **new pilots in other fields or areas** related to citizen participation and government transparency. In fact, a systematic deployment of these practices is recommended before their generalization in the form of institutionalised public policy.
- Consider extending accessibility measures in the **design of future commitments**.
- **Maintain the flow of information and monitoring** through the website. Until this Plan has been implemented, Decide Madrid has been updating the progress made during this process, allowing for more direct monitoring by the public and, thus, providing another form of accountability for the City Council.
- Establish or continue to establish **steering groups to promote and be primarily responsible for monitoring** the implementation of the solutions developed, as well as for ongoing assessment.
- Take advantage of the co-creative processes in these spaces to **assess their development continuously and systematically**. This, in turn, requires that, both within and between the teams responsible for each commitment, there be minimally defined criteria regarding the importance given to the assessment processes, the methodologies that are considered most appropriate, what is to be obtained from them in terms of each action, etc.
- Include in the design of the Plan specific **objectives and means of assessing** each of the actions during and after implementation of the commitments, with a view to a progressive systematisation of its role as a guiding element for effective and sustainable innovation in the field of citizen participation.

All these **recommendations have been taken into account** in the design of the Fourth Open Government Plan.

As will be discussed, the **process of drafting** the plan has been **longer**, thus enhancing the process with a greater amount of feedback and facilitating analysis. The **early involvement of civil society** has also been favoured, with the creation of a **steering group**, composed equally of civil society and the City Council, which has boosted the whole process.

With regard to the commitments, efforts have been made to seek transversal commitments with the **progressive involvement and implication of different areas of the City Council and relevant agents**.

Pilots of the Third Plan have also been scaled up (Thivic, Madrid Salud, Young People's Portal Decide Madrid) and special **emphasis has been placed on accessibility**, not only in the development of the process but also by incorporating a specific commitment (assessment of the accessibility strategy).

With regard to the Plan's governance, transparency has been further reinforced by creating a specific space on the Transparency Portal ([Open Government Action Plans of the City of Madrid](#)) which includes detailed information on the City



Council's Open Government Plans, so that citizens can check the status of the project at any given time.

The two consultations carried out on Decide Madrid have consolidated the space for co-creation, increasing the possibilities for citizen participation, which has been completed with the publication of all the information on the process of drafting the Plan, following the recommendations made.

The Plan is also to be monitored through the Open Government **steering group**, and the various councils, forums and participation committees that have collaborated in the initial phases, among others.

Finally, as in the previous edition, the **Plan will be assessed** continuously throughout the process by an external body.



3. DRAFTING THE PLAN

The Fourth Open Government Plan has been drafted in accordance with the following criteria or guiding principles:

- **Transparency:** information on the process of drafting the Fourth Plan is published on Madrid City Council's Open Government website, allowing citizens to find out about the approved work plan and the results of the different consultations and phases at any time. Information from previous open government plans has also been published in an orderly and comprehensive manner.
[Open Government Action Plans](#)
- **Accessibility:** maximum accessibility and clarity has been ensured throughout the process, both in the documents published and in the information provided to participants, offering the necessary support to guarantee full and effective participation by citizens.
- **Quality:** the plan's actions are intended to satisfy citizens' requirements and expectations. It will seek to achieve maximum quality through assessment and monitoring activities, which will measure the efficiency of management and citizen satisfaction.
- **Participation:** maximum citizen participation has been sought, not only through consultations on Decide Madrid, but also through a steering group and Madrid City Council's participatory bodies: the city's social council, the sectoral council of associations and other citizens' organisations and sectoral councils.

The process of drafting the Fourth Plan has involved considerable citizen participation. In November 2023, the Open Government Steering Group was set up, composed equally of the government and civil society, in order to obtain feedback during each stage of the process. It has been debated within different municipal participation bodies and two consultations have been carried out through Decide Madrid: one inviting citizens to share their ideas and prioritise areas of action and a second to provide feedback on specific draft commitments.



Open Government Steering Group Meetings



6 meetings

- ✓ From November 2023 to September 2024

Debate in municipal participatory bodies



9 meetings

- ✓ City's Social Committee: Innovation Committee: 2 meetings and Social Services Committee: 2 meetings
- ✓ Sectoral Council for Associations: 2 meetings
- ✓ Sectoral Council for the Elderly: 1 meeting
- ✓ City observatory
- ✓ Monitoring committee for the transparency ordinance

Decide Madrid public consultation



4051 participants :

- ✓ 3056 consultations from 11/12/2023 until 09/01/2024
- ✓ 995 participants from 11/06/2024 until 25/06/2024



■ Roadmap and constitution of the Steering Group







Drafting of the Fourth Open Government Plan has involved the following phases:

- **Phase 0:** Establishment of work plan
- **Phase 1:** Prior public consultation
- **Phase 2:** Debate and co-creation of the Fourth Plan draft
- **Phase 3:** Public consultation on draft commitments
- **Phase 4:** Analysis of proposals and drafting of the Plan
- **Phase 5:** Approval of the Plan

New developments in the preparation of the Plan include:

- A **longer process** that has enriched the Plan with more feedback, thus facilitating its analysis.
- A **double public consultation** through Decide Madrid: one beforehand, to gather ideas and help set priorities, and one afterwards to gather feedback on the draft commitments.
- The **early involvement of civil society**, through the creation of the **Steering Group** with equal representation from civil society and the municipality. This [Steering Group](#) has had the task of making the drafting process more dynamic and determining opinions at each stage, reporting on progress to the participatory bodies. The latter have also played a leading role in debating and approving the Plan.



	<p>Phase 0: Establishment of the work plan</p> <ul style="list-style-type: none">✓ A Steering Group is set up and the work plan is established. <p style="text-align: right;">November 2023</p>
	<p>Phase 1: Prior consultation</p> <ul style="list-style-type: none">✓ Consultation through Decide Madrid so that citizens can contribute their ideas and proposals. <p style="text-align: right;">From 11/12/2023 to 09/01/2024</p>
	<p>Phase 2: Debate and co-creation of the Fourth Plan draft</p> <ul style="list-style-type: none">✓ Proposals are discussed and analysed within the Steering Group, workshops and participatory bodies.✓ A first draft of commitments is drawn up and approved. <p style="text-align: right;">January-June 2024</p>
	<p>Phase 3: Public consultation on draft commitments</p> <ul style="list-style-type: none">✓ Draft commitments are submitted for public consultation through Decide Madrid. <p style="text-align: right;">From 11/06/2024 to 25/06/2024</p>
	<p>Phase 4: Analysis and debate</p> <p>The outcome of the consultation on the proposals and drafting of the Plan is analysed and discussed.</p> <p style="text-align: right;">July-September 2024</p>
	<p>Phase 5: Approval of the Plan</p> <ul style="list-style-type: none">✓ Final version of plan is drafted and tested. <p style="text-align: right;">October 2024</p>



The Steering Group has 10 representatives from civil society and 10 from Madrid City Council.

The representatives of civil society are, in turn, members of the city's Social Council, the Sectoral Council of Associations and other citizen entities and the City Council's accessibility committee: INJUCAM Federation, Regional Federation of Neighbourhood Associations of Madrid (FRAVM), Polytechnic University, Professional Association of Computer Engineers, Madrid Business Confederation (CEIM), General Workers' Union (UGT), Madrid Workers' Committees (CCOO), Democratic Union of Pensioners and Retired Persons of Madrid (UDP), Committee of Organisations Representing People with Disabilities of the Community of Madrid (CERMI).

The representatives of the City Council are part of the Directorate General for Transparency and Quality, the Directorate General for Citizen Participation, the Directorate General for Accessibility and the network of local entities for transparency and participation.

At its [constitutive meeting on 24/11/2023](#), the Steering Group unanimously approved the work plan and [roadmap](#) for the elaboration of the Fourth Plan. The first consultation to be carried out through Decide Madrid was also discussed.

■ Prior public consultation

Between 11th December 2023 and 9th January 2024, Phase 1 of the roadmap was developed, with a [prior citizen consultation](#) through Decide Madrid, which was convened by [decree of the Mayor](#) to gather ideas and help set priorities.

The consultation involved 3,056 participants and 6 questions. A report of the results was published on Decide Madrid and can be consulted via the following link:

[Reports of results of the prior consultation](#)

59.6% of participants said they knew what open government was but 59.1% had not heard of Madrid City Council's Open Government Plans.

In response to the question "Which principles do you consider most relevant to bring public administrations closer to citizens?" participants gave greater importance to the following principles:

- Quality of public services: 23.59%
- Transparency: 22.22%



- Citizen participation: 18.34%
- Accountability: 13.55%

The preferred areas of action for future open government plans were also queried, with the following being the most widely supported:

- Action on the urban environment (cleanliness, waste, environment, mobility, urban planning, housing, public space, parks and gardens, public roads, parking, facilities, use of public roads): 37.22%
- Social services and health (family, children, young people, elderly, people with disabilities, the most vulnerable population, dependency, health): 27.36%
- Coexistence and security (municipal police, emergencies, fire brigade, Municipal Emergency and Rescue Service (SAMUR)): 11.61%

The participants also considered that the following groups should be given priority in Madrid City Council's future open government plans:

- The elderly: 25.83%
- General public: 17.77%
- Young people and children: 17.33%
- Vulnerable groups or those at risk of social exclusion: 15.52%

Finally, 1,457 responses were received to the open question "If you would like to share any ideas or proposals for Madrid City Council's Fourth Open Government Plan, you can do so below". The main suggestions submitted were:

Action on urban environment: 55%

- Consulting urban planning actions and changes.
- Holding open round tables or panels of experts on specific issues that affect urban and environmental strategies.
- Providing timely and clear information on the coordination of the different actions in the public space. Maps of works in progress. QR codes.
- Sustainable mobility. Madrid 360. Atmospheric pollution.
- Parking, regulated parking services, cycle lanes, transportation.
- Pedestrianisation of streets, pavements, lighting, etc.
- Trees, green areas.
- Improving cleanliness and waste management. Raising awareness.
- Terrace and hospitality inspections.
- Noise and light pollution.
- Street furniture.



- Housing: aid for access to housing, facilitating renting, accessibility. Increase housing stock. Control of tourist accommodation.
- Territorial rebalancing: focus on new urban developments, balance of investments and services in the different districts, investment in the south-east.
- Attention to gentrification processes.
- Universal accessibility.
- Works, equipment and specific actions.

Attention to Citizens, Transparency, Quality, Participation: 13%

- Attention to Citizens:
 - o Improving information on the City Council's electronic headquarters and website.
 - o Unifying citizen information.
 - o Accessibility (architectural but also technological).
 - o Improving appointments or extend office opening hours.
 - o Improving 010.
- Transparency and Open Data:
 - o Monthly transparency statistics.
 - o Complying with response deadlines for public information requests.
 - o Publishing contract information.
 - o More open and accessible data.
 - o Interconnection of data between administrations - single data.
 - o Improving transparency and open data portals through participatory workshops.
 - o Stakeholders Register data analysis and interoperability.
- Accountability and assessment:
 - o Monitoring compliance with plans.
 - o Information on the actions carried out in each district.
 - o Showing citizens what their money is spent on.
 - o Surveys on actions carried out.
- Quality of services:
 - o Simplifying and streamlining procedures.
 - o Facilitating electronic processing.
 - o Bridging the digital divide between old and young.
 - o Integrating Generative AI into the activities of the City Council.
 - o Improving consultation, complaint and suggestion processes. Creating a monitoring body.



- Incident reporting channel.
- Integrity:
 - Complaints monitoring channel.
 - “Integrity pacts” as a tool for collective action.
 - Increased culture of young people’s integrity through digital tools that promote young people’s participation.
- Citizen participation:
 - Keeping Decide Madrid and other communication channels open and move forward with the online consultation system:
 - A simpler channel to launch proposals throughout the year.
 - Encouraging active listening and open consultation on critical and strategic decisions and plans; regular voting on transversal issues.
 - Awareness-raising:
 - Citizen participation from childhood and adolescence.
 - Training the most vulnerable groups.
 - Promoting information and participation campaigns and activities.
 - Participatory budgets:
 - Calling for participatory budgets.
 - Adjusted budget if several years of implementation and use of leftovers for other proposals.
 - Annual report on implemented proposals and improved monitoring.
 - Participation within neighbourhoods. More information on actions in the different neighbourhoods. Improving the neighbourhood councils and following up on approved proposals.
 - Supporting non-profit civic organisations and active listening. Promoting associations.
 - Modifying the citizen participation regulation.
 - Social innovation. Participatory processes through meetings that bring together the public sector, companies, experts, associations and citizens, resulting in prototypes with the potential to tackle urban challenges.

Social and health services: 9%

- Caring for the elderly (home care, unwanted loneliness, etc.).
- Protecting and supporting young people: bullying and suicide risk, emotional management, mental health, addictions, appropriate spaces.
- Mental health.
- Migrant integration programmes.



- Supporting people who are vulnerable on disability, economic and social grounds.
- Aid for dependent persons.
- Addressing homelessness.
- Family reconciliation, support for single mothers and large families.
- LGTBI Protection.
- Combatting gender-based violence.
- Streamlining social services, simplifying processes, strengthening the resources of the system.
- Improving health centres, expanding mental health services, appointment system at addiction centres.
- Mental health care and prevention.
- Housing. Affordable social rent.
- Territorial rebalancing. Equalising the quality conditions of neighbourhoods.

Leisure activities: 6%

- Public spaces and cultural and sporting activities for young people.
- Promoting healthy leisure activities.
- Leisure and sport accessible to all.
- Integration through culture and sport.
- Promoting the programming of cultural centres and libraries to increase participation.
- Decentralising events. Balancing supply in the districts.
- New equipment or specific improvements to existing equipment.
- Increasing supply, extending opening hours.

Coexistence and security: 6%

- Preventing uncivil behaviour.
- Coexistence problems with the immigrant population.
- Concern over teenage gangs.
- Requirement for safe spaces for young people.
- Improving surveillance and security in certain areas and environments.
- More police officers and further improvement of resources (cameras, plainclothes officers, camouflaged cars).
- Squatter problem.
- Enforcing noise regulations, municipal ordinance on animal ownership, litter).
- Classroom training and general awareness-raising, civic education.
- Generating spaces for coexistence in which projects can be created and carried out.
- Reducing graffiti vandalism.



Employment and economy: 2%

- Young people's employment and emancipation.
- Training vulnerable people.
- Providing Access to employment for people with disabilities.
- Employment plan for over 50s.
- Supporting SMEs.
- Promoting self-employment.
- Facilitating self-employment.
- Telework and entrepreneurship zones.
- Promotional events, trade fairs.
- Promotion of retail and local commerce, markets, street markets, etc.
- Hospitality.
- Agreements with universities.

Matters falling under the competence of other public administrations (such as Health, Education, Public Transport): **6%**

Others: 3%

■ **Discussion and co-creation of the draft Plan**

In accordance with the roadmap for the design of the Madrid City Council's Fourth Open Government Plan, following prior consultation through Decide Madrid, **Phase 2** of debate and co-creation began, the aim of which was to prioritise the objectives and jointly decide on the commitments to be made.

This phase ran from January to May 2024:

- Within the Open Government Steering Group,
- Within the framework of the City Council's participatory bodies ([Madrid's Social Council](#), [Sectoral Council of Associations and other Citizen Entities](#) and in different sectoral councils).
- Furthermore, internally, the future Open Government Plan was included in the agenda of the meetings of the [City Observatory](#), of 20th February 2024, composed of all the councillors responsible for a government area.
- It was also explained in the transparency ordinance monitoring committee of 1st February 2024. Representatives of all municipal groups, the Chairman of the Council for Transparency and Citizen Participation of the Community of Madrid and the Director of the Office against Fraud and Corruption participated in this committee.



In this phase 2, in particular, two working meetings of the Steering Group were held. The first meeting, held on **26th February 2024**, aimed to share and study the results of the public consultation carried out through Decide Madrid and to guide possible actions taking into account the following elements:

- The objectives of the Open Government Partnership Strategy are to:
 - Build a growing community of open government reformers and leaders.
 - Protect and expand civic space.
 - Be a hub for innovative case studies and historical evidence of open government.
 - Make open government central to all levels of government.
 - Speed up the collective advancement of open government reforms.

- The challenges proposed by the Open Government Partnership:
 - Access to information.
 - Anti-corruption.
 - Civic space.
 - Environment.
 - Digital governance.
 - Gender and inclusion.
 - Justice.
 - Press freedom.
 - Public participation.

- Recommendations of the assessment process of the Third Plan:
 - Scale up pilots of the Third Plan (Thivic, Madrid Salud, Young People's Portal on Decide Madrid).
 - Progressively involve other municipal areas and services.
 - Expand accessibility measures.
 - Include in the Plan specific objectives and means of assessing the actions.
 - Apply continuous assessment methods throughout the process.

- The results obtained through the public consultation carried out.
- The ideas that emerged from the debate with civil society in the different participation bodies existing in the City Council.
- Proposals that may be made by government areas.



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The second meeting, held on **11th April 2024**, consisted of sharing and prioritising specific commitments to be included in the Fourth Open Government Plan.

Discussions took place on possible compromises to respond to the priorities, challenges and objectives set at the previous meeting. Efforts have been made to include transversal actions, both in terms of the subject matter addressed and the range of actors involved and commitments aimed at vulnerable and priority groups in accordance with the consultation carried out.

The eight drafts of the compromises discussed were:

1. Evaluating the Universal Accessibility Strategy for the City of Madrid.
2. New open data portal.
3. Clear communication for the elderly and people with disabilities.
4. Open Government School.
5. Thivic, Madrid City Council's social innovation laboratory.
6. Young people's digital participation space.
7. Preventing unwanted loneliness among young people.
8. Mediation office.

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Once the first drafts of the commitments had been agreed with the Steering Group, the project was presented to various municipal participation bodies on the following dates:

- **17th April:** Standing Committee of the Sectoral Council for the Elderly,
- **18th April:** Social Services Committee of Madrid's Social Council,
- **24th April:** Standing Committee of the Sectoral Council of Associations and other Citizen's Entities,
- **29th April:** Innovation Committee of Madrid's Social Council,
- **6th June:** Sectoral Committee for Regulation and Coordination of the Sectoral Council of Associations and other Citizen's Entities.

The main contributions or comments made are summarised below:

- Importance of commitment to **clear communication**.



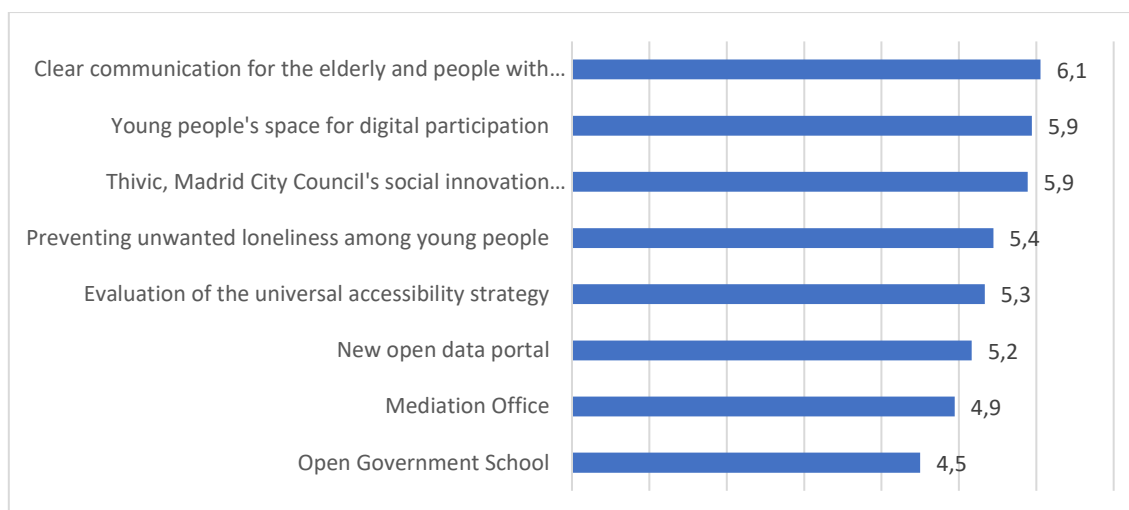
- Clarification on the type of **seal** to certify that appropriate standards are met in this area of clear communication.
- The problem of the **digital divide** and the requirement for greater accessibility in communications with the administration.
- Request for a specific communication mechanism for elderly people's communications with the sectoral council for the elderly. It was referred to the Directorate General for the Elderly and Prevention of Unwanted Loneliness and a possible solution was found.
- Take into account the associations that are familiar with the life and concerns of the neighbourhoods.
- With regard to the **Open Government School**, the requirement for training at all levels, including at a political level. Importance of awareness-raising work.
- Importance of approaching the **new digital space for young people's participation** hand in hand with the area of social policies and, with the contributions of the associative network in the field of young people and children, the difficulty of contacting young people and the requirement to attend to their real requirements.
- Interest and concern for the problem of **unwanted loneliness** among young people and preventive and transversal measures in collaboration with the different agents involved. Connecting resources and ensuring face-to-face meeting spaces. This is considered a good compromise.
- Regarding **universal accessibility**, in addition to recognising its importance, specific doubts were raised about possible measures to be adopted to be passed on to the Directorate General for Accessibility.
- Proposal for a more dynamic approach for the Mediation Office: getting closer to the problems and going out on the streets (institutions, schools, etc.).
- Ensure face-to-face meeting spaces, as well as virtual ones, in the case of the social innovation laboratory: THIVIC.

A survey was also carried out among the members of the Steering Group in order to rate the different commitments (score from 1 to 8), with the following results:



RESULTS OF THE SURVEY ON PRIORITISING OPEN GOVERNMENT COMMITMENTS

Commitment	Average score (out of 8)
Clear communication for the elderly and people with disabilities	6.1
Young people's space for digital participation	5.9
Thivic, Madrid City Council's social innovation laboratory	5.9
Preventing unwanted loneliness among young people	5.4
Evaluation of the universal accessibility strategy	5.3
New open data portal	5.2
Mediation Office	4.9
Open Government School	4.5



A closing meeting of the Steering Group was convened on 20th May 2024 to summarise this phase, agree on the commitments to be included in the draft plan after prioritisation and discuss the content of the public consultation through Decide Madrid.

The Head of the European and Asian branch of the Open Government Partnership was invited to this meeting and shared some insights on the process of designing the Fourth Open Government Plan with all attendees at the beginning of the meeting. He considered that the process followed thus far was good and that it should be thought of strategically, given the leadership in open government of the city of Madrid and being one of the first local governments to join the OGP.

He stressed the importance of strengthening the steps already taken, not neglecting all the activities that Madrid City Council already has in place and at the same time innovating through new commitments. He recommended that the plan should make reference to Madrid's strategic framework for open government, thus demonstrating the



many actions that the municipality is carrying out in accordance with international standards and as an example for other local governments.

The members of the Steering Group unanimously agreed to submit the five most highly rated commitments to the public consultation. It was also agreed that in the drafting of the Plan, reference should be made to the actions related to the commitment of the training school as 'leverage' actions for the rest.

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■ Public consultation on draft commitments

Between **11th and 25th June 2024**, 5 of Madrid City Council's commitments were subject to public consultation and citizens were encouraged to submit their comments. This marked the beginning of **Phase 3** of the roadmap '**Citizen Consultation on the Draft Commitments**'.

These proposals emerged both from the citizen consultation launched at the end of 2023, which enabled ideas to be gathered and priorities to be established, and from the debate process in the Steering Group and within the City Council's participatory bodies.

The following commitments were proposed:

1. Clear communication. To encourage the involvement of citizens in decision-making by making the information provided clear and uncomplicated and without the help of intermediaries.
2. Young people's digital participation space, an attractive, dynamic and interactive platform for young people (aged 14 to 18), with specialised support.
3. Thivic, Madrid City Council's social innovation laboratory to seek solutions to public problems.
4. Preventing unwanted loneliness among young people, developing strategies to detect and attend to adolescents and young people in this situation, expanding meeting spaces to promote healthy relationships and the generation of bonds.
5. Evaluation of the universal accessibility strategy. To determine the evolution of the main perceived requirements and to adapt municipal action to existing requirements.



The details and documentation provided on the future plan, as well as the **report on the results of the public consultation**, can be found on the Decide Madrid platform via the following link.

[Link to report](#)

The main aspects of interest are summarised below:

A total of **995 people** took part in the consultation and 10 questions were submitted for discussion with a total of **5,584 responses**.

A rating of 1 to 5 of the proposed commitments shows support for the various measures with an **average score of 4**.

- Commitment 1. Clear communication: 4.4
- Commitment 2. Digital communication space for young people: 3.4
- Commitment 3. Thivic: 4.1
- Commitment 4. Preventing unwanted loneliness among young people: 4.1
- Commitment 5. Evaluation of the universal accessibility strategy: 4.1

The questionnaire included sections with open-ended answers on the different commitments. The main issues raised and the assessment of the City Council's technical services are set forth below.

On the clear communication proposal

The feedback can be summarised as follows:

- **The importance and relevance of this commitment to clear communication:** using **simple language** that everyone can understand and leaving out the technicalities, explaining legal terms or concepts that are necessary to make informed decisions and actively participating in society and promoting transparency.
- The requirement for greater transparency (right to know): **information that is truthful, complete and available** to all citizens.
- Some comments emphasise the importance of content in addition to clear communication: "Clarity is important, but content is more important".
- Some also argue that **improving the clarity of municipal communication should not be limited to specific areas** and should extend to all communication via the web, documents, citizen services, etc. It is proposed to select areas from different



areas of the City Council, prioritising those with the highest volume of interaction with the user.

- Others point to **specific groups to focus on to improve the clarity of municipal communication**: the most vulnerable in the city: foreigners and/or people who have been granted citizenship in recent years, ethnic minorities, children, the elderly, etc.
- The requirement to **incorporate other languages** in municipal communication is highlighted: thinking about the different people who visit the city and the different cultures that coexist in Madrid.
- It specifies the relevance of accountability of municipal spending and transparency in contracts, subcontracts, *breakdown of information on both the budget and its execution to citizens, etc.*
- Various comments express, explicitly or implicitly, the **requirement for action in the area of taxation**, due to the communicative complexity that citizens seem to perceive.

On the proposal for the creation of a digital communication space for young people

The feedback can be summarised as follows:

- Generally positive comments, considering that this is a **good initiative** and stressing the importance of taking into account the **opinion of the younger population**. There were also some comments doubting the commitment, considering that this is an **issue that affects the whole population** and should not be distinguished by age.
- Feedback on the **characteristics and attributes** of this new way of interacting with young people: **accessibility, clear communication** also for young people, **inclusive space** that promotes gender and social class diversity, **safe and participatory space**. Minimising the **risks** of Internet surfing in this age group and minimising them.
- Ideas on the **activities and contents of the web space**:
 - o Explaining clearly to the young people involved what to expect so as not to raise false **expectations**. A real response to their proposals will be necessary to avoid frustration or lack of motivation. It is preferable to start with **pilot and controlled experiences**.
 - o Creating **spaces for discussion and exchange** of opinions where young people learn to participate and see that their opinion is useful in the decision-making process.



- **Combining** with activities that detach young people from screens, physical spaces to learn to interact **face-to-face**. It helps to prevent social disengagement by offering productive alternatives.
- Young people have **other problems** (study, employment). Issues specific to this age group should be addressed: sport, leisure, public spaces, etc...
- Comments on the opportunity to count on the **collaboration of existing networks** such as the Madrid Young People's Participation Council, young people's health centre and other spaces for adolescent participation, associations, sports clubs, public centres, etc. Having bodies for the Participation of Children and Adolescents (COPIAS) attached to the Local Councils for Child and Adolescent Care, in each of the 21 districts of Madrid City Council.
- Requirement for a **good communication plan**. Advertising this space for participation in schools and universities in an attractive and clear manner. Broadening the **dissemination** of Decide Madrid. Importance of **neutrality** when communicating with young people. Unbiased communication.
- Importance of accompanying this measure with **training and education** for young people in open government: educate them and make them aware of the importance of participating in public affairs (in schools, high schools). Training on disinformation and false information. Learning to manage disinformation, knowing how to access reliable content. Educating on the use of digital media.

On Madrid City Council's proposal for a social innovation laboratory

Comments focused on:

- The requirement to take into account the opinion of citizens and experts in decision-making and the **importance of such less bureaucratic mechanisms** as a driver of positive change. It was also proposed that this laboratory should not replace other forums and areas of participation.
- The requirement for **monitoring** and implementation, where appropriate, of the proposals that are reached, protocols so that proposals and decisions can be drawn up that can then be developed by the municipal government.
- It is essential to **focus on the issues that are of interest** to the public. It must be a **realistic and efficient** space. Addressing issues of importance to the majority of the population. Identifying the problems and ideas in each district or neighbourhood, solutions to the problems affecting young people and adolescents. Creating and finding employment.
- Providing opportunities for participation to different **groups**. Involving and making it **accessible to as many people as possible**.



- Including experts and **specialised and independent professionals**, and citizens representing the **socio-cultural spectrum of the city**.
- Gathering feedback from **young people and their families** as well. Considering **vulnerable groups**.
- Involving **public associations, schools and institutes**. Taking into account the network of **civic centres, universities, senior citizens' centres, third sector, etc.**
- **Interdisciplinary and intergenerational** sessions.
- Seeking a **balance** between representatives of the Administration and representatives of civil society. Taking into account **civil servants** with a special concern for the improvement of services and **other areas** and management centres of the City Council.
- Seeking **maximum agility and consensus-building in its operation**.
- **Advertising** this space in an attractive and clear manner. Informing about these meetings. Making people aware that this laboratory exists.

On the proposal for a commitment to preventing unwanted loneliness among young people

Some comments doubt that loneliness among young people is a priority as opposed to older people or adults, but many agree that it is a serious problem associated with poorer mental health.

Possible causes for this situation are presented, mostly caused by the abuse and addictions to online applications and individual leisure consumption through screens, the absence of healthy alternatives to face-to-face entertainment and the lack of tools for families, educational centres, the young population and society in general to deal with this type of situation.

In general, the following is proposed:

- Designing and implementing a **Plan for the Prevention of Unwanted Loneliness** that includes intervention with all age groups: adolescents and young people, adults and the elderly. This Plan should be disseminated and advertised so that the population is fully aware of it. It should also be transparent and subject to public assessment of results.
- **Raising awareness** among the population of Madrid regarding the phenomenon and impact of unwanted loneliness among different age groups and its consequences. It is the responsibility of society as a whole.

In terms of intervention in the unwanted loneliness among young people, the following aspects should be highlighted:



- **Involving young people** in the development of the problem and seeking of solutions, including the management of spaces.
- **Transversality of the entire municipal structure** in the Plan's actions, especially Madrid Health and adolescent and young people's services, and volunteers from the Social Policies, Family and Equality, Culture and Sports, Education, Employment Agency, Security and Emergencies (Municipal Police, SAMUR Civil Protection, Firefighters) and Environment Departments.
- Participating together with other municipal areas and services in the search for solutions regarding **training, employment and housing for young people**.
- **Participation of other bodies** such as Education (schools and secondary schools, formal and non-formal education), Health (Primary Care and Mental Health Centres), Culture and Sports (Libraries, leisure areas, sports areas, etc.) of the Community of Madrid.
- Disseminating measures through the social networks most used by young people: Instagram, Tik Tok...
- Designing and implementing **activities and safe meeting points** related to sport, culture, theatre, leisure, music, which promote face-to-face meetings as opposed to digital ones, without ignoring the potential that the dissemination of these activities can have on social networks that are used mainly by young people. Among the proposals made are:
 - o Re-launching the "Young People's Night" programme with healthy and cheap leisure alternatives for young people in low-income districts.
 - o Opening sports centres, swimming pools, libraries, schools or institutes in the evenings, at weekends or during school holidays, for free leisure activities.
 - o Enabling stable meeting spaces for young people's activities.
 - o Designing tournaments, sporting or cultural events, which enable the exchange of people between different districts.
- Designing and implementing **intergenerational activities**, in which young people and adults not only exchange knowledge, but also enjoy their leisure time together.
- Taking into account **social determinants**.
- **Promoting volunteering** among young people.
- **Mental health** care from promotion, prevention and care and the risks associated with unwanted loneliness: mutual support groups, life skills, healthy habits, suicide prevention, prevention of inclusion in violent young people's groups, prevention of addictions, etc.



The main conclusions drawn from the feedback received are summarised as follows:

- The proposal is **welcomed**, as well as the **existence of a strategy**.
- It is linked to the concepts of quality, participation, diversity and transparency.
- The focus is on the **positive impact of accessibility** for the whole city as a lever for local development and as an essential tool to build fairer, more inclusive, sustainable and prosperous cities, where everyone can live, work and enjoy their rights on equal terms.
- The importance of **monitoring its implementation** is emphasised in order to detect areas for improvement and weaknesses and to apply **corrective measures**.
- Some of the contributions show an **incomplete vision** of the concept of accessibility, linking it only to the built environment (urbanised or built) and physical disability.
- Several participants are **unaware** of Madrid's Strategic Plan for Universal Accessibility or do not understand the proposal, or reference is made **to areas that do not fall under municipal competence**, such as health or the Metro.
- Accessibility is related to **elderly people** and is considered fundamental.
- **Accessibility to the City Council's** technologies and communication channels, as well as cognitive accessibility and clear communication, is demanded.

■ Analysis of proposals and drafting of the plan

Following consultation of the draft commitments, **phase 4** of the roadmap was launched in order to analyse the various proposals and prepare the draft plan.

On 13th September 2024, an Open Government Steering Group meeting was held to analyse the results of the citizen consultation and the key feedback received.

[Steering Group Summary 13-09-24](#)

The results of the previous phase were also shared within the Innovation Committee and the Social Services Technical Committee of the City's Social Council (23rd and 27th September 2024).

A summary of the assessment of the feedback received during the consultation phase is presented below:

On the proposal for clear communication

The **main conclusions** of the public feedback that should be taken into account in the **Clear Communication** project are:



- The importance of facilitating communication to guarantee citizens' right to understand must be complemented by improving content. The project must focus **both on what is communicated and how it is communicated**.
- **All areas of municipal communication** should be considered, regardless of the format or channel, be it via the web, documents (forms, notifications, communications, etc.) or general information or personalised attention.
- Although the project has a **general target audience**, it should focus on **specific groups** such as the elderly, the vulnerable or people of foreign origin. The requirement to incorporate communication in **other languages** in certain areas must be analysed.
- In addition to the communication of services to citizens, **accountability** is a particularly relevant area to consider in the project.
- The **area of taxation** and related communication seems to be a specific requirement demanded by citizens.
- The **project must be specified** with specific actions. It is important to start pointing out the different actions to be carried out, as well as the specific projects to be implemented.

On the proposal for the creation of a young people's digital communication space

Feedback on the new **young people's digital communication space** is positive and, in general, the following aspects will be taken into account in its design:

- Decide Madrid allows the general population to participate, and the aim is to provide a **specific space** for participation for adolescents between 14 and 18 years of age, **without interference** from adults and very much focused on the interests of this age group.
- When developing this new space, the aim will be to make it as **accessible and inclusive** as possible, incorporating **clear language** and emphasising the requirement to **minimise risks** that may affect minors, in coordination with the area of Social Policies, Family and Equality.
- The various concerns will be taken into account, trying to orientate the activities towards the **real problems and interests** of this age group, trying to ensure that this space is merely an **addition to other types of face-to-face activities** such as those already being developed through the district child and adolescent participatory bodies.
- **Adequate information** on the space will be provided so as not to raise false expectations, and **pilot and controlled experiments** will be developed.



- The different **networks** will be taken into account in order to generate synergies and collaborations.
- The requirement to develop an adequate and effective **communication plan** and the importance of disseminating this new mechanism is shared. Neutral and unbiased communication is also important.
- The open government plan also incorporates **open government education** as a transversal activity, with specific activities aimed at the younger population in different areas such as schools, institutes, cultural centres, etc.

On Madrid City Council's proposal for a social innovation laboratory

From the **analysis of the feedback** received, the main issues to be taken into account in the operation of the **social innovation laboratory** are:

- The aim will be to approach the problems from **new perspectives** and to test new working methods with the participation of experts and civil society that **provide complementary visions to those of other existing participation mechanisms**.
- The idea is to have a **very practical approach** and to transfer prototype **solutions** to those in charge of the City Council, **following up** on the measures that are adopted. It will be essential to involve the relevant city council technicians in the laboratories to provide their knowledge and perspective on the issues to be addressed.
- Feedback will be taken into account, aiming to address **realistic and relevant issues**.
- **Specialised participation** will be sought, depending on the topics to be dealt with, as well as **variety and diversity of participants**, making the space as **open and inclusive** as possible, enriched by the different contributions made.
- The most effective way of **reporting on this mechanism** will be sought.

On the proposal for a commitment to preventing unwanted loneliness among young people

Feedback and ideas will be taken into account when addressing the commitment and designing activities to prevent unwanted loneliness among young people, in particular the following:

- **Involving young people** in the formulation of the problem and in the generation of solutions, including the management of spaces.
- Participating together with **other municipal areas and services and involving other relevant bodies and agents**.
- Designing and implementing **safe meeting points and activities**.



- Mental **health care** from the point of view of promotion, prevention and care and the risks associated with unwanted loneliness.

On the proposal for evaluation of the universal accessibility strategy

Feedback received on the proposal for evaluation of the universal accessibility strategy will be taken into account in order to work on raising public awareness and information on accessibility, on the actions that can be deployed within the scope of the City Council's competences and on the municipal strategic plan itself.

The management and communication of universal accessibility by Madrid City Council is one of the thematic areas or axes around which it intends to work.

The requirement for continuous monitoring and assessment of actions to implement the necessary corrective measures is also shared. This is precisely the *raison d'être* of the commitment proposed for the Fourth Open Government Plan.

Based on the foregoing, the Fourth Open Government Plan was drafted.

■ Plan Approval

The draft Fourth Open Government Plan was submitted to the Steering Group for discussion on 4th October 2024.

The main feedback from the Steering Group was as follows:

- In general, the different members were pleased with the result achieved and the dynamics of the working group, considering it a good open government plan.
- With regard to the strategic framework:
 - It was agreed to explain that the strategic framework is defined precisely in this open government plan. The purpose is simply to set out and incorporate into a joint document the main lines of action carried out in the field of open government by the different centres involved and which mark the common roadmap that should guide their actions. It was seen as something new and very positive.
 - The importance of progress on transparency and open data in Madrid and the requirement for training was highlighted.
 - Comments were made to emphasise the value of both the Decide Madrid proposals section and the neighbourhood councils.



- With regard to the drafting process:
 - The exhaustive detailing of the different phases, meetings, consultations and feedback received was considered to be accurate.
 - It was considered important to further explore the reason for the lower participation rate in the second public consultation. Perhaps this was due to the overlapping of several consultation processes in the same period. In any case, participation was high: more than 4000 participants in both consultations combined.
- With regard to the commitments made:
 - The commitments to clear communication and the actions of the Open Government School should take into account the elderly, who were one of the groups prioritised in the prior consultation process. It was also agreed to speak in terms of universal accessibility, although priority is given to people with disabilities and the elderly. This would be the case in the area of taxation affecting the general population. The requirement for improvement in both online and written communication was shared, and the complexity of striking the right balance between legality and the necessary clarity and empathy was highlighted.
 - Within the commitment to the Young People's Digital Participation Space, it was agreed to include a paragraph explaining that this platform should be equipped with appropriate content adapted to this sector of the population, and in order to reach a consensus on the elements that should form part of this content, workshops or sessions involving civil society are envisaged.
 - Thivic's commitment will have a transversal approach in which it will be possible to address issues in different areas of the City Council's work, including urban space, which was another of the areas identified as preferential by citizens.
 - In the commitment to preventing unwanted loneliness among young people, it was agreed to explain the programmed activities, in the last part of the sheet.
 - In the commitment to assessing the universal accessibility strategy, it was confirmed that the public's perception of the accessibility of urban space would be assessed.
- With regard to monitoring
 - It was agreed that there was a requirement to expand this section with a timeline and more detailed information.
 - It was agreed that this Steering Group should continue to play an active role, holding regular meetings.



- The importance of making information available and publishing it on the website was stressed, not only for the citizens of Madrid but also as an example and model for other local governments.

A majority agreement on the draft plan was reached and the meeting closed by congratulating everyone on the outcome and on having been able to reach an agreement on this new Open Government Plan.

A courtesy period was set to introduce the agreed amendments, with the possibility of new contributions to be incorporated into the text, if necessary, and no additional feedback was received.

[Steering Group Summary 04-10-24](#)

4. COMMITMENTS

Madrid's Open Government Strategic Framework, described at the beginning of this plan, is structured around **4 strategic axes**: Transparency and Open Data, **Participation** and Civic Space, Integrity and Quality and Assessment.

It also includes a **transversal line of action** as a key to achieving the challenges: the Open Government School.

Madrid City Council's Fourth Open Government Plan includes a sample of medium-term actions (2024- 2027) that form part of this broader strategy and are intended to reflect the City Council's new initiatives and best practices with the aim of making progress and strengthening the values and principles of good governance.

The plan's 5 commitments are detailed below:

1. Clear communication. The right to understand is fundamental to citizens' involvement in decision-making and the exercise of their rights.

Actions:

- Define the City Council's clear communication methodology and guidelines to obtain the clear communication seal.
- Clear communication project in the area of municipal taxation.

2. POV MADRID Young people's digital participation space, an attractive, dynamic and interactive platform for young people (aged 14 to 18 years old), with supervision and specialised support.



Actions:

- Collaborative workshops for portal content design.
- Develop the platform.
- Develop activities for the supervision and content service.
- Create audiovisual material.
- Launch the platform and deploy activities.

3. Thivic, Madrid City Council's social innovation laboratory, to generate meeting places for experts, citizens and City Council professionals to seek solutions to public problems and to promote intrapreneurship and public innovation, encouraging the creativity of municipal staff.

Actions:

- Generate regular meeting spaces between external agents and City Council professionals in order to seek quick solutions to public problems.
- Foster the social innovation ecosystem and peer-to-peer learning and organize social innovation days.
- Promote creativity and intra-entrepreneurship through the training of City Council professionals.

4. Preventing unwanted loneliness among young people, to develop strategies to detect and attend to adolescents and young people in this situation, expanding meeting spaces to promote healthy relationships and the generation of bonds.

Actions:

- Design and develop the project for the prevention of unwanted loneliness among young people.
- Further develop partnerships and health assets to implement the project.
- Expand the service with a team specialised in adolescents and young people.
- Develop activities.

5. Evaluation of the universal accessibility strategy. To determine the evolution of the main perceived requirements and to adapt municipal action to existing requirements.

Actions:



- Specify methodological tools and sample selection.
- Apply the tools.
- Exploit the data and analyse the results.
- Compare with the diagnosis prior to the development of the plan.
- Draw conclusions, communicate and disseminate.

Details of the commitments are set out in the [Annex](#).



5. MONITORING AND GOVERNANCE OF THE PLAN

The plan's **monitoring** will be carried out within the Open Government **Steering Group**, as well as through the Madrid City Council's **participatory bodies**, in particular the city's social council, the sectoral council of associations and other citizens' organisations and other sectoral councils that may be affected by the problems related to each commitment.

This monitoring will be at least annual, without prejudice to the possibility of intermediate meetings if necessary and agreed by the meeting attendees.

Monitoring Meetings	2025	2026	2027
Steering Group	End of year	End of year	March
Participatory Bodies	Annual	Annual	March

Furthermore, an **interim monitoring report** (end 2025) and a **final monitoring report** (March 2027) will be drawn up to report on the state of progress and results of the various commitments undertaken.

These monitoring reports will be prepared by the general directorates steering the governance plan and will aim to determine the level of compliance with each of the commitments, determining whether the activities were carried out and to what extent, so as to answer the question: to what extent has the activity been completed during the process of implementing the commitment? And measure the early results of the implementation of the commitments, trying to determine how Madrid City Council's practice in relevant areas of OGP values has changed as a result of implementation.

In addition to the annual monitoring reports, the plan will also be **assessed** by an **external and independent entity**, which will be carried out in two stages: an initial stage when the plan has been approved, and a final stage, which will be carried out when the deadline for the implementation of the commitments has expired in March 2027.

The initial assessment will be tendered by the Sub-Directorate General for Quality and Assessment and will aim to provide a **diagnosis on the co-creation process**, as well as on the quality of the design of the initial commitments, analysing the fulfilment of the requirements and recommendations for co-creation and the design or characteristics of the initial commitments (relevance to OGP values of transparency, accountability and participation, verifiability and potential impact of the commitments).



The final assessment will aim to identify and analyse lessons learned once the action plan reaches the end of its cycle. This assessment will analyse information from the initial assessment and monitoring reports with the aim of reflecting on the successes and areas of opportunity of the overall plan, in a way that promotes reflection on the changes and outcomes brought about by the reforms and the co-creation process.

Maximum process **transparency** will be guaranteed through the publication of relevant information and monitoring and assessment reports in the space provided for such purpose on Madrid City Council's open government website.

[Madrid Open Government.](#)



ANNEX: COMMITMENT SHEETS

<u>COMMITMENT 1:</u>	
<i>CLEAR COMMUNICATION</i>	
Responsible party	Directorate General for Transparency and Quality Deputy Mayor's Office General Coordination Deputy Mayor, Spokesperson, Security and Emergencies Government Area
Other stakeholders involved (public)	Madrid Tax Office Department of Economy, Innovation and Finance Other administrative departments with clear communication projects
Other stakeholders involved (civil society)	The elderly and people with disabilities Citizens in general
Description of commitment	
<p>What problem/requirement is the commitment intended to solve?</p> <p>Citizens must understand the information provided by administrations in order to exercise their rights and fulfil their obligations, easily and without the help of intermediaries. Administrative language is often incomprehensible, service design is cumbersome and communication channels are difficult to use, thus leading to inequalities in society, with a particular impact on vulnerable groups or those who have difficulty accessing information.</p> <p>This problem is heightened in the case of tax services due to their particular regulatory and technical complexity.</p>	
<p>Description of commitment</p> <p>Madrid City Council's Clear Communication project aims to achieve a progressive and complete deployment throughout the organisation. In this sense, the City Council's main challenge in promoting Clear Communication is that it is a very broad and varied organisation, both in terms of subject matter and level of complexity. There is a very high volume of information contained in the web portals and the variety and number of documents aimed at the public. The objective is for all Directorates General and similar units to promote the application of the Clear Communication guidelines in their areas of competence.</p> <p>To do this effectively, coherent planning is required, based on a thorough analysis that clearly indicates the steps to be taken and the order and priorities to be established, as well as allowing and facilitating the responsible units to assume commitments and specific actions.</p> <p>In 2017, the Practical Guide to Clear Communication was developed as a theoretical basis and reference document. In addition, the first application, dissemination and training tests were carried out through web spaces and specific training courses. Various actions have been carried out, described in the form of case studies and applications.</p> <p>Likewise, in 2020, a study-analysis of the existing situation in terms of Clear Communication in Madrid City Council was carried out in accordance with the parameters and criteria established in its practical guide. In</p>	



this way, the sectors and units requiring greater intervention were identified and specific proposals for action were put forward.

The next step to continue with the deployment of Madrid City Council's Clear Communication project for the year 2024 and beyond will be the development of a specific methodology for the application of Clear Communication in units and areas of the City Council and the definition of the necessary guidelines for these units to achieve the clear communication seal on the documents they produce. In this project, this methodology will be applied especially in the area of municipal taxation, focusing on the requirements of the elderly and people with disabilities.

How does the commitment contribute to solving the problem or meeting the requirement?

In order to address this situation, the **Clear Communication** project was created as a lever to guarantee the right of people to understand and be able to interact fluently with Madrid City Council.

This project seeks to strengthen the way in which the City Council delivers quality public services by focusing on people. Clear Communication will facilitate this dialogue between the administration and the people to whom it is addressed in an easy, direct, transparent, simple and effective manner. Therefore, Clear Communication involves a cycle that consists of:

- understanding what the people targeted want, what they do and what they require,
- designing innovative solutions to meet these requirements,
- planning their development,
- implementing new systems and eliminating obstacles,
- making them known and accessible,
- checking that they work,
- improving them,
- training the teams that will be the prescribers of this initiative.

Only through Clear Communication will it be possible to guarantee the right of citizens to understand what the Administration intends to convey. Hence the slogan "Clear communication, commitment to the right to understand".

Why is the commitment relevant to Open Government values?

The action integrates clear open government values: transparency, public accountability and citizen participation. For an organisation that proactively applies Clear Communication guidelines, it will yield the following advantages:

- Decreases dissatisfaction and perceived lack of transparency.
- Increases confidence of the targeted persons.
- Improves brand reputation of those who promote it.
- Enhances interaction, while facilitating the improvement of services and products.



- Contributes to achieving the UN Sustainable Development Goals (SDGs).
- Democratizes access to information.
- Saves time and money. Reduces the effort invested in reading and speeds up procedures.
- Reduces doubts, complaints and queries.
- Reduces anxiety caused by difficult to understand complex information.
- Facilitates online machine translations and language processing systems.
- Helps simplify complex, basic processes for citizens, who abandon them if they cannot easily complete them.

To which objective of the OGP open government strategy 2023-2028 would this commitment be linked?

- Strategic objective 2. Integrating open government as a fundamental element of the functions and priorities of all levels and branches of government.
- Strategic objective 5. Being a hub for innovative cases, evidence and stories of open government.

See the OGP strategy 2023-2028 at: <https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>.

To which OGP challenge would this commitment be linked?

- Challenge 1: Access to information.
- Challenge 5: Digital governance
- Challenge 7: Gender and inclusion
- Challenge 8: Justice.

See the challenges of open government at: <https://www.opengovpartnership.org/es/the-open-gov-challenge/the-open-gov-challenge-frequently-asked-questions/>

Main policy area

*Right to information
Inclusion
Social responsibility*

Main sector

Public services

What resources are required to implement this commitment?

The Directorate General for Transparency and Quality is responsible for coordinating and promoting clear communication in Madrid City Council ([point 1.3. p, of section 11 of the Agreement of 29th June 2023 of Madrid's Governing Board, on the organisation and powers of the Deputy Mayor, Spokesperson, Security](#)



[and Emergencies Area of Government](#)). Within the structure of this Directorate General, the Quality Service of the Sub-Directorate General for Quality and Assessment is responsible for piloting clear communication projects. This Quality Service is structured as follows:

- One Head of the Quality Department.
- An Auxiliary Quality Service Office.
- An Organisation and Quality Models Department.
- Three Project coordinators.

A total of six positions.

The project will also involve staff from the Madrid Tax Office.

Are the necessary resources available?

Yes.

More information:

- [Clear communication](#)

Commitment activities		Start date	End date
- Definition of Madrid City Council's Clear Communication Methodology.		01/01/2024	31/12/2024
- Definition of guidelines for obtaining Madrid City Council's Clear Communication Seal.		01/06/2024	31/12/2024
- Clear Communication project in the area of municipal taxation.		01/06/2024	31/12/2026

Contact details (responsible party)

Position/Management Centre	Director General for Transparency and Quality
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COMMITMENT 2:

**POV MADRID
YOUNG PEOPLE'S DIGITAL PARTICIPATION SPACE**

Responsible party	Directorate General for Citizen Participation Deputy Mayor, Spokesperson, Security and Emergencies Government Area
Other stakeholders involved (public)	Social Policy, Families and Equality Area 21 districts
Other stakeholders involved (civil society)	Sectoral Young People's Council Madrid's Participation Committee for Children and Adolescents Children and Adolescents' Participation Committees (COPIAS) Citizen associations and organisations. Experts, professionals, citizens in general Children, young people and the elderly

Description of commitment

What problem/requirement is the commitment intended to solve?

Madrid City Council has several face-to-face participatory bodies aimed at young people, such as Madrid's Participation Committee for Children and Adolescents and the Participation Committees for Children and Adolescents (COPIAS). There is also an important network of young people's associations or organisations dedicated to children and adolescents.

However, an adapted digital participation space is required in which young people can participate and channel possible ideas, allowing the initiatives of the children and adolescents' participatory bodies to be transferred to the digital platform, and vice versa, thus enabling them to mutually enrich each other, etc. The Decide Madrid platform allows the participation of any user over the age of 16, which a priori leaves room for their participation; however, participation among the 16-25 age group is low, representing only 5% of the total participation registered since 2019. Among the reasons that could justify this figure is the subject matter of the issues dealt with on Decide Madrid, which are aimed at an adult population, and in a format that is not adapted to their habits and customs.

Within the framework of the City Council's Third Open Government Plan, work was carried out on ideas for a prototype digital participation space, based on an analysis of the social and digital reality of young people, in collaboration with the area of Families, Equality and Social Services and also with the Department of Child and Adolescent Protection and the Committee of Experts on Child Participation of the Madrid City Council's Area for Child and Adolescent Care.

Furthermore, individual and group interviews were conducted with minors in order for them to participate and collaborate in the design of this prototype. A total of 95 children and adolescents were contacted through surveys, sessions and workshops to define the profile to which the portal should be addressed. In general, adolescents show concern for the city and are aware of the improvements that could be made. They want to be part of the change and feel listened to and involved. The issues they are most aware of are: environment and sustainability, cleanliness and looking after the city. Most of the young people interviewed did not know about Decide Madrid or participation platforms, but considered it a useful tool in which they would participate. And they saw group participation as more attractive and positive. One of the most relevant findings during the research was the interest of a digital participation space from the age of 14, so, without prejudice to the possibility of addressing under-14s at a later stage, the work focused on the 14-18 age segment of the population. The assessor of the Third Open Government Plan recommended continuing with this project.

A working day was also organised as a training and experiential experience aimed at representatives of associations, entities and groups that work specifically with young people, which was attended by 23 people and worked with participatory dynamics, to extract and learn about techniques and tactics to bring



participation closer to young people, offering them the possibility of contributing and working with their ideas and contributions to improve municipal services. Among them is the requirement to involve young people in decision-making on anything that may affect them directly or indirectly.

Among other ideas, a highly interactive and dynamic portal was proposed, in which people accessing the website would feel that 'there is someone on the other side', based on agile feedback and monitoring of questions and proposals, and combining virtual and face-to-face participation spaces.

From June to November 2023, 23 sessions were held with 215 adolescents aged 11 to 19 in different centres in a total of 11 districts with the aim of promoting their participation in municipal activity through the experience of collaborative work, deliberation and reflection to encourage the generation of ideas by young people, as well as being a space where proposals are made for innovation or evolution of the appropriate channels, with the most attractive content and format possible for them. The conclusion was that when they are offered the right channels, this sector does participate.

On the other hand, in the public consultation prior to the Fourth Open Government Plan, which took place between 11th December 2023 and 9th January 2024, the participants considered young people and children among the groups of priority action and among the comments received were the importance of citizen participation from childhood and adolescence, the desirability of a greater culture of integrity of young people through digital tools that promote their participation, the protection and assistance to young people with appropriate spaces, and the importance of protection and assistance to young people with appropriate spaces.

Therefore, this platform must be equipped with the appropriate content adapted to this sector of the population, and in order to reach a consensus on the elements that should form part of such content, workshops or sessions involving civil society and Madrid City Council representatives are planned, so that the analysis and definition of the content is carried out in a collaborative manner.

Description of commitment

Create a space for participation on Decide Madrid for young people (aged 14 to 18 years old) as an attractive, dynamic and interactive platform with supervision and specialised support.

How does the commitment contribute to solving the problem or meeting the requirement?

Creation of an attractive, dynamic and interactive space for the participation of young people (aged 14 to 18 years old) on Decide Madrid, where they can contribute new ideas or proposals and review, comment on and evaluate the ideas or proposals of others, as well as access information on activities and events of interest that enrich this space.

Given the complexity and sensitivity of this website, we propose specific moderation to ensure that adolescents are accompanied, as well as the creation of content that encourages them to participate correctly and to search for information of interest (leisure, sport, participatory bodies, etc.) for this age group.

Why is the commitment relevant to Open Government values?

It broadens the spectrum of participation, developing specific programmes aimed at sectors of the population with lower participation rates, such as children and young people, improving and adapting the Decide Madrid portal to their language, requirements and interests.

To which objective of the OGP open government strategy 2023-2028 would this commitment be linked?

- **Protecting and expanding civic space.** The aim is to protect and expand civic space for civil society and democratic dialogue by expanding existing methods and testing new ones.
- **Speeding up collective progress on open government reforms.** More inclusive participation is encouraged by working with young people.
- **Being a centre for innovative case studies and historical evidence of open government** This will enable the identification and sharing of stories, qualitative research and data in combination with evidence-based findings.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>



<p>To which OGP challenge would this commitment be linked?</p> <ul style="list-style-type: none"> • <i>Civic space</i> • <i>Digital governance</i> • <i>Public participation</i> <p>https://www.opengovpartnership.org/es/the-open-gov-challenge/the-open-gov-challenge-frequently-asked-questions/</p>		
<p>Main policy area</p> <p><i>Civic space, Citizen participation, Innovation</i> <i>Digital governance and Inclusion</i></p>		
<p>Main sector: <i>public services</i></p>		
<p>What resources are required to implement this commitment?</p> <ul style="list-style-type: none"> - Budget: it is considered necessary to hire a moderation service. - Staff: the staff of the Directorate General for Citizen Participation and development by IAM of the new space. - Are the necessary resources available? Yes, although a moderation service must be contracted. 		
<p>More information:</p> <p>https://decide.madrid.es/</p>		
Commitment activities	Start date	End date
- Collaborative workshops for Portal content design.	Oct 24	June 25
- Platform development.	Oct 24	Sept 25
- Development of activities by the moderation and content design service.	Nov. 25	May 27
- Creation of audiovisual material, pieces and reels.	Oct 24	May 27
- Launch of the Platform and deployment of activities.	First semester 26	May 27
Contact details (responsible party)		
Post/management centre	Directorate General for Citizen Participation	



COMMITMENT 3:

THIVIC, MADRID CITY COUNCIL'S SOCIAL INNOVATION LABORATORY

Responsible party	Directorate General for Citizen Participation Deputy Mayor, Spokesperson, Security and Emergencies Government Area
Other stakeholders involved (public)	Areas of government 21 districts
Other stakeholders involved (civil society)	Experts, professionals Universities Social council Associations Citizen entities Citizens in general

Description of commitment

What problem/requirement is the commitment intended to solve?

Large cities face complex problems that must be tackled from new perspectives and with the collaboration of new stakeholders. Social innovation allows for the promotion of initiatives that contribute more effectively to the solution of the problems that the municipal administration and the city of Madrid face, in collaboration with other public administrations, other social agents and the private sector.

On 22nd June 2022, Madrid's Social Council, which is the highest collegiate body for consultation and municipal participation, agreed to set up a Social Innovation Hub in Madrid City Council to generate meeting spaces for experts, citizens and City Council professionals to seek solutions to public problems.

In this context, an initial pilot project was launched in 2022 to define public problems that could be tackled within the competencies of the City Council and, with the participation of different types of agents, a process of definition, analysis and prioritisation of problems was carried out, a summary of which can be consulted on the Decide Madrid platform's innovation space. In April 2023, a second pilot experience based on design thinking and people-centred design was launched in which one of the previously selected problems was explored in depth: unwanted loneliness among young people.

These experiences have prompted the requirement to design and implement on a stable and regular basis a set of activities to continue the experiences already tested, extending the time frame and scope.

Finally, in the prior public consultation of the Fourth Open Government Plan, which took place between 11th December 2023 and 9th January 2024, feedback was provided regarding the promotion of social innovation and participatory processes through meetings that bring together the public sector, business, experts, associations and citizens to produce prototypes with the potential to address urban challenges. On the other hand, the assessor of the Third Open Government Plan recommended scaling up this pilot initiative, progressively involving other areas of municipal services. It would also be a transversal action that affects all public services provided by Madrid City Council.

Description of commitment

THIVIC is Madrid's social innovation laboratory.

Its name is a combination of the English words Think and civic. It aims to:

- Create spaces for experts, citizens and City Council professionals to meet in order to seek solutions to public problems.
- Serve as a focal point and meeting point for social agents seeking answers to the new social challenges facing the municipal administration.



- Promote intrapreneurship and public innovation, encouraging the creativity of Madrid City Council's public employees.

How does the commitment contribute to solving the problem or meeting the requirement?

It contributes to meeting the requirements identified by:

- **Creating regular meeting spaces**, both face-to-face and online, between agents external to Madrid City Council (experts, citizens, public or private institutions) and professionals from the City Council in order to seek agile solutions to public problems and develop new ideas to satisfy social requirements.
- **Promoting the social innovation ecosystem**, mapping both locally and in other regional, national and international spheres. Creating a repository or bank of good practices with the aim of generating synergies and promoting peer learning and organising conferences on social innovation.
- **Promoting creativity and intrapreneurship** through the training of city council professionals in the innovative design of public services, disseminating the basic concepts of public innovation, design thinking and people-centred design methodologies, as well as experiences and good practices in this area and developing learning resources that can be used as a reference by city council staff. The aim is therefore to facilitate cultural change and generate a predisposition to design public services in a collaborative way and using open innovation techniques among the city council's public employees.

Why is the commitment relevant to Open Government values?

It promotes, strengthens and improves the quality of participation in public management, allowing citizens to participate in public decision-making, with the aim of achieving better results and higher democratic quality. The project contributes to the design and implementation of experimental programmes that promote social innovation and participation and encourages co-creation in seeking solutions to public problems.

It raises awareness among society and public employees regarding the values of Open Government, favouring the collaborative design of public policies and innovation, facilitating cultural change and generating a predisposition to design public services in a collaborative manner and using open innovation techniques among the public employees of the city council.

To which objective of the OGP open government strategy 2023-2028 would this commitment be linked?

- ***Building a growing community of open government reformers and leaders***
It is an opportunity to institutionalise open government in other areas of the City Council. It ensures that open government is integrated into strategies and programmes and engages City Council decision-makers with leadership on different issues.
It also helps to spread open government capabilities and invest in training reform leaders, creating a cultural change.
- ***Protecting and expanding civic space***
It aims to protect and expand civic space for civil society and democratic dialogue by expanding existing methods and testing new ones.
- ***Being a centre for innovative case studies and historical evidence of open government***
Thivic will enable the identification and sharing of stories, qualitative research and data in combination with evidence-based findings.
- ***Speeding up collective progress on open government reforms***
Thivic raises the level of ambition in terms of integrating open government into policies and programmes in order to achieve tangible results focus will be on inclusive participation. A further step is taken to integrate public participation into the network of institutions.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

To which OGP challenge would this commitment be linked?

- *Civic space*



<ul style="list-style-type: none"> • <i>Public participation</i> • <i>Other challenges depending on the topic to be addressed</i> <p>https://www.opengovpartnership.org/es/the-open-gov-challenge/the-open-gov-challenge-frequently-asked-questions/</p>			
<p>Main policy area <i>Civic space, Citizen participation, Innovation</i></p>			
<p>Main sector <i>Public services</i></p>			
<p>What resources are required to implement this commitment?</p> <ul style="list-style-type: none"> - Budget: service contract for the social innovation space, with a service duration of 24 months from the date of award, with a possible extension of 12 months and an annual budget of 48,548 euros. - Staff: the staff of the Directorate General for Citizen Participation itself - Are the necessary resources available? Yes 			
<p>More information: https://decide.madrid.es/thivic</p>			
Commitment activities		Start date	End date
- Regular meeting places		Oct 2024	March 2027
- Identification and activities of the social innovation ecosystem		Oct 2024	March 2027
- Training in creativity and intrapreneurship		Oct 2024	March 2027
Contact details (responsible party)			
Post/management centre	Directorate General for Citizen Participation		



COMMITMENT 4: PREVENTING UNWANTED LONELINESS AMONG YOUNG PEOPLE	
Responsible party	Government Area - Prevention and Health Promotion Madrid Salud Deputy Mayor, Spokesperson, Security and Emergencies Government Area
Other stakeholders involved (public)	Deputy Mayor's Office General Coordination: Directorate General for Citizen Participation Government Area - Social Policy, Families and Equality (Youth Centres, Equality Spaces, CAF, CAI) Government Area - Culture, Tourism and Sport Government Area - Economy, Innovation and Tax: Employment Agency Government Area - Environment and Mobility (Environmental Education) Formal and non-formal education
Other stakeholders involved (Civil society)	Entities and professionals specialised in young people's studies. Active in health in districts and neighbourhoods, coordination with the associative fabric and entities in each area. Network of collaborators for the prevention of unwanted loneliness.
Description of commitment	
<p>What problem/requirement is the commitment intended to solve?</p> <p style="text-align: center;">PREVENTING UNWANTED LONELINESS AMONG YOUNG PEOPLE</p> <p>Young people are at a higher risk of suffering from unwanted loneliness, especially young women; this problem is not a one-off occurrence, but rather continues throughout their lives. Modern society does not facilitate the personal and social interaction of young people, where virtual and real relationships are confused. Furthermore, there is a greater complexity in accessing young people and their problems. Several studies support these claims:</p> <ul style="list-style-type: none"> • According to the Study on unwanted loneliness and young people in Spain 2023 conducted by the State Observatory on Unwanted Loneliness, loneliness affects one in four young people in Spain. The percentage of 16-29 year olds who currently feel lonely (25.5%). Half of the young people who currently feel lonely have been lonely for more than three years (45.7%). The vast majority of young people (77.1%) say that they know other people who may experience unwanted loneliness. Unwanted loneliness peaks between the ages of 21 and 26. • The Health Study of the City of Madrid 2022 confirms these data, the feeling of loneliness among young people is higher than in other age groups (19.4%). People aged 15-29 have a higher prevalence of discomfort associated with feelings of loneliness (32.3%). Young women feel lonelier (24.2%) and have a greater feeling of discomfort (36.4%) than young men (14.5% and 27.8% respectively). This perception is the highest of all age groups. Unsatisfactory social life, among others, increases the frequency of unwanted feelings of loneliness. • According to the Madrid Salud qualitative study on unwanted loneliness among adolescents and young people in 2021, some social changes influence the feeling of loneliness: <ul style="list-style-type: none"> ○ Competitive and individualistic social dynamics are heightened, causing young people stress and anxiety. ○ There is more of a utilitarian approach to life and, in particular, a loss of the more communicative and relational component. ○ There is increasingly less space for face-to-face socialisation, which is necessary for the development of basic skills and abilities for interaction. ○ The virtualisation of relationships is becoming more common. 	



The Thivic Social Innovation Laboratory, promoted by the Directorate General for Citizen Participation, identifies the importance of using a language adapted to adolescents and young people, communicating positively with attractive, current and youthful images, understanding the diversity of adolescents and young people, as well as assessing the use of social channels and networks.

During the **public consultation on the Fourth Open Government Plan**, which took place between 11th December 2023 and 9th January 2024, the participants considered **young people and children to be among the priority groups for action**, and, among the feedback received, the importance of protective measures and help for young people (school bullying, suicide risk, emotional management, mental health, addictions, adequate spaces), attention and prevention of mental health problems, public spaces and cultural and sporting offer for young people, integration through culture and sport, promotion of healthy leisure, concern for youth gangs, requirement for safe spaces for young people, etc. were highlighted.

Description of commitment

The network of Municipal Community Health Centres (CMSc in Spanish), which depend on the Sub-Directorate General for Prevention and Health Promotion of Madrid Salud, will continue to raise awareness among the general population in order to work on the realities of unwanted loneliness, debunking myths and reinforcing, among other ideas, the idea that loneliness:

- Can occur at all stages of life.
- Is not just an individual problem, many factors come together.
- Young people suffer from unwanted feelings of loneliness to a greater extent than adults and also experience greater discomfort.
- People can maintain an empathetic approach.

For all these reasons, the CMSc:

- The CMSc will deepen the identification and development of strategies to detect and assist **adolescents and young people in situations of unwanted loneliness**.
- Specific meeting spaces for adolescents and young people will be expanded to promote healthy relationships and the generation of youth-to-youth or intergenerational bonds.
- A network of young collaborators will be strengthened in addition to the existing one.
- The results of the project will be reported every six months.

Scope: All the districts of the city of Madrid, and under the direction and coordination of Madrid Salud, with the following elements:

- **18 centres for the 21 districts:** 16 Municipal Community Health Centres (CMSc), Youth Centre and **Centre for the Prevention** of Cognitive Deterioration.
The programmes included in the Prevention and Health Promotion Strategy ('**Madrid, a healthy city**') are an important element in the development of healthy meeting places based on the improvement of habits and the prevention of illnesses and emotional discomfort.
- **"Links" Support Team:** there are **15 professionals who serve the 21 districts distributed in 3 zones:**
 - 1 full-time supervisor.
 - 1 part-time Communication Technician.
 - 3 full-time area coordinators.
 - 9 area officers.
 - 1 full-time administrative assistant.

In November 2025 a new contract for this service must be started, which should contemplate the following **premises**:

- Maintain the current organisation and methodology of work and contracted staff (15 professionals in 3 areas).



- Incorporate 3 agents specialised in adolescents and young people (professional ambassadors) in each of the three zones into which the municipal territory is divided: 9 professionals.
- Recruit a full-time communications technician and a professional ambassador on a central level.

A total of 10.5 professionals in addition to the current 14.5 professionals, reaching a total of 25 professionals.

Using different strategies:

- Prevention and promotion of health and emotional well-being (overweight and obesity, sexual and reproductive health, sexual diversity, emotional well-being, life skills, maternal and child health, tobacco prevention and control, etc.).
- Physical activity.
- Artistic, cultural and leisure activities.

Using different channels:

- Face-to-face (individual, group and community).
- Establishing coordination with the municipal organisation and structure (youth centres, municipal sports centres, equality spaces, museums, libraries, employment agency) and with other public entities (education, leisure, culture, sport...).
- Community-oriented and therefore coordinated with local entities and resources.
- Supporting the actions in the network of partners that has been promoted in the framework of this programme.
- Developing a specific network of young collaborators (ambassadors).
- Websites, already established: soledadnosedada.es and madridsalud.es, as well as the Madrid Salud accounts on the main social networks for the dissemination of healthy and safe actions for young people.

How does the commitment contribute to solving the problem or meeting the requirement?

As described, this commitment will impact adolescents and young people in the city of Madrid, given that this network is in a position to improve the construction and consolidation of a network of meeting places for young people through its own resources and the coordination that is established, being able to detect those situations of greater vulnerability.

This project involves the following:

- A **network** of 18 CMSc and Specific Centres dependent on Madrid Salud: this is a stable, territorialised, directly managed network, with experienced professionals covering all districts in the city of Madrid, with experience and a track record in unwanted solitude; these good results can be observed in the data for the years 2021, 2022 and 2023, distributed by age groups, gender and districts, improving the results for adolescents and young people.
The Centres have interdisciplinary teams: medicine, nursing, social work, psychology, social education and support staff. Others: physical activity, art and culture, experts in prevention and health promotion and emotional well-being.
- It has an effective support team through a **service contract called 'Vínculos'** (Links) that reinforces community work and the detection and recruitment of adolescents and young people at risk of unwanted loneliness.
- It maintains regular coordination with municipal facilities and centres, forming a unit of action.
- Community intervention and work with neighbourhood and district health assets is consolidated.
- All of the foregoing is enhanced by the network of partners for the prevention of unwanted loneliness in all districts of the city to support women, as is currently being done in all age groups; 445 partners are currently involved in this network.



<p>Why is the commitment relevant to the values of Open Government?</p> <ul style="list-style-type: none">• During the public consultation prior to the Fourth Open Government Plan, the participants considered young people and children among the priority groups for action and, among the feedback received, the importance of measures to protect and help young people was highlighted.• Its scope covers all districts of Madrid.• A methodology is proposed for the participation of citizens and organisations and entities in the territories with regard to the prevention of unwanted loneliness, generating a network of social support and safe spaces for young people that aims to:<ul style="list-style-type: none">▪ Promote a network of young collaborators for this programme.▪ Build social support networks and safe and secure environments, mainly face-to-face.▪ Generate collaboration protocols with social agents, the educational community, municipal services and public and private entities.• The methodology also includes the development of health asset mapping, which is carried out with the help of the community. This enables the identification of the health assets present in the different territories of the city of Madrid and the establishment of community networks that work collectively and horizontally in the field of community health in the framework of prevention of unwanted loneliness.
<p>To which objective of the OGP open government strategy 2023-2028 would this commitment be linked?</p> <ul style="list-style-type: none">• Protecting and expanding civic space It aims to protect and expand civic space for civil society and democratic dialogue by expanding existing methods and testing new ones.• Speeding up collective progress on open government reforms It encourages more inclusive participation by working with young people.• Being a centre for innovative case studies historical evidence of open government It will enable the identification and sharing of stories, qualitative research and data in combination with evidence-based findings. <p>https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/</p>
<p>What OGP challenge would this commitment be linked to?</p> <ul style="list-style-type: none">• <i>Civic space</i>• <i>Inclusion</i>• <i>Public participation</i> <p>https://www.opengovpartnership.org/es/the-open-gov-challenge/the-open-gov-challenge-frequently-asked-questions/</p>
<p>Main policy area</p> <p><i>Social protection networks</i></p>
<p>Main sector</p> <p><i>Health</i></p>
<p>What resources are required to implement this commitment?</p> <ul style="list-style-type: none">- Budget<ul style="list-style-type: none">o Own resources (Chapter 1) in the 18 CMSc and Specific Centres.o 'Vínculos' (Links) support services contracting.- Are the necessary resources available? The means are to be expanded through a new contract, which must take the following premises into account:



- Maintain the current organisation and methodology of work and contracted staff (15 professionals in 3 areas).
- Incorporate 3 agents specialised in adolescents and young people (professional ambassadors) in each of the three zones into which the municipal territory is divided: 9 professionals.
- Recruit a full-time communications technician and a professional ambassador on a central level.

A total of 10.5 professionals in addition to the current 14.5 professionals, reaching a total of 25 professionals.

More information:

Information results 2021/2022 and 2023

Website <https://soledadnodeseada.es/>

Website <https://madridsalud.es/prevencion-y-promocion-de-la-salud/>

Commitment activities		Start date	End date
- Design and development of the project for the prevention of unwanted loneliness in young people.		Oct 24	Feb 25
- Strengthen partnerships and health assets to implement the project.		Oct 24	Sept 24
- Management of 'Vínculos' service contracting, expanding with specialised adolescent and young people's team.		Feb 25	Oct. 25
- Development of programmed activities: awareness-raising, support, meetings, leisure, artistic, cultural, sporting, etc.		Nov 2025	May 27
Contact details (responsible party)			
Post/Management centre	Madrid Salud's Sub-Directorate for Health Prevention and Promotion Studies and Technical Support Unit		



COMMITMENT 5: EVALUATION OF MADRID'S UNIVERSAL ACCESSIBILITY STRATEGY	
Responsible party	Directorate General for Accessibility Deputy Mayor, Spokesperson, Security and Emergencies Government Area
Other stakeholders involved (public)	Madrid City Council in its entirety (government areas/general directorates/districts/municipal companies and autonomous bodies). Other administrations linked to accessibility: Office for Attention to Disability-OADIS, of the Ministry of Social Rights, Consumption and Agenda 2030); State Reference Centre for Personal Autonomy and Technical Aids-CEPAT of IMSERSO; Spanish Centre for Subtitling and Audio Description-CESyA of the Royal Disability Board; Social Welfare and Universal Accessibility Committee of the Spanish Federation of Municipalities and Provinces (FEMP); Committee for the Promotion of Accessibility and the Suppression of Barriers of the Community of Madrid.
Other stakeholders involved (Civil society)	Professional associations; neighbourhood associations; third sector organisations for the disabled and the elderly; business, trade, hotel and catering associations, etc.; sectors of interest (tourism, education, mobility, standardisation, etc.).
Description of commitment	
What problem/requirement is the commitment intended to solve?	
<p>Universal accessibility is a feature that affects and involves all the organisational units of the City Council, which implies a transversal action that affects all the public services provided by Madrid City Council. For its promotion and development, on 10th November 2022, the Strategic Plan for Universal Accessibility for the city of Madrid (hereinafter PEAUM) was approved by agreement of the Governing Board, as a roadmap to be followed in the coming years, which seeks to improve management with a transversal and universal approach.</p> <p>In order to develop the PEAUM, a participatory methodology for the perception of universal accessibility was applied with a two-fold perspective, at an organisational level (internal) and at an external level (citizens). The situation analysis and diagnosis phase produced results that allowed the definition of the five strategic lines that define the PEAUM, based on which successive action plans will be developed together with different organisational units.</p> <p>The evaluation of the universal accessibility strategy for the city of Madrid aims to obtain a vision of the perception of universal accessibility in the city through internal and external agents, to increase the participation of civil society and those affected, which will enable the assessment of the evolution and development of universal accessibility since the implementation of the PEAUM to be ascertained.</p> <p>The impact analysis is proposed as a tool to monitor the PEAUM, through a participatory methodology similar to that developed to draft the PEAUM. For this purpose, instruments will be applied, including participatory instruments at different levels (such as surveys, interviews, focus groups, etc.) with a unique content structure or thematic axes similar to that used in the development of the PEAUM through five areas considered to be of major interest, and which will provide insight into the current situation through application and analysis by experts, which will provide an overview of the current situation, as well as a comparative analysis of the situation, which will facilitate assessment of the results.</p>	



Description of commitment

Planning public policies that contribute to guaranteeing universal accessibility, equal opportunities and inclusive and participatory life derived from knowledge through participation, both on an organisational level (internal participation) and on a citizen level (external participation).

The assessment will provide an understanding of the evolution of the main perceived requirements since the adoption of the PEAUM and will enable municipal action to be adapted to the existing requirements in each period.

The study seeks insight into the situation grouped into five thematic areas (the same as those defined in the development of the PEAUM):

1. *Overview of universal accessibility.*

To gain an understanding of the concept of universal accessibility in relation to other similar concepts or those with a more limited or outdated perspective. The links between accessibility and other issues in the city.

2. *Universal accessibility in Madrid: current situation, perspectives, image of the city.*

To perceive the assessment of universal accessibility, its current state, including its main deficits, and its role in the image offered by the city of Madrid.

3. *Management and communication of universal accessibility by Madrid City Council.*

In order to determine the perception through the assessment of the plans and actions carried out, identification of present actions -particularly communication on universal accessibility-, difficulties encountered, technical support and training requirements, gender perspective, assessment measures and indicators, as well as proposals for improvement.

4. *Concept and ideas regarding the PEAUM and its contents.*

It will provide an insight into ideas and expectations regarding the continuity of the PEAUM considering the uniqueness of its focus on management rather than direct barrier removal measures.

5. *The requirement and role of the Directorate General for Accessibility (DGA).*

It will enable understanding and assess the perception of the DGA. Knowledge of the entity and its competences and activities for future adaptation to internal and external requirements and demands.

Based on previous information and understanding the current requirements derived from the analysis and diagnosis, a comparative study of the situation will be conducted, which will define future lines of action and/or adapt existing ones to the perceived reality. It will also provide an insight into how stakeholders perceive the policies stemming from this plan and the possibility of improving them.

The aim is to design and adapt municipal policies on accessibility to the underlying requirements both on an organisational level (internal) and on a citizen level (external), which have been revealed through a participatory process applying different tools, all of them in an accessible format to guarantee the participation of all people (adaptation to Easy Reading, Spanish Sign Language interpreter).

How does the commitment contribute to solving the problem or meeting the requirement?

Developing the commitment will contribute to:

- Understanding the requirements of universal accessibility from the internal perspective of the organisation and from the external perspective of citizens.
- Increasing the procedure for citizen participation in assessment.
- Adapting and designing public policies on universal accessibility adapted to existing requirements and demands.
- Planning and promoting universal accessibility in a transversal manner throughout the organisation by participating in the process.
- Assessing evolution in the perception of universal accessibility with a two-fold approach (organisation and citizens), since the development of the PEAUM.



- Defining social policies based on the knowledge acquired through participation.
- Making the motto of the European Disability Forum "nothing about us without us" a reality.
- Involving society as a whole in valuing accessibility as a universal good.
- Obtaining a comparative analysis of the evolution of accessibility in order to identify strengths, weaknesses, opportunities and threats.

Why is the commitment relevant to the values of Open Government?

- Because knowledge is based on participation both on an organisational level and externally through organised civil society.
- Because the perception study will provide key information for the design of municipal policies that will be carried out in response to the requirements derived from the analysis and diagnosis process.
- Because part of the increased participation on an internal level involves all municipal organisational units.
- Because it promotes external participation through the involvement of organised civil society of all statuses and levels.
- Because participation is promoted not only through opinion polls but also through targeted meeting points, with structured dialogues and debates.
- Because the process of evolution and development is shared through the Accessibility Committee's strategy working group.
- Because it considers the planning of Madrid as an inclusive city from a process of co-creation with the participation of all the parties involved: citizens; administrations with competences in accessibility policies and local authorities.

To which objective of the OGP open government strategy 2023-2028 would this commitment be linked?

- ***Integrating open government as a core element of the functions and priorities of all levels and branches of government.***

Through co-creation work between:

- Organised civil society
- Administrations responsible for accessibility
- With the municipal organisation to its full extent

Always incorporating accessibility to ensure the participation and inclusion of all people.

- ***Speeding up collective progress on open government reforms.***

It raises expectations about transparency, accountability, participation and inclusion.

It focuses on inclusive participation by working with collectives targeting gender groups, marginalised communities, young people and the elderly.

<https://www.opengovpartnership.org/estrategia-de-ogp-2023-2028/>

To which OGP challenge would this commitment be linked?

- *Gender and inclusion*
- *Public participation*

<https://www.opengovpartnership.org/es/the-open-gov-challenge/the-open-gov-challenge-frequently-asked-questions/>

Main policy area

Inclusion

Inclusion is fundamental to achieving more equitable, representative and accountable policies. Open government is an important avenue for broadening the base of participation in policy-making and ensuring that policies reflect the views of those most affected.



Main sector: The proposed commitment seeks to generate knowledge for the design and development of inclusive policies that guarantee inclusion, personal independence and equal opportunities in access to goods, products and services in the city of Madrid.

What resources are required to implement this commitment?

- Budget: a budget is required for the application of the different participatory instruments and for the subsequent exploitation of the data and summary of conclusions.
- Staff: the commitment will be developed in coordination between the Directorate General for Accessibility and the Directorate General for Transparency and Quality, together with a concessionary company that will coordinate, carry out and exploit the field work in order to draw conclusions.
- Others: it requires the participation of all municipal organisational units, as well as organised civil society and other administrations involved in the promotion and development of accessibility.

Are the required resources available?

- The necessary financial resources for its development are not currently available, but are planned to be included in the budget in the year in which it is developed.

More information: The tools to be applied in the assessment process will be specified when planning the commitment.

Commitment activities	Start date	End date
- Specification of methodological tools.	March 26	March 26
- Selection of stakeholders from the sample.	March 26	March 26
- Application of tools.	April 26	May 26
- Exploitation of data and analysis of results.	June 26	July 26
- Comparative analysis with the diagnosis derived from the development phase of the PEAUM.	August 26	Sept 26
- Drawing up conclusions.	Sept 26	Sept 26
- Communication plan and dissemination of findings (internally and externally)	Oct 26	Oct 26

Contact details (responsible party)

Post/management centre	Directorate General for Accessibility
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