



At its session on 28th July 2022, the Governance Board of Madrid City Council adopted, among others, the following agreement approving the Madrid Healthy and Sustainable Food Strategy 2022-2025:

The City Council's Operations Plan includes drawing up and approving a new Healthy and Sustainable Food Strategy for Madrid as part of the Cross-Sector Social Sustainability Plan. Healthy and sustainable food has become an essential aspect of urban quality of life and sustainability and is the focus of municipal policies worldwide. Cities, especially large metropolitan areas, have identified the need to begin actions to increase their food resilience to enable them to meet the challenges arising from climate change and the environmental crisis, contribute to strengthening local economies and ensure healthy, safe and sustainable food for their inhabitants.

The theme for Expo 2015 in Milan was *Feeding the Planet*. It proposed an international protocol to address city-scale food issues called the Milan Urban Food Policy Pact. The Pact sets out a strategic framework for action. Its recommendations are organised into six categories: Governance, Sustainable Diets and Nutrition, Social and Economic Equity, Food Production, Food Supply and Distribution, and Food Waste. Madrid's Healthy and Sustainable Food Strategy for 2022-2025 is structured in eight action themes. Each of these themes is developed by the strategic priorities, lines and measures through two biannual action plans. In preparing the Strategy, the Council fulfils one of its undertakings in the Operations Plan, part of the cross-cutting social sustainability theme. However, the document is not legally binding. Instead, it aims to make the City more adaptable and capable of implementing the Plan, of adapting the City's operational capabilities to execute it. It also expresses the Council's strongest commitment to addressing the problem in a cross-cutting, coordinated and systematic manner over the long term, as required to address such a challenge.

In this context, the Department for Internationalisation and Cooperation has drawn up the strategy in partnership with the different departments that carry out actions in this field. It, therefore, submits it for consideration by the Governance Board of Madrid City Council as the executive body for political management.

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By virtue thereof, in accordance with the provisions of Article 17.1 (n) of Law 22/2006, of 4th July, *on the Capital City and Special Status of Madrid*, at the proposal of the head of the Deputy Mayor's Office Area and after deliberation, the Governing Board of the City of Madrid, at its meeting of 28th July 2022:

AGREES

FIRST. To approve the *Healthy and Sustainable Food Strategy 2022-2025*, attached as an appendix to this agreement.

SECOND. This agreement shall take effect from the date of its adoption, without prejudice to its publication in the Transparency Portal, the Open Data Portal and the institutional website madrid.es, and other media that may be considered appropriate for making it widely known.

Digitally signed

THE DIRECTOR, SECRETARY'S OFFICE, GOVERNANCE BOARD
Carmen Toscano Ramiro

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Appendix

Madrid Healthy and Sustainable Food Strategy 2022-2025



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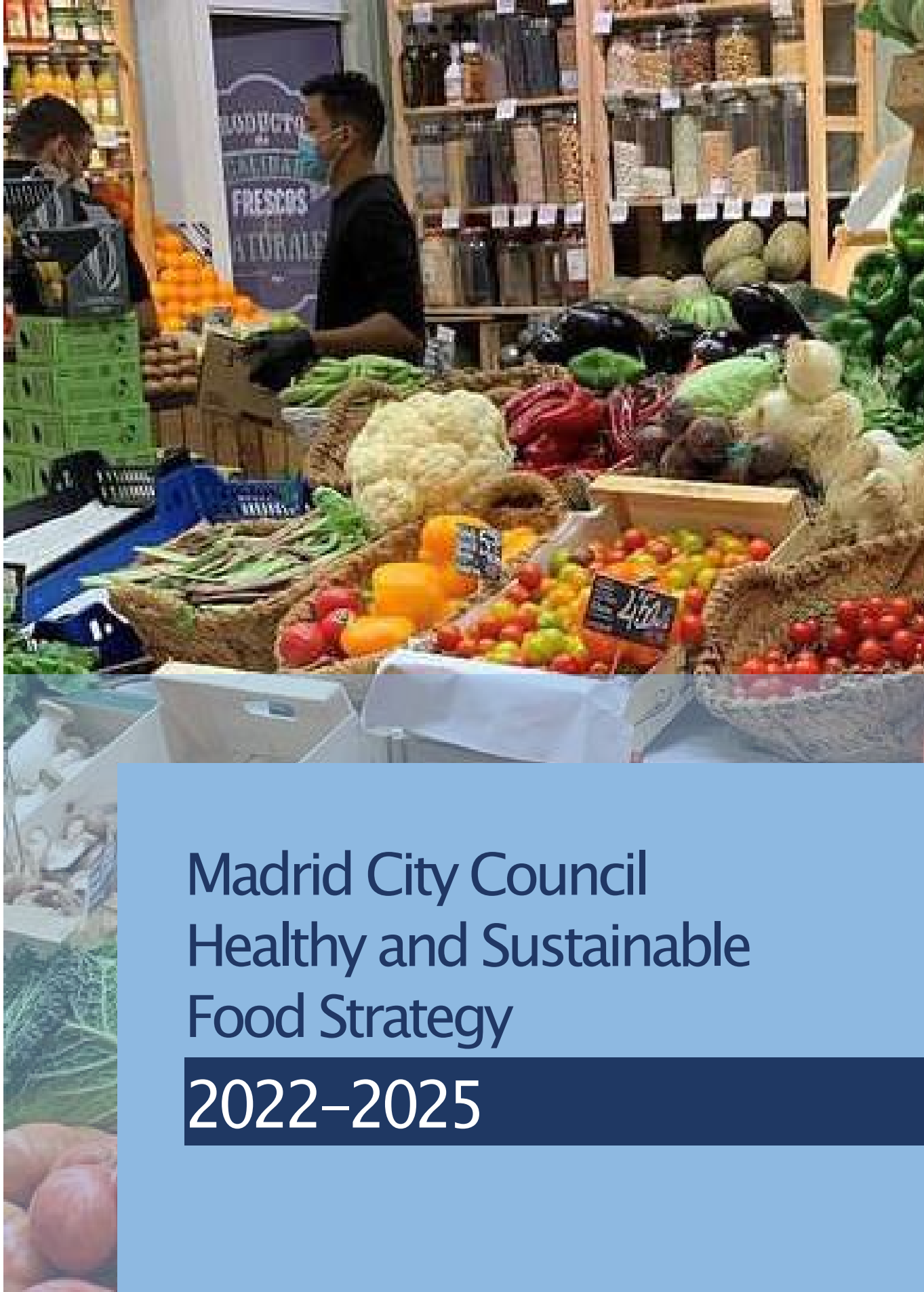
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Madrid City Council Healthy and Sustainable Food Strategy 2022–2025



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Contents

PRESENTATION.....	3
BACKGROUND AND STRATEGIC CONTEXT	4
International context: the Milan Pact	4
Madrid City Council's Actions on Healthy and Sustainable Food	5
STRATEGY UPDATE PROCESS	7
Mission and Strategy Objectives 8	
Ambitions for 2025 Horizon	9
1. Health, Nutrition and Rights 9	
2. Mitigating Climate Change and Reducing Pressure on Ecosystems	10
3. Strengthening the Local Productive Fabric with Small and Medium-Sized Agro-Food Sector Businesses	12
STRATEGIC PRIORITIES AND THEMES	13
1. Food Culture Theme	15
1.1 Promote Proper Nutrition and Healthy Lifestyle Habits	19
1.2 Strengthening the Nursery Schools Meals Programme	21
1.3 Education and Awareness about Sustainable and Healthy Agro-food Systems	23
1.4 Experimenting and Learning About Food and Environment-Friendly Agricultural Production	25
2. Food Rights Theme	29
2.1 Aid for Access to Food	31
2.2 Healthy and Sustainable Food in Food Access Programmes	33
3. Sustainable Production and Processing Theme	37
3.1 Urban Woodland. Creating Agricultural Land by Promoting Agroecological Practices	39
3.2 Producer Neighbourhoods. Promote Primary Sector Business Projects	41
3.3 Promote Food Transformation and Preparation Business Projects	43
4. Distribution and Supply Theme	47
4.1 Logistics and Distribution Plan for Organically-Grown and Local Produce	49
4.2 Direct Sales and Locally-Produced Organic Food for Retail and HoReCa	51
5. Food Loss and Waste Theme.....	55
5.1 Cutting Food Waste and Using Surpluses	57
5.2 Reducing Food Sector Packaging	59

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Signature date: 28/07/2022
11:10:20 CSV:



5.3 Sustainable Organic Waste Management and Closing the Cycle	61
6. Regulations and Public Procurement Theme	65
6.1 Healthy and Sustainable Food in the City's Environmental Public Procurement Programme and events	67
7. Tools for Innovation Theme	71
7.1 Alimenta LABS.....	73
7.2 Research and Innovation Studies and Projects	75
8. Governance Theme	78
8.1 Municipal Food Governance	80
8.2 Coordination with Government, Institutions and International Networks	82
8.3 Research and Innovation Studies and Projects.....	84
8.4 EASSM 22-25 Monitoring and Evaluation Plan	86
8.5 Communications Plan	88
REFERENCES	90



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Signature date: 28/07/2022
 11:10:20 CSV:



PRESENTATION

Madrid's Healthy and Sustainable Food Strategy 2022-25 (EASSM 22-25) takes on the challenge of developing sustainable, inclusive, resilient, safe and diversified food systems to ensure healthy and accessible food, reduce food waste, preserve biodiversity, and mitigate and adapt to climate change. We start with a valuable culinary heritage: the Mediterranean diet, which UNESCO declared an Intangible Cultural Heritage in 2010. It is an example of a culture that respects environmental sustainability.

The COVID-19 crisis highlighted the need to reduce food system vulnerability. The idea of food system vulnerability is not new, and this Strategy aims to contribute to it by joining and coordinating efforts to increase the resilience of food systems to climate change, reducing its impact on resource depletion and related diseases. This reaffirms it as one of the key action themes within the *Green City, Responsible Consumption And Circular Economy* policy priorities defined in the [Localisation Strategy for the Goals for Sustainable Development in the City of Madrid \[1\]](#).

EASSM 22-25 has enabled the City government's departments to implement different food system programmes and actions in a coordinated way. The aim is to generate a common coordination framework to reinforce programmes and enable progress in joint actions to apply the healthy and sustainable food perspective in a cross-cutting way in the city, improving effectiveness and impact. It has been designed to be flexible, incorporate activities and adapt to changes in Madrid City Council's programmes and reflect continuing experience in implementing food policies. To achieve this, it consolidates and expands governance mechanisms for transforming the food system in collaboration with the economic and social agents with a city-wide approach. EASSM 22-25 covers the four years from 2022 to 2025, specified in two biannual action plans 22-23 and 24-25. We have made a significant effort to categorise and classify the different elements that make up the activities included in the Strategy to enable detailed analysis and monitoring. We will use this information to evaluate the Strategy's medium and long-term impact on the fulfilment of its objectives and identify the measures with the most significant impact and the areas that require greater attention.



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BACKGROUND AND STRATEGIC CONTEXT

International context: the Milan Pact

Healthy and sustainable food has become an essential aspect of urban quality of life and sustainability and is the focus of municipal policies worldwide. Cities, especially large metropolitan areas, have identified the need to begin actions to increase their food resilience to enable them to meet the challenges arising from climate change and the environmental crisis, contribute to strengthening local economies and ensure healthy, safe and sustainable food for their inhabitants.

During Expo 2015 in Milan, with the slogan *Feed the Planet*, an international protocol was proposed to address food issues at the urban scale, called the Milan Urban Food Policy Pact [2]. The Pact sets out a strategic framework for action. Its recommendations are organised into six categories: Governance, Sustainable Diets and Nutrition, Social and Economic Equity, Food Production, Food Supply and Distribution, and Food Waste.

Since Madrid City Council signed the Milan Pact in 2015, it has been working to progress with its commitments under the agreement and to work toward healthy and sustainable food across all its municipal actions. It takes a holistic perspective to achieve this, linking the food system's environmental, economic, social and health components. The approach to this task is based on interdepartmental and cross-sector collaboration, creating participation channels and food governance spaces. EASSM 22-25 defines a roadmap that sets out strategic action themes for the next four years to improve residents' health and quality of life through better nutrition and increase the social and environmental resilience of the city's food system.



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Madrid City Council's Actions on Healthy and Sustainable Food

Since signing the Milan Pact in October 2015, Madrid City Council has made progress in defining, reviewing and coordinating its policies. It has established various channels for the coordination and participation of all actors in the food system by creating governance spaces.

In 2016 it set up the Milan Pact Monitoring Committee. Since then, the committee has met each quarter, and technical representatives from municipal areas working on different aspects of food or food systems have joined it. Social bodies, professional associations and economic sector groups also participate in the committee.

At the same time, we began work on defining a Food Strategy based on an open, participatory process. The [Healthy and Sustainable Food Strategy 2018-2020](#) (EASS 18-20) [3] was approved in March 2018 by the Governance Board of Madrid City Council. EASS 18-20 was organised around six action themes, sixteen strategic priorities, and 47 measures programmed for implementation during the two years covered by the Strategy. The Strategy's new features were presented at an annual assembly open to the public, which served as a space for municipal officers and the public to meet and share ideas.

The Council has addressed communication, information sharing and collaboration with other cities through its membership of the Network of Cities for Agroecology (now called the Network of Municipalities for Agroecology), approved by the Municipal Plenary session on 29th January 2019. This network brings together 21 municipalities and is a fundamental space for sharing experiences. At the Network's Annual Meeting in September 2020, members signed the Valladolid Declaration [4] to promote local agro-food systems to withstand global risks. A year later, in 2021, Madrid joined the Network's steering committee, taking on the International Relations role.



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At the international level, as well as participating in the Pact of Milan's global forums, in February 2019, the City of Madrid signed a memorandum of understanding with the United Nations (FAO) Food and Agriculture Organization to promote the sustainability of food systems in the city. In December 2019, it signed a Collaboration Agreement for the project *Urban Food, Sustainable Food: Campaign To Raise Public Awareness of Healthy and Sustainable Diets*. As part of this project, it has partnered in organising events and producing materials for World Food Day 2021.

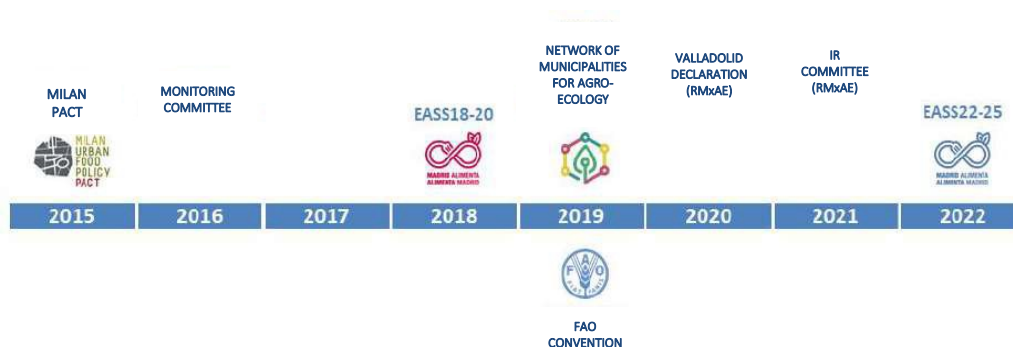


Figure 1. Milestones in Municipal Actions



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STRATEGY UPDATE PROCESS

In March 2021, Madrid began a process to revise its Healthy and Sustainable Food Strategy, whose implementation period ended in 2020.

There was a year-long consultation and participation process **involving 126 people and 54 bodies** to arrive at a consensus-based view of the city’s food system and propose actions for the following four years. During this time, it organised a series of forums for consultation and debate with social, economic, professional and municipal stakeholders and the general public. The process had four phases, each more open to participation and proposals than the preceding. After this process, the proposals were finalised, incorporated into an organisation chart, and aligned with the Council’s policies, programmes and projects.

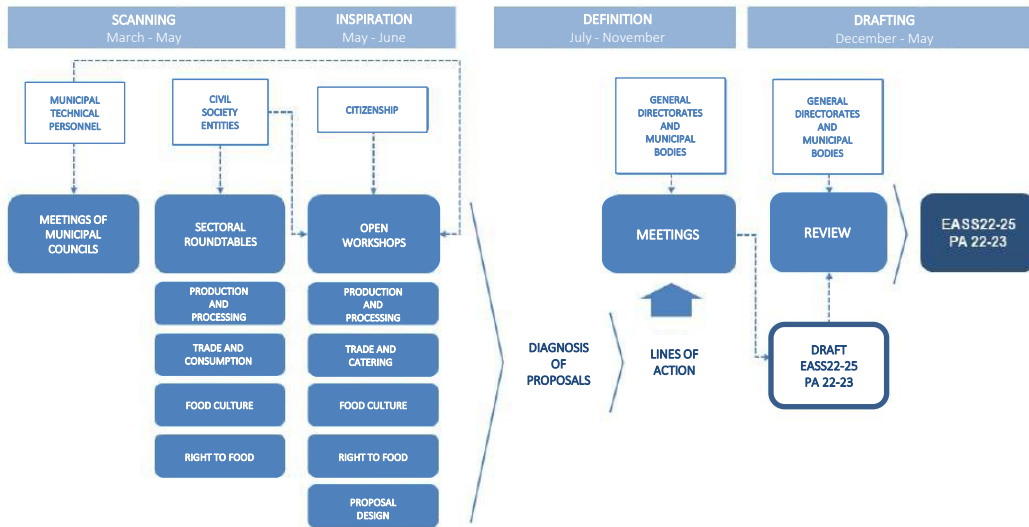


Figure 2 Phases of the Strategy definition process

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Mission and Strategy Objectives

The Strategy's mission is to move toward a sustainable agro-food system, that is, one that allows the whole population to access nutritious, safe, varied, affordable food produced under fair conditions and in a responsible manner, respecting the planet's ecological limits.

This mission translates into a vision of an agro-food system with the growing availability of agroecological food traded in a tight loop and contributing to preserving biodiversity, reducing negative impacts on ecosystems and mitigating climate change while adapting to its effects.

The strategy reflects the City Council's commitments as a signatory of the Milan Urban Food Policy Pact. It defines the critical action themes and strategic priorities necessary to achieve the Pact's objectives. It continues on the path of building a robust and resilient agro-food system. It contributes to the commitments made in the [Strategy for Localising the Sustainable Development Goals of the 2030 Agenda in the City of Madrid \[1\]](#) and is aligned with the Roadmap for Carbon Neutrality 2050, with the [City of Madrid Plan for Recovery, Transformation and Resilience \[5\]](#) and other municipal plans and strategies. It also contributes to setting up urban-rural alliances at the regional level.

These general objectives are set out in a strategy defined through a participatory process that has enabled the stakeholders to agree on shared ambitions for four years up to 2025:



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Ambitions for 2025 Horizon

1. Health, Nutrition and Rights

The Strategy will help ordinary people make informed decisions and adopt healthy and safe diets and responsible and sustainable consumption habits. It also allows everyone to access healthy, sufficient and culturally-appropriate food. It aims to achieve these goals by 2025:

- The coordinated effort by different departments has boosted the number of people that consumes the recommended amounts of fruits, vegetables and legumes among the population actively participating in public campaigns to encourage healthy eating. Most of the population participating in the [Food, Physical Activity and Health](#) (ALAS) programme [6] loses weight and a significant proportion of obese participants overcome their obesity (more details in SDG Indicator 2.2.1 of the SDG Localisation Strategy for the City of Madrid [1]: reduce the percentage of the population with overweight or obesity Body Mass Index).
- Awareness campaigns targeting infants achieve a 40% participation rate by schools in educational activities or accessing awareness resources (SDG Indicator 4.4.1), and the percentage of overweight or obese children is expected to be reduced (SDG Indicator 2.2.1). Awareness campaigns targeting young people reach at least 20% of the youth population.
- Resources will be made available to ensure that vulnerable people in the city of Madrid can be guaranteed the right to healthy and sufficient food (going further in SDG Indicator 2.1.1).



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2. Mitigating Climate Change and Reducing Pressure on Ecosystems

The Strategy works in partnership with agents from the primary and secondary productive sector, trade and catering and the social economy to contribute to creating and consolidating employment linked to the sustainable food system and tighter loops in the supply chain. The strategy is designed based on the conviction that civil society and the private sector play a key role in improving the food system's performance, reducing impacts and improving its resilience. The following goals will be achieved by 2025:

- Actions to promote local organic production will allow at least 500 hectares for organic farming for produce consumed in the city of Madrid. Reverse the trend of abandoning agricultural activity and ensure that Madrid is no longer a city with no certified organic agriculture.
- Projects to boost last-mile logistics and distribution using sustainable transport will have enabled the adoption of viable solutions that reduce energy consumption and emissions involving sector pioneers.
- Coordinated work in awareness-raising, training and support for business and the HoReCa sector has increased the number of shops and restaurants offering local produce (including organic, artisanal and food from Spain). Boost consumption and accessibility of organic food (going further with SDG Indicator 2.3.2 on the number of municipal markets supplying this type of food). The region's production will cover an increasing proportion of the city's food consumption (in line with SDG Indicator 2.3.1, reaching 155,000 tons of local produce marketed in Mercamadrid). Also, increase the number of small artisan processing companies and improve the availability of artisan foods in local shops.
- Retail and hospitality establishments will have received training on reducing packaging to encourage more of them to incorporate best practices in their business activities.



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- Food waste will be reduced in all links of the supply chain, and the waste associated with public food procurement will be reduced by 80%.
- Retail and hospitality establishments will have received training on best practices for cutting waste. 80% of retail, hotel and catering associations will have been informed about the Guide to Good Hygiene Practices in recovering and using surplus food.
- The percentage of the city's organic waste that is recovered continues to increase (SDG Indicator 12.1.1 with a target of 99.99% by 2030). Some of the city's green and agricultural areas are fertilised with quality compost produced in the city.



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3. Strengthening the Local Productive Fabric with Small and Medium-Sized Agro-Food Sector Businesses

The Strategy works in partnership with agents from the primary and secondary productive sector, trade and catering and the social economy to contribute to creating and consolidating employment linked to the sustainable food system and tighter loops in the supply chain. The strategy is designed based on the conviction that civil society and the private sector play a key role in improving the food system's performance, reducing impacts and improving its resilience. It aims to achieve these goals by 2025:

- Consolidate job creation in the sustainable agro-food sector through new businesses throughout the food chain.
- Programmes to promote entrepreneurship linked to urban agriculture on publicly-owned land will generate more than a hundred new direct jobs.
- Several cross-cutting policies and actions contribute strategically to achieving these objectives with a rights-based approach: Public food procurement is a driver of change, driving new dynamics, as, by 2025, all new public contracts for canteens will incorporate healthy and sustainable food criteria (SDG Indicator 8.31).

About Cooperation

The city council has strengthened cooperation between departments and administrations, with social and economic agents, academia and researchers. By 2025, it will have consolidated a governance structure to facilitate this cooperation and finding synergies, as well as monitoring, evaluation and improvement. An updated system of specialised indicators with open data is available.



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STRATEGIC PRIORITIES AND THEMES

EASSM 22-25 has been structured around eight main themes, containing 22 strategic action themes, which in turn contain specific measures with municipal activities, plans and programmes that contribute to promoting public policies for healthy and sustainable eating (SSA):

- **Food Culture:** aims to promote knowledge about healthy and sustainable eating patterns. It encourages people to adopt healthy habits and diets to prevent non-communicable diseases and raises awareness among the general public and specific target groups about sustainable development and lifestyles in harmony with the planet's resources.
- **Right to Food:** aims to defend the right to healthy and sufficient food for everyone, particularly vulnerable people. It includes measures for social protection and reducing food-related vulnerability.
- **Sustainable Production and Transformation:** This theme aims to protect productive land, facilitate food production and transformation in urban and peripheral areas and forge alliances with the rural population. It works to ensure the sustainability of food production systems, apply resilient agricultural practices and circular economy principles to ensure full participation by women in the economy, and provide training in agroecology and sustainable food production and entrepreneurship support.
- **Distribution and Supply:** aims to encourage short supply chains, especially for organic, artisan and food from Spain, supporting town markets and strengthening the connection between rural and urban areas, all to reduce the impact on ecosystems and the carbon footprint associated with food consumption.



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- **Food Waste and Rubbish:** aims to cut food waste, recover organic rubbish for treatment and reuse as fertiliser and reduce the generation of other waste associated with the food system, mainly packaging and packing.
- **Regulations and Public Procurement:** aims to incorporate the ethical, social and environmental aspects of public food procurement and improve the nutritional quality of publicly-procured food and that consumed during municipal activities and events in public spaces.
- **Tools for Innovation:** aims to encourage favourable environments for innovation and transformation to carry out pilot projects that explore potential fields of activity in healthy and sustainable food, social and solidarity economy, and the circular economy, with the participation of government, industry, civil society and academia.
- **Governance:** aims to create spaces and mechanisms that enable the design, promotion and implementation of public policies aimed at building healthy, sustainable and resilient food systems, promoting shared responsibility and collaboration among all food system sectors, including local authorities, technical and academic bodies, civil society, small-scale producers and the private sector.



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Food Culture

1.1 Promote Proper Nutrition and Healthy Lifestyle Habits

1.2 Strengthen the Nursery Schools Meals Programme

1.3 Education and awareness about sustainable and healthy agro-food systems

1.4 Experimenting and learning about food and environment-friendly agricultural production



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Food Culture Theme

AIMS

Encourage the adoption of responsible consumption patterns and healthy, safe, environmentally sustainable and rights-based diets.

Promote the creation of spaces for active learning, meeting and experimentation around food and agro-food systems.

IMPACT

It will contribute to SDG 3, *Health and Well-being*, by encouraging healthy eating habits and diets that prevent the development of non-communicable diseases. This theme is, in turn, key to achieving SDG 12, *Responsible Production and Consumption*, mainly by raising awareness among the general public and specific target groups about sustainable development and lifestyles in harmony with the planet's resources and the importance of diet in a person's ecological, water and carbon footprints. As it is general in nature, it also relates to other SDGs (1, 2, 4, 5, 8, 11, 13). The theme includes strategic action themes to promote Proper Nutrition and Healthy Lifestyle Habits (1.1), Canteens In Infants Schools (1.2), Education and Awareness about Sustainable and Healthy Agro-food Systems (1.3) and Developing Spaces for Experimentation In Agroecological Production (1.4) and Culinary and Cooperation Skills (1.5).

RESPONSIBLE DEPARTMENTS

AD for Sports | DG for Retail, Hotels and Catering | DG for Cooperation and Global Citizenship | DG for Regional Coordination and Decentralisation | DG for Families, Children, Education and Youth | DG for Water Management and Green Areas | DG for Sustainability and Environmental Monitoring | District Councils | Municipal Institute of Consumer Affairs | Madrid Health | Mercamadrid Wholesale Horticultural Market

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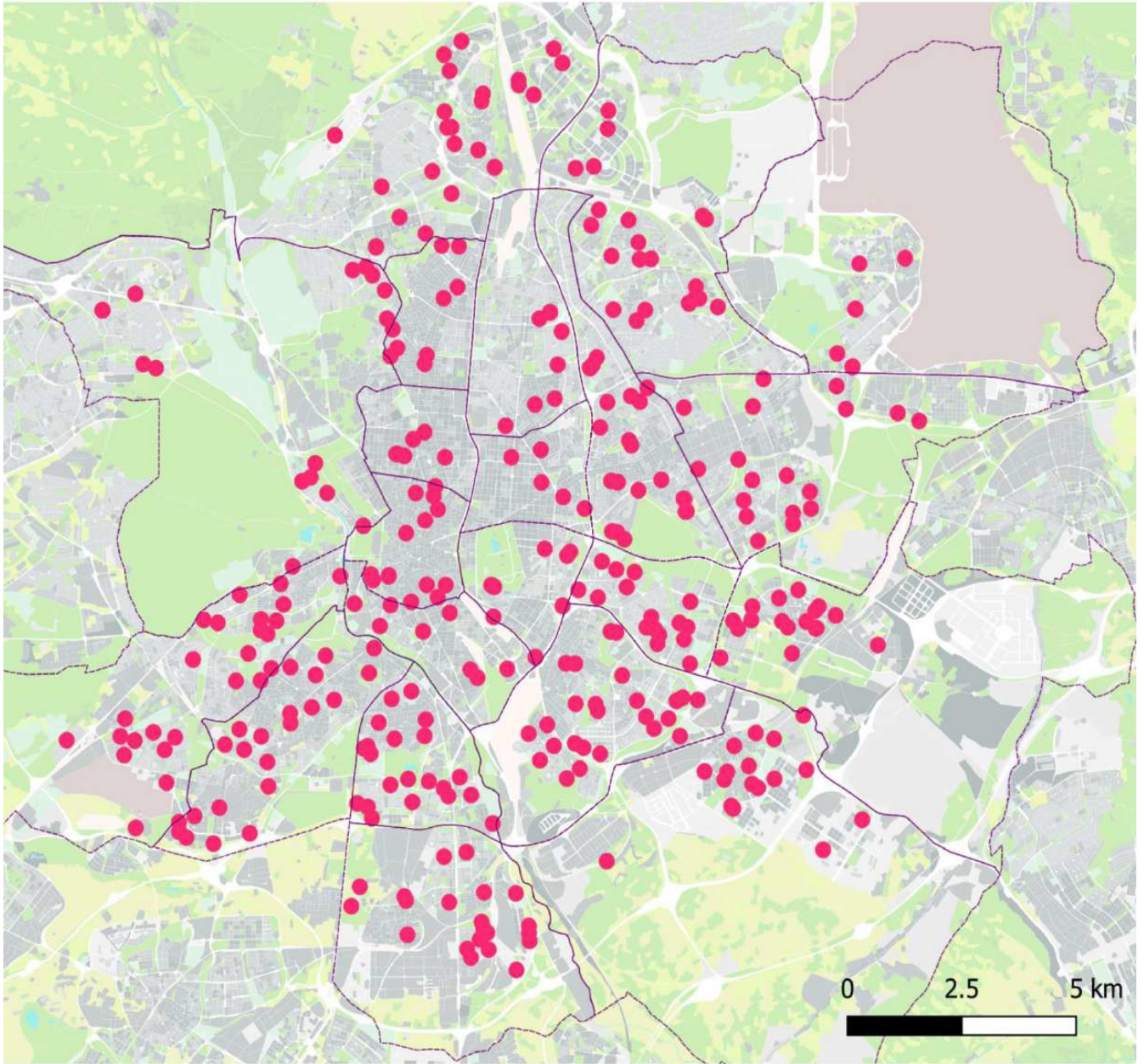


Figure 4 . Main areas where the measures of the Food Culture theme are carried out



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DESCRIPTION

The strategic priority for promoting proper nutrition and healthy lifestyle habits emanates from Madrid City Council's [Food, Physical Activity and Health Programme \(ALAS\)](#) [6] for promoting health. This programme has content about nutrition, diets, and physical activity, aimed at different population segments, paying particular attention to groups at risk of obesity, overweight, cardiovascular diseases or diabetes.

These campaigns are aligned with the [NAOS Strategy](#) (Nutrition, Physical Activity and Obesity Prevention) [7], which aims to reverse the increasing obesity trend by promoting healthy eating and physical exercise to substantially reduce the high morbidity and mortality rates attributable to non-communicable diseases.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 1.1.1 ALAS programme.** Food, Physical Exercise and Health campaign, which includes intensive work with people who are overweight, obese or with high diabetes risk.
- **M 1.1.2 Food Programme (ALAS) in the workplace.** Expand the ALAS programme to public sector workplace environments, mainly municipal personnel.
- **M 1.1.3 Combating childhood obesity and promoting healthy lifestyles in childhood.** Promote healthy lifestyles in childhood and more intense interventions for groups of overweight schoolchildren.
- **M 1.1.4 Health and Physical Exercise Campaign** in municipal sports centres to promote physical activity levels sufficiently to improve functional capacity and health and to regulate other healthy behaviours, including nutrition.

Projection 2024-2025

Continue existing measures and incorporate the following action:

Preventing obesogenic childhood environments. Analysis and recommendations for school environments to promote physical exercise and minimise the availability of nutritionally inappropriate food.

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achieve healthy and safe diets and responsible and sustainable consumption habits.

EXPECTED IMPACT

- Participants in the ALAS programme (general population, municipal or public agency personnel, and school children) are expected to **improve their nutrition and physical activity**. The proportion **consuming the recommended portions of fruits, vegetables and legumes** is expected to increase.
- It is expected that most ALAS programme participants from groups requiring more intense work for whom health improvement requires them to **lower their Body Mass Index** will be able to reduce it when appropriate. In turn, at least 20% of the obese population participating in the ALAS programmes will **overcome their obesity**, and at least 25% of the **pre-diabetic population will achieve normal glucose levels**.

This priority directly impacts two indicators for the city of Madrid's SDG Localisation Strategy: 2.2.1 and 2.2.2.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
2. Zero Hunger: 2.2 End all forms of malnutrition	Action 7. Promote sustainable diets	ALAS Programme City Changing Diabetes [8]
3. Good Health and Well-being: 3.4 Reduce by one third premature mortality from non-communicable diseases	Action 8. Combat non-communicable diseases associated with inadequate Action 12. Joint Action by the Food and Health Sectors	Alliance of Cities Against Obesity [9] Madrid, Healthy City Strategy [10] (Health Promotion In Education, Active and Healthy Ageing, Sports and Nutrition Programme).



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DESCRIPTION

This strategic priority to strengthen the programme of Nursery School Meals programme is part of the work promoted by the Directorate General for Families, Children, Education and Young People, with the involvement of the whole educational system. It aims to strengthen and improve sustainable and ecological food use in the Municipal Network of Nursery Schools System.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 1.2.1 Evaluate and strengthen the nursery school meals programme.** Analyse and evaluate the degree of implementation of the programme to incorporate organic and short supply chain food groups in nursery schools.
- **M 1.2.2 Mentoring and Communities of Learning and Practice in nursery schools.** Set up and consolidate Practice-Oriented Learning Communities to enable participants to improve their performance and create knowledge about the environment-friendly dining rooms within the community of each nursery school.

Projection 2024-2025

Continue existing measures



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ensure healthy and safe diets and promote sustainable agricultural practices

EXPECTED IMPACT

- It is expected that participants in the ALAS programme (general population, municipal or public agency personnel, and school children) **will improve their nutrition and physical activity**. The proportion consuming the **recommended portions of fruits, vegetables and legumes is expected to increase**.
- It is expected that most ALAS programme participants who need to improve their health by **lowering their Body Mass Index** will achieve this when appropriate. We also expect that at least half of the obese population participating in ALAS programmes will **overcome their obesity**.

This priority has a direct impact on two of the indicators for the city of Madrid's SDG Localisation Strategy: 2.2.1 and 2.2.2

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
2. Zero Hunger	Action 7. Promote sustainable diets	School Food 4 Change
3. Good Health and Well-being: 3.4 Reduce by one third premature mortality from non-communicable diseases	Action 15. Redefine school canteen programmes.	Nursery schools meals programme
12. Sustainable production and consumption	Action 25. Support short supply chains	



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DESCRIPTION

The strategic priority for Education and Awareness about Sustainable and Healthy Agro-food Systems includes actions by the City Council to raise awareness about the basics of healthy and seasonal food and cooking, as well as good hygiene practices and waste reduction so that the population can make informed decisions. It also encourages sustainable food purchasing and consumption habits, including content about care, sustainability of life and co-responsibility.

Programmes designed for different target audiences: enable the general population, schoolchildren and young people to rediscover food culture based on seasonal and local produce with a twin perspective that covers caring for health and land sustainability.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 1.3.1 Healthy and Sustainable Food awareness and education programmes for the general public.** Awareness campaigns for the general public, in municipal markets and at Mercamadrid Wholesale Horticultural Market.
- **M 1.3.2 Healthy and Sustainable Food education and awareness programmes for school pupils.** Collaboration with schools, as these are considered vital spaces for raising awareness and educating on healthy, responsible, ethical and ecological consumption habits.
- **M 1.3.3 Foodwave. Education and awareness programmes for young people.** Specific activities for young people, with the aim of covering this age group that had been disengaged from initiatives to promote sustainable food.
- **M 1.3.4 Awareness raising and promotion of Fair-Trade food.** Campaign to promote, raise awareness and mobilise people and public and private companies to encourage Fair Trade.

Projection 2024-2025

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achieving healthy and safe diets and raising awareness about sustainable consumption

EXPECTED IMPACT

- It will improve people’s level of awareness about the importance of healthy and sustainable food and their **knowledge of available options for locally-produced, organic and seasonal food**, enabling them to make informed decisions.
- Among participants in public healthy eating campaigns, the proportion eating the recommended amount of fruit, **vegetables and legumes is expected to increase**.
- **40% of schools will participate** in educational activities or have access to awareness-raising resources. Awareness campaigns targeting young people are expected to reach at least 10% of the **youth population**.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHERS
3. Good Health and Well-being	Action 7. Promote Sustainable Diets	Madrid, Healthy City Strategy [10]
4. Quality Education		
5. Gender Equality	Action 16. Decent employment	Sustainability Plan for Madrid Markets
8. Decent work	Action 17. Encourage and Support the Social and Solidarity Economy	Annual training programmes on consumption
12. Responsible Consumption and Production		
13. Climate Action		



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DESCRIPTION

The strategic priority *Experimenting and Learning About Food and Environment-Friendly Agricultural Production* brings together several networks of publicly-accessible urban spaces: Promote a healthy and sustainable food culture in spaces involved in primary production, whether crops (mainly horticulture) or livestock farms and grazing areas, encouraging learning through direct experience.

In premises with kitchens, different agents and entities can share campaigns and projects on healthy and sustainable food. Living Labs are experimentation environments that facilitate the co-creation of innovative responses to food-related challenges, including incubators for production project ideas. In both cases, these spaces are promoted as resources for programmes in other fields and help develop activities by the entities that promote them.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 1.4.1 School and community allotments at council premises.** Different municipal campaigns to promote agroecological urban horticulture, focusing on environmental, social and educational benefits.
- **M 1.4.2 Urban livestock farms and grazing.** Education and awareness campaigns linked to urban farms and extensive livestock farming in the city to allow the public to get closer to rural heritage and discover the benefits of animal grazing.
- **M 1.4.3 District food points.** Create and maintain spaces for learning about and promoting healthy and sustainable eating habits. These spaces are available to community groups for courses and workshops to develop the culinary and work skills needed for food production projects.

Projection 2024-2025

Continue existing measures and incorporate the following actions:

Agroecology classrooms. Adaptation of municipal buildings and plots as agroecology training spaces.

Support and organise Communities of Learning and Practice. Communities linked to each neighbourhood or district for sharing experiences and knowledge about healthy and sustainable food.

City-wide information space. Spaces for innovative experimentation with healthy and sustainable food models that can attract participants from across the whole city.

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EXPECTED IMPACT

- More schools taking part in the **city’s school gardens network**, and a higher proportion of the population with access to an urban garden (SDG indicators 12.7.1 and 12.7.2).
- Increased knowledge about the **food production cycle** and interest in establishing links with productive projects in rural areas.

This priority directly impacts two indicators for the city of Madrid’s SDG Localisation Strategy: 12.7.1 and 12.7.2.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHERS
1. No Poverty	Action 18. Promote	Municipal School Fruit and Vegetable Gardens Programme [11]
2. Zero Hunger	Networking and Support Civil Society Activities	
4. Quality Education	Action 19. Promote	Municipal Urban Community Fruit and Vegetable Gardens Programme [12]
5. Gender Equality	Participatory Education, Training and Research	Municipal Programme for Creating and Revitalising Fruit and Vegetable Gardens in Municipal Centres [13]
11: Sustainable Cities and Communities	Action 22. Ecosystem Approach to Land Use	Madrid 360 Environmental Sustainability Strategy [14]
12: Responsible Production and Consumption		I Cook It, I Eat It



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Food Rights

27.1 Aid for Access to Food

27.2 Healthy and Sustainable Food in Food Access Programmes



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AIMS

The Right to Food theme pursues the following fundamental aim:

Ensure the right to healthy and sufficient food for the entire population, particularly vulnerable social groups.

IMPACT

This theme is directly linked to SDG 1, *Reducing Inequality* through appropriate social protection systems and measures and reducing food-related vulnerability. It also impacts SDG 2 *Zero Hunger*, which refers to the access for all, particularly those in vulnerable situations, to healthy, nutritious and sufficient food. The theme includes two strategic priorities: *Aid for Access to Food (2.2)* and another on *Healthy and Sustainable Food in Food Access Programmes (2.2)*.

RESPONSIBLE DEPARTMENTS

DG for Innovation and Social Strategy | DG for the Elderly | DG for Social Services and Social Emergency



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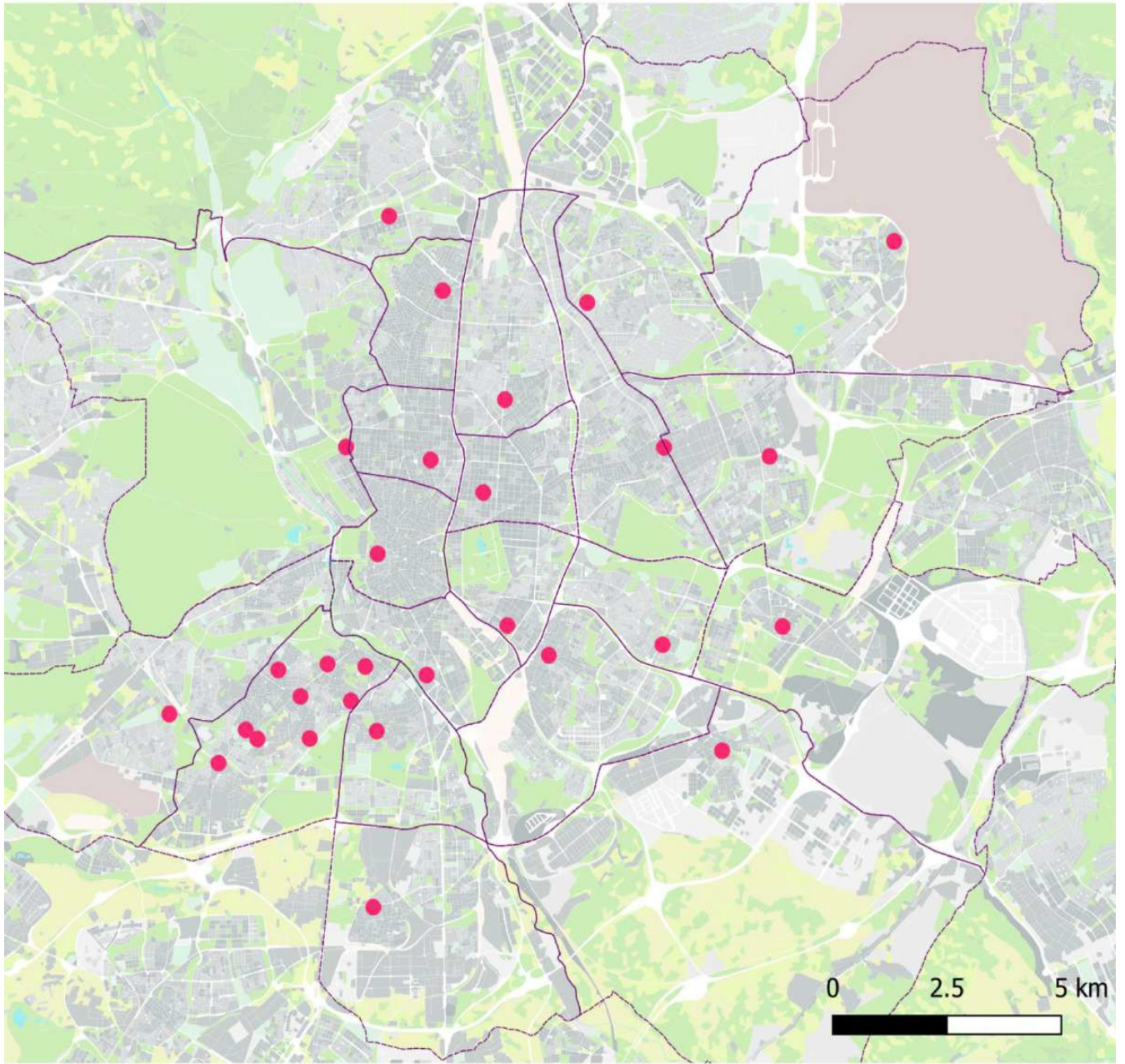


Figure 6 Main areas where the measures of the Right to Food theme are carried out



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DESCRIPTION

The *Aid for Access to Food* strategic priority consists of direct provision and indirect financial aid to ensure access to food as part of an inclusive framework. They include cash help within the framework of the *Ordinance on Economic Benefits of the Public Social Services System* and the *School Canteens Agreement* with the Community of Madrid.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 2.1.1 Food Purchase Cards.** The *Families Card* is a prepaid card to cover basic food and hygiene needs of families with incomes below the RMI (Madrid Region's Minimum Insertion Income) and is increased by 40%.
- **M 2.1.2 School canteen subsidy programmes.** A programme aimed at families to cover the nutritional needs of children of compulsory education age.

Projection 2024-2025

Continue existing measures



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social food benefits for vulnerable people

EXPECTED IMPACT

- By 2025, 85% of highly socio-economically vulnerable families are expected to have access to some kind of **municipal benefits or assistance**. At least 75% of these will be by Families Cards.
- **Eighteen thousand children** will be eligible for the school meals benefits programme in 2022 and 2023. This is double the initial number of beneficiaries (9000 minors in 2016) and a spending increase of €5 million to €8.3 million in 2021. This budget appropriation will be maintained in 2022 and 2023.

This priority directly impacts two indicators for the city of Madrid's SDG Localisation Strategy: 1.4.1.



RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
1. No Poverty	Action 7 Promote sustainable diets	Families Card [15]
2. Zero Hunger		
5. Gender Equality	Action 14. Use food and cash payments.	



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DESCRIPTION

The *Healthy and Sustainable Food In Food Access Programmes* strategic priority aims to include social and sustainable, ecological and local food criteria in municipal food service programmes and updating their menus to follow these criteria (for example, using food in season) and applying healthy and sustainable diet principles.

These programmes cover services such as home-delivery meal services, day centres, senior centres, canteens for the homeless, children's camps and activities.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 2.2.1 Pilot project to incorporate Healthy and Sustainable Food in Day Care Centres for the Elderly.** The 65 municipal Day Care Centres for dependent older adults use a catering service to provide food services. A pilot project will implement a new system in the catering service at the Ensanche de Vallecas Day Care Centre.
- **M 2.2.2 Home-delivery meal service programme for the elderly.** Aimed at people over 65 years of age and younger people in serious vulnerability situations registered with Madrid City Council who have difficulty preparing meals. Beneficiaries get home deliveries of balanced-diet food suitable for their health condition.

Projection 2024-2025

Continue existing measures and incorporate the following action:

Study about incorporating Healthy and Sustainable Food in other centres and social programmes based on the lessons learned from the pilot project (measure 2.2.1).

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offer healthy and sustainable food in social programmes

EXPECTED IMPACT

- This SP is expected to provide the users of an **Elderly Day Care Centre** with a reasonable degree of satisfaction with the dining room service according to healthy, **ecological and locally-sourced food criteria**.
- **Lessons** will have been learned, and recommendations made on implementing healthy, sustainable and locally-sourced food criteria in new contracts for Elderly Day Care Centres. It will compare the annual results for quality in satisfaction with the food service at the centres and a report covering the training outcomes and proposals for implementing and consolidating the change.
- Older **adults with difficulties** meeting their needs unaided and who need the Home-Delivery Meals Service **should receive a nutritious, adequate and sufficient menu in their own homes**.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
2. Zero Hunger	Action 10. Adapt Rules and Regulations	Home-Delivery Meals Service for Elderly People
12. Sustainable production and	Action 14. Use Food and Cash Payments.	
	Action 15. Redefine Programmes for School Canteens and Public Food Services.	
	Action 25. Support Short Supply Chains	



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Sustainable Production and Processing

- 3.1 Urban Woodland.
Creating Agricultural Land by Promoting Agroecological Practices
- 3.2 Producer Neighbourhoods.
Promote Primary Sector Business Projects
- 3.3 Promote Business Projects for Food Processing and Preparation



3

Sustainable Production and Processing Theme

AIMS

Protect agricultural and woodland soils, understanding the soil as a living, complex and dynamic system and the basis for sustainable food production.

Facilitate food production and processing in urban and peri-urban areas and establish partnerships with rural areas.

Support local food production under fair and environmentally friendly conditions.

IMPACT

This theme aims to protect productive soils, facilitate food production and processing in urban and peri-urban areas and forge alliances with people in rural areas. The theme directly impacts SDG 2 Zero Hunger, working to ensure the sustainability of food production systems and applying resilient agricultural practices. It is also aligned with SDG 5 *Gender Equality*, to ensure the full participation of women in economic life, with SDG 4 *Quality Education* by opening spaces for training in agroecology and sustainable food production, and with SDG 8 *Decent Work* and SDG 15 *Life on Land*, supporting local food production under fair and environmentally friendly conditions. The theme includes three strategic priorities: *Metropolitan Woodland*, protecting agricultural land and promoting agroecological practices (3.1), *Producer Neighbourhoods*, promoting business projects in the primary sector (3.2) and *Promote Food Transformation and Preparation Business Projects* (3.3).

RESPONSIBLE DEPARTMENTS

Employment Agency | DG for Retail, Hotels and Catering | DG for Strategic Planning

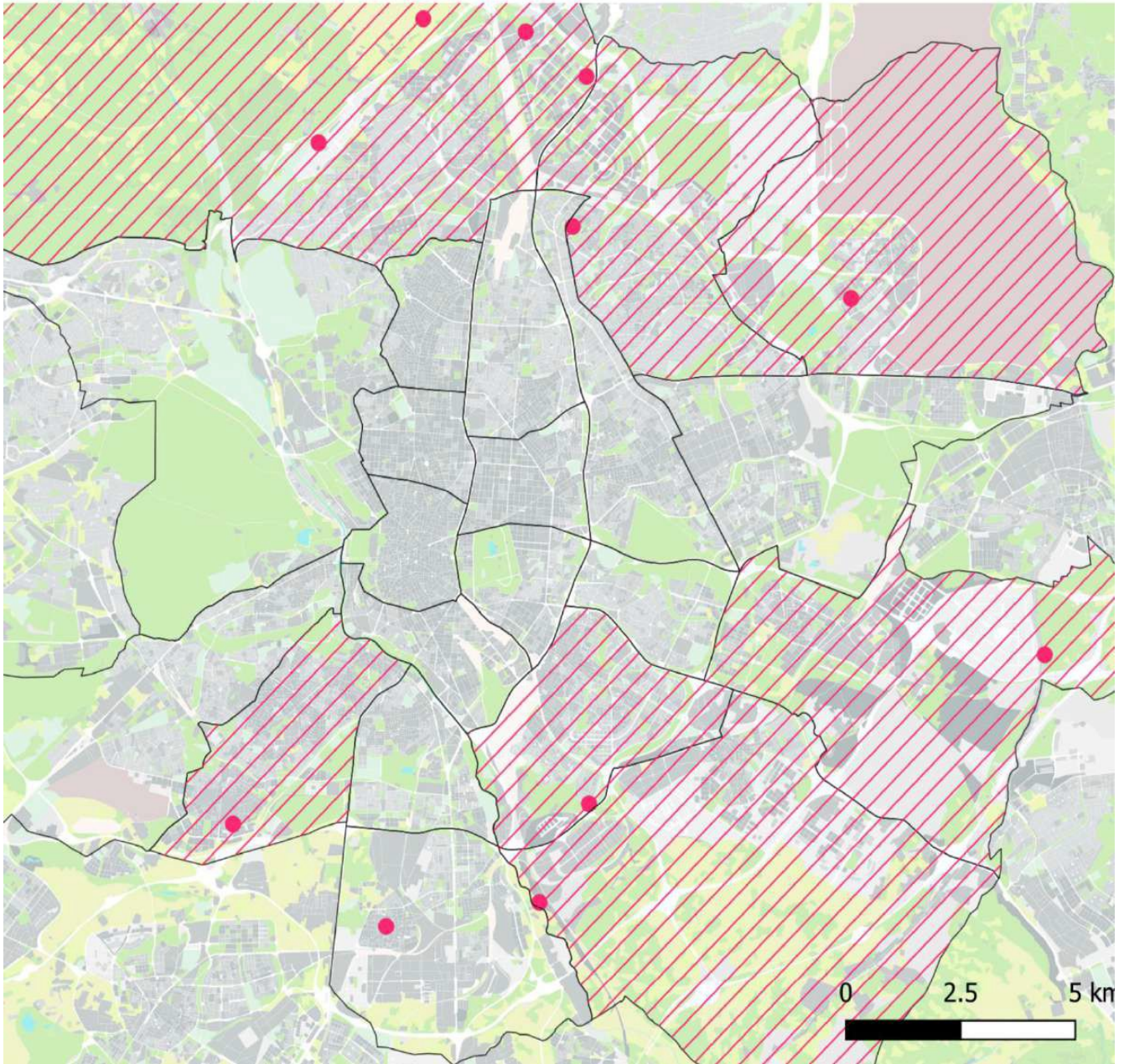
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DESCRIPTION

The strategic priority *Protect Agricultural Land by Promoting Agroecological Practices* arises from [Metropolitan Woodland](#) [17], a green infrastructure that encircles Madrid. The Woodland is one of the key Urban Strategy projects. Over its 75 km length, it protects agricultural land and promotes ecological production use.

Land stewardship agreements will be implemented in agricultural woodland areas (including the possibility of peri-urban grazing in suitable environments that can ensure animal welfare, food safety and health conditions) and an agroecological park in the context of the Metropolitan Woodland. Soil quality will also be improved through agroecological practices and returning organic matter and nutrients.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 3.1.1 Increase Agricultural Land Area Under Organic Production.** Promote Organic Production on the City's Agricultural Land. It contributes to the goal of the European Union's Farm to Fork Strategy: to have organic farming on 25% of agricultural land by 2030.

Projection 2024-2025

Continue with the previous measure and incorporate the following actions:

Agroecological Park in the Metropolitan Woodland. Approve a Special Plan to allow for the protection and subsequent management of peri-urban agricultural areas delimited as a Park. Provide facilities to support agroecological practices.

Promote peri-urban grazing

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have agroecological production
in the municipal area

EXPECTED IMPACT

- Land stewardship agreements to use vacant or cultivated land in Madrid's peri-urban areas for agroecological **productive agricultural use**. The plan is to provide **operational facilities** for primary production for small-scale projects in the city.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
2. Zero Hunger	Action 20. Urban and Peri-Urban Food Production and Processing	Urban Woodland [17]
12: Responsible Production and Consumption	Action 22. Ecosystem Approach to Holistic and Integrated Land-Use Planning	
15: Life on Land	Action 23. Safe Access to Land	



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DESCRIPTION

The strategic priority *Promote Primary Sector Business Projects* stems from the [Producer Neighbourhoods](#) project [18], which in turn is part of the Urban Strategy. Implementing this priority involves implementing measures to support the primary sector, boost food production capacity in the city, and make a positive impact on the region.

It also makes it possible to leverage the potential of the sustainable agro-food sector to provide decent employment and training and support programmes for those who want to work in agriculture.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 3.2.1 Make Public Land Available for Production Projects.** This measure promotes the green economy in neighbourhoods by making available vacant premises and revegetating open spaces and underutilised roofs. In this way, it encourages entrepreneurship linked to fruit and vegetable production for food.
- **M 3.2.2 Training and Support In Agroecological Entrepreneurship.** Training in organic agriculture is provided by the Employment Agency, and the Producer Neighbourhoods Support Office provides agroecology training. It provides tools to enable projects to move ahead in developing the technical skills they need for their business ideas.

Projection 2024-2025

Continue existing measures.

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Have Agroecological Production in the Municipal Area

EXPECTED IMPACT

- By 2022, 72 plots covering 20.8 hectares will be ready to **incubate projects** and produce more than 400 tonnes of agroecological fruit and vegetables in 2022.
- The area will gradually increase to more than **70 hectares and 85 new projects by 2025**. Thirty people will have received training in organic farming, and ten will have found employment in the sector. Forty projects will have been mentored, and 22 will have been incubated with 139 new associated jobs.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHERS
2. Zero Hunger	Action 20. Urban and Peri-Urban Food	Producer Neighbourhoods [18]
4. Quality Education	Production and Processing	
5. Gender Equality		
12: Responsible Production and Consumption		



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DESCRIPTION

The strategic priority *Promote Food Transformation and Preparation Business Projects* provides training and shared bakery facilities for business projects to try out and launch new lines of business.

It allows the creation of artisan food industries to provide quality employment and increase the supply of this type of locally-produced food to respond to growing demand.

MEASURES INCLUDED

Action Plan 2022-2023

M 3.3.1 1 Artisan Bakeries and Handmade Products. Support for artisan production in businesses such as pastry shops, ready meals, meat products, and greengrocers. Identify and locate municipal spaces that can host small-scale producer projects preparing healthy and sustainable food: retail bakeries doing ready-to-eat dishes with tasting facilities.

Continue with the previous measure and incorporate the following actions:

Projection 2024-2025

Municipal Plots for Food Processing Projects. Facilitate start-up of food processing projects by changing regulations and transferring publicly-owned land.

Training programmes in agroecological processing.

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increase innovative and agroecological food processing

EXPECTED IMPACT

- **Twenty-four projects** will have been incubated, and twelve accelerated each year.
- The aim is to have **content and structure** ready to provide food processing and transformation training tailored to agroecological production.
- **Municipal spaces** will have been identified that are suitable for carrying out small-scale food processing projects.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER S
4. Quality Education	Action 20. Urban and Peri-Urban Food Production and Processing	Sustainability Plan for Madrid Markets
5. Gender Equality		
9: Industry, Innovation and Infrastructure 12: Responsible Production and Consumption	Action 28. Promote Better Technologies and Infrastructure.	Producer Neighbourhoods [18]



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Distribution and Supply

- 4.1. Logistics and Distribution Plan for Organically-Grown and Local Produce
- 4.2 Direct Sales and Locally-Produced Organic Food for Retail and HoReCa



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4

Distribution and Supply Theme

AIMS

Encourage short supply chains, especially for organic, artisan and Spanish foods.

Promote stronger connections between rural and urban areas through commerce and restaurants to reduce environmental impact and the carbon footprint associated with food consumption.

Support municipal markets and the social and solidarity economy.

IMPACT

The measures included in this theme contribute to SDG 2, *Zero hunger*, through the consumption of food from sustainable and local agriculture. They also contribute to SDG 11, *Sustainable Cities and Communities*, by cutting the negative *per capita* environmental impact of cities and supporting positive economic, social and environmental links between urban, peri-urban and rural areas. For example, through direct sales spaces for food from the region. It is implemented through three strategic priorities: on *Logistics and Distribution Plan for Organically-Grown and Local Produce* (4.1), *Strengthening Direct Sales* (4.2) and *Increase the Availability of Healthy and Sustainable Food in Retail and HoReCa* (4.3).

RESPONSIBLE DEPARTMENTS

DG for Retail, Hotels and Catering | Mercamadrid Wholesale Horticultural Market

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2 ZERO HUNGER



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

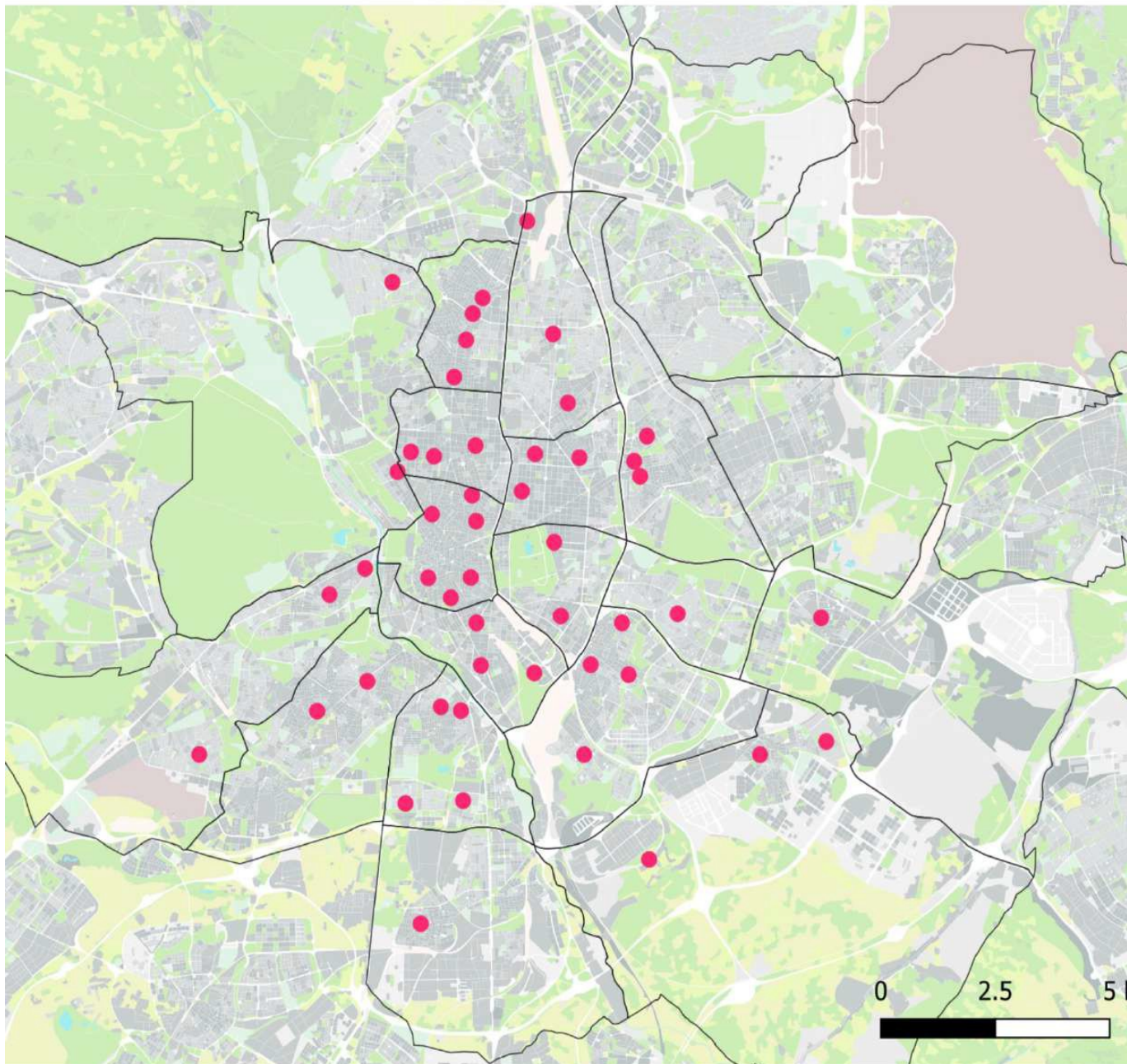


Figure 22 Main areas where the measures of the Distribution and Supply theme are carried out



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DESCRIPTION

The strategic priority *Logistics and distribution plan for Organically-Grown and Local Produce* promotes sustainable transport and logistics modes in order to reduce the consumption of fossil and non-renewable energies, as well as CO2 emissions and improve air quality in the city.

This line, with an important innovation component, gives continuity and reinforces the actions that, in this sense, are being developed in relation to distribution transport and the decarbonisation of urban logistics, driven from Mercamadrid.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 4.1.1. Promote Sustainable Transport in Distribution.** Actions to promote sustainable transport in the distribution chain, especially in relation to Mercamadrid.

Projection 2024-2025

Continue existing measures and incorporate the following action:

Logistics centres for last mile distribution. Promote and implement logistics warehouses and last-mile spaces in Madrid. These include a pilot project for sustainable distribution in the Barceló Market and the design of a plan for a distributed system of urban micro-warehouses.

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bring organic and locally-produced products to retail trade in a sustainable way.

EXPECTED IMPACT

- An increasing number of businesses and projects are expected to use these resources to facilitate last-mile distribution. Negative impacts associated with urban food distribution (such as noise, pollution, and fossil fuel consumption) will be reduced.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHERS
9: Industry, innovation and infrastructure	Action 28: Improve Technologies and Infrastructure for Food Storage, Transformation, Transportation and Distribution.	Environmental Sustainability Strategy. Madrid 360 [14] Producer Neighbourhoods [18]



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DESCRIPTION

The strategic priority *Direct Sales and Locally-Produced Organic Food for Retail and HoReCa* works on consolidating and expanding local and organic food sales spaces directly from the projects setting a fair price that contributes to their viability. Consolidating both permanent and itinerant markets can bring the countryside into the city, facilitating contact between consumers and producers and processors in the region, contributing to the survival of the region's agricultural economy.

It includes promoting the presence of locally-sourced foods in a way that makes them recognisable and visible both in retail and hospitality. In coordination with sector organisations, actions are carried out that give this sector a leading role in transmitting knowledge to end consumers and helping small shops and the HoReCa channel to adapt to changes in food consumption patterns. It aims to stimulate these changes through healthy and sustainable eating promotion campaigns.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 4.2.1. Direct Sales Markets.** Holding regular markets where customers can purchase food directly from growers and producers. This contributes to the viability of small-scale, local projects, gives residents access to quality products, and allows both groups to get to know each other.
- **M 4.2.2. Promote Local Food in Local Stores.** Dissemination and promotion of the availability of local foods in small shops. It gives visibility to the participating businesses and helps to bring these foods to a wider public through these establishments.

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Make Locally-Sourced and Organic Food More Accessible.

Projection 2024-2025

Continue existing measures and incorporate the following actions:

Training in spreading awareness about healthy and locally-sourced food to the retail, hotel and catering sectors. Training is aimed at these sectors so that they can participate in promoting organic and locally-sourced food.

Promote a seasonal eco-local menu for restaurants. Promote and advertise the availability of locally-sourced and seasonal foods in hotel and catering establishments.

Events with a Healthy and Sustainable Food perspective: tourism itineraries, festivals, fairs and direct sales spaces in municipal markets.

EXPECTED IMPACT

- Access to local and organic products will be improved **by increasing the frequency and number of direct sales spaces**. The population with direct knowledge of farmers in the region or nearby regions is expected to increase.
- The number of stalls in the network of markets and retail establishments that **offer local or/and organic food** will grow, as will local and organic products marketed through this channel.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
2: Zero Hunger	Action 7 Promote Sustainable Diets	Sustainability Plan for Madrid Markets
11. Sustainable Cities and Communities	Action 8. Combat Non-Communicable Diseases Associated with Inadequate Diets and Obesity	Alliance of Cities Against Obesity [9]
12: Sustainable	Action 12. Joint Action by the Food and Health Sectors	



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Food Loss and Waste

- 5.1 Cutting Food Waste and Using Surpluses
- 5.2 Reducing Food Sector Packaging
- 5.3 Sustainable Organic Waste Management and Closing the Cycle



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AIMS

Reduce losses and prevent food waste, with particular attention to the industry, distribution, trade and consumption stages, raising awareness among all parties involved.

Recover organic waste for proper treatment and reuse as compost.

Reduce the generation of other food system-related wastes, mainly those associated with packaging and wrapping.

IMPACT

This theme is fundamentally aligned with SDG 12, *Ensure sustainable consumption and production patterns*, specifically in terms of reducing losses and waste. It also contributes to SDG 15, *Life On Land*, by rehabilitating degraded soils by providing local compost. To the extent that some of the actions channel recovered food to social entities, it also contributes to SDG 2, *Zero Hunger*. It includes three strategic priorities: *Cutting Food Waste and Using Surpluses* (5.1), *Reduce Food Sector Packaging* (5.2) and *Sustainable Organic Waste Management and Closing the Cycle* (5.3).

RESPONSIBLE DEPARTMENTS

DG for Retail, Hotels and Catering | DG for Economy | DG for Sustainability and Environmental Monitoring | Madrid Health | Mercamadrid Wholesale Horticultural Market | Valdemingómez Technology Park

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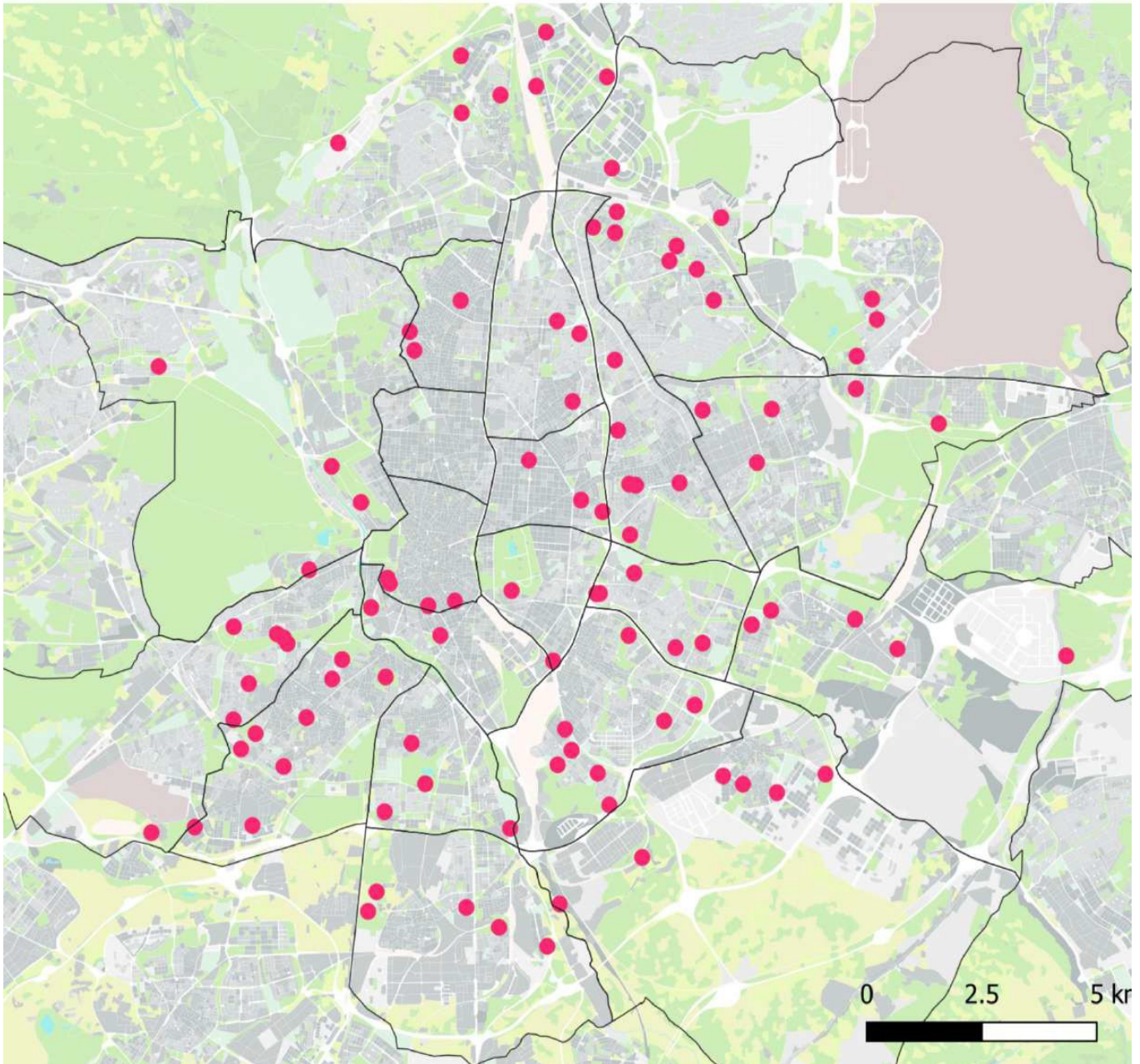


Figure 54. Main areas where the measures of the Food Loss and Waste theme are carried out



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DESCRIPTION

The *Cutting Food Waste and Using Surpluses* strategic priority includes awareness-raising, training and support actions to promote the reduction of food waste, with particular attention to the industry, distribution, marketing and consumption supply-chain links. Support economic agents to include good practices to improve food storage conditions and promote responsible marketing and consumption, especially in managing perishable products.

We are working on using uncooked food surpluses for either processing projects (creating jobs) or projects by social and mutual support organisations to help people in difficulty satisfy their food needs in a dignified way. We are also strengthening and expanding channels for making use of meals prepared but not consumed in hotels and catering services.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 5.1.1. Training and advice on waste reduction in the HoReCa channel and local commerce.** Include training campaigns about food waste reduction organised by business associations in training eligible for subsidies, in calls for proposals for revitalising local retail, and for promoting association participation and training in the retail and hospitality sectors. Awareness campaigns and support for adopting circular economy measures in the HoReCa channel, small shops and retail markets, including measures aimed at achieving zero waste markets.
- **M 5.1.2. Raising Awareness Among Young People About Food Waste Reduction.** Publication and dissemination of awareness-raising material aimed at households on good practices for cutting food waste.
- **M 5.1.3. Sanitary Certifications for the Use of Food Surpluses.** An effort aimed at evaluation and sanitary certification of food that cannot be sold but is still fit for consumption and can be recovered and consumed safely.
- **M 5.1.4 Plan to Encourage and Support the Donation of Surpluses.** Updating the *Good Hygiene Practices Guide* for the use of food surpluses (second edition), taking into account the new features of the European guidelines that have made some donation conditions more flexible.

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Make Locally-Sourced and Organic Food More Accessible.

- M 5.1.5 Mercamadrid’s Surplus Donation Programme.** The Mercamadrid Wholesale Horticultural Market is committed to minimising food waste. It runs awareness campaigns on the importance of redirecting surplus food for donation. It does this in partnership with the Madrid Food Bank Foundation (*Fundación Banco de Alimentos de Madrid*), which has its own premises within Mercamadrid provided by the company.

Projection 2024-2025

Continue existing measures and incorporate the following action:

Promote Entrepreneurial Projects and Initiatives For Using Surpluses. Social projects that recover (mainly fresh) food that will not be consumed to transform it for sale or donation to food distribution points.

EXPECTED IMPACT

We anticipate that businesspeople in the sector will have improved their knowledge about what they can do to **reduce food waste in retail and the HoReCa channel**. **Young people** will also have enhanced their understanding of what they can do to reduce food waste. Information materials aimed at these groups will be made available. We expect a reduction in domestic food waste and an increase in the volume of fresh food donated (always in a safe way).

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	
12: Sustainable Production and Consumption	Action 17. Social Protection to Ensure Access to Food	Action 35. Raise Public Awareness About Food Waste Issues
City of Madrid Waste Management Strategy	Action 29. Evaluate, Review and Consolidate Food Monitoring Systems.	Action 36. Cross-Sector Collaboration to Prevent Food Waste and Safely Recover Food and Packaging
Sustainability Plan for Madrid Markets	Action 34. Bring Operators Together to Evaluate and Monitor Food Loss and Waste	Action 37. Recover and Redistribute Safe and Nutritious Foods



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DESCRIPTION

The strategic priority *Reducing Food Sector Packaging* promotes food distribution and sales systems that reduce and reuse packaging. It also includes outreach and awareness-raising actions about the benefits of bulk buying to reduce plastics usage.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 5.2.1 Reduce packaging and containers used in distribution and retail.** The *Food Loss and Waste* strategy includes actions to raise awareness about the need to reduce the consumption of over-packaged food.
- **M 5.2.2 Pilot project for packaging reduction, return and reuse.** Study and implementation of a pilot project to evaluate ways to apply the Royal Decree requiring the recovery of reusable packaging. The project will be part of the framework of actions by the extraordinary Chair of Circular Economy Applied to the Management of Public Markets at the Francisco de Vitoria University - Madrid City Council (DG for Commerce and Hospitality).

Projection 2024-2025

Continue existing measures and incorporate the following action: **Public awareness campaigns about reducing plastics**

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EXPECTED IMPACT

- Widen the scope of **training actions** about packaging reduction and smaller containers aimed at Mercamadrid **businesses** and companies.
- The feasibility study will have been carried out, and the **volume of packaging recovered and reused** in the pilot projects will have been quantified. The protocol of good practices for recovery, reuse and minimisation of packaging and plastics in the food trade will have been published and disseminated.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
12: Sustainable Production and Consumption	Action 36. Cross-Sector Collaboration to Prevent Food Waste and Safely Recover Food and Packaging	City of Madrid Waste Management Strategy (in preparation) Mercamadrid Sustainability Pact



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DESCRIPTION

The strategic priority *Sustainable Organic Waste Management and Closing the Cycle* aims to promote systems to incorporate circular economy principles in the food chain, recovering organic matter and nutrients in organic waste for composting and subsequent use in parks and farmland to contribute to closing the materials cycle and so reduce the consumption of inputs.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 5.3.1 Promotion and optimisation of the composting process at the Valdemingómez Technology Park plants.** New dedicated organic waste treatment plant to enable the use of waste as compost, reducing greenhouse gas emissions and promoting the reincorporation of waste material into the production process.
- **M 5.3.2 Promotion of community composting and agro-composting.** Promote composting to reduce and recycle part of the organic waste generated in each neighbourhood, managing domestic organic waste generated in the neighbourhood and vegetable waste generated from productive and recreational gardens. Promotion of agro-composting on agricultural land.

Projection 2024-2025

Continue existing measures.

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progress in closing cycles and improving soils

EXPECTED IMPACT

- A new operational composting plant will be available. We expect to increase the number of training workshops participants and operational **community composting points**. We expect to implement agro-composting systems on farms and **urban agriculture** projects in the city.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
12: Sustainable Production and Consumption	Action 24. Services for Food Producers	City of Madrid Waste Management Strategy (in preparation)
15: Life On Land		Urban Woodland [17] Municipal Community Urban Allotments Network [12].



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62

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Regulations and Public Procurement

6.1 Healthy and Sustainable Food in the City's Environmental Public Procurement Programme and Events



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AIMS

Strengthen the inclusion of social and environmental aspects in public food procurement.

Improve the nutritional quality of public food purchases and food consumed as part of municipal activities and events in public spaces.

IMPACT

This theme contributes to SDG 12 *Sustainable Production and Consumption* by promoting appropriate public procurement practices. It also contributes to SDG 2 *Zero Hunger* by offering healthy, nutritious and sufficient food in municipal service canteens and supporting small-scale agricultural production with sustainable practices. This theme has two priorities: Healthy and Sustainable Food in the City's Environmental Public Procurement Programme (6.1) and its incorporation in public centres and events (6.2).

RESPONSIBLE DEPARTMENTS

DG for Procurement and Services

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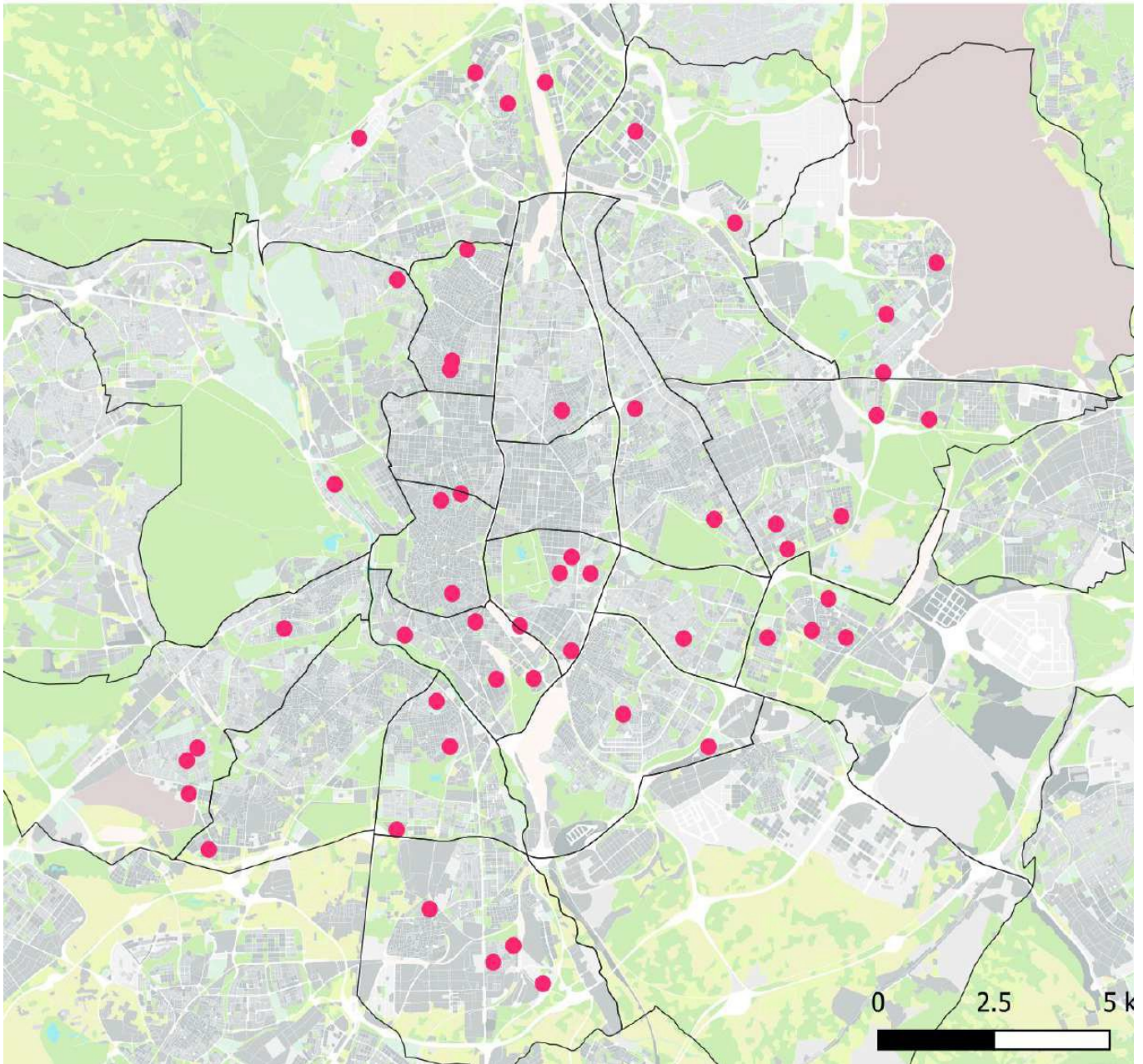


Figure 86 Main areas where the measures of the Regulations and Public Procurement theme are carried out



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Healthy and Sustainable Food in the City's Environmental Public Procurement Programme and Events

DESCRIPTION

The strategic priority *Healthy and Sustainable Food in the City's Environmental Public Procurement Programme* deals with the approval and application, within the Municipal Environmental Public Procurement Programme, of the Technical Instruction that includes sustainable food criteria clauses. It aims to reduce the environmental and health impacts of the food system. The instruction differentiates, on the one hand, food supply and catering services (catering) and restaurant services (canteens) and, on the other hand, food and beverage vending machines (vending). It establishes criteria for including organic food, seasonal and fresh produce, and fair-trade products and for designing nutritionally balanced menus. It also deals with optimising and reducing energy and water consumption, packaging and plastics, waste minimisation and waste management, and other aspects, including staff training.

Improved monitoring of the programme to include sustainable and organic food in the Municipal Nursery Schools System, promoted by the DG for Families, Children, Education and Youth. Support for implementation of the Technical Instruction to cover features of equipment, service and users of the City's different premises: Day centres, centres for the elderly, the homeless and young people. Shelters, boarding schools and vacation centres (Cercedilla).

MEASURES INCLUDED

Action Plan 2022-2023

- **M 6.1.1 Instruction to include environmental clauses in municipal public procurement: Food.** Approve and implement the instruction incorporating sustainable food criteria in municipal public procurement.
- **M 6.1.2 Update tendering specifications in accordance with the instruction on sustainable food criteria in municipal public procurement.** Incorporate in the city's Occupational Training Plan training activities aimed at municipal personnel responsible for municipal public procurement related to food. Training refers to the bid preparation and award phases.

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public policies and budgets for local and organic foods

Projection 2024-2025

Continue existing measures and incorporate the following action:

Protocol and training for contract monitoring. Definition and implementation of protocols for contract and compliance monitoring.

Promote and apply healthy eating criteria at events in publicly-run spaces. Encourage good practices by promoting zero-waste events. Incorporate food labelling criteria, specifying the terms *local*, *artisan*, *direct sale*, and *agroecological*.

EXPECTED IMPACT

We expect to approve and apply the environmental clauses in new food-related procurements. Most of the city's managers with responsibility for procurement will have received training about how to include these environmental (food) clauses in tendering specifications.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHERS
2: Zero Hunger	Action 10. Adapt Rules and Regulations	Municipal Environmental Public Procurement Programme
12: Ensure sustainable consumption and production patterns	Action 15. Redefine Programmes for School Canteens and Public Food Services.	Ecological Canteens in the Municipal Nursery Schools Network [19]



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Tools for Innovation

7.1 Alimenta LABS

7.2 Research and
Innovation Studies
and Projects



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AIMS

Explore innovative pilot projects in which local government, economic actors, civil society and academia can participate.

Generate favourable environments for creating and consolidating communities of practice and co-creating applied policies and new social and solidarity economy initiatives.

Promote research, studies and analyses on food governance, food culture, the right to food, the promotion of the agroecological food sector, public procurement, sustainable catering and consumption, waste reduction and closing cycles.

IMPACT

This theme is designed to foster environments favourable for innovation, explore innovative pilot projects in which local government, economic actors, civil society and academia can participate, and promote research, studies and analysis on sustainable food in Madrid. It has two strategic priorities, one aimed at innovative *Alimenta LABS* projects (7.1) and the other at *Research and Innovation Studies and Projects* (7.2).

RESPONSIBLE DEPARTMENTS

DG for Retail, Hotels and Catering | DG for Cooperation and Global Citizenship | DG for Economy | DG for Innovation and Social Strategy | DG for Innovation and Entrepreneurship

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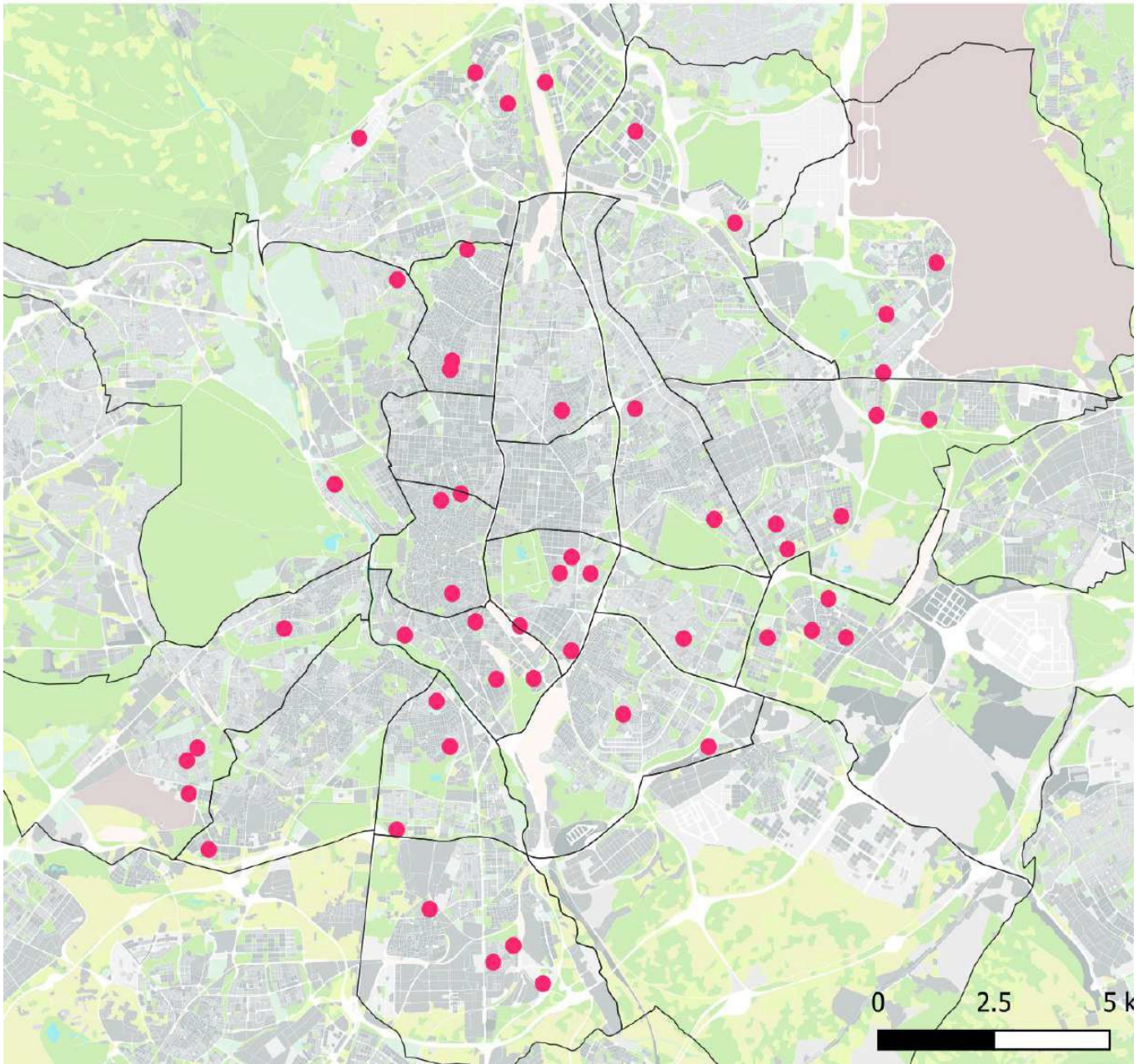


Figure 118 Main areas where the measures of the Tools for Innovation theme are carried out



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DESCRIPTION

The Alimenta LABS strategic priority develops experimental laboratories with innovative pilot projects in which local government, economic actors, civil society and academia can participate as agents related to the strategy's objectives. These laboratories enable the creation of favourable environments for creating and consolidating communities of practice, co-designing applied measures and creating new social and solidarity economy initiatives.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 7.1.1 Agroecological production innovation laboratories using nature-based solutions.** Develop an agro-food line at the Centre for Circular Economy Innovation (CIEC). This project will generate a space for exploring circularity and green economy and an observatory and exhibition about experiences where processes and products can be tested and prototyped.
- **M 7.1.2 Food chain circularity innovation laboratories.** Hold an annual trade fair to bring together businesspeople from the catering sector and SMEs with local, sustainable production, transformation and logistics initiatives to promote awareness and adoption of circular economy innovations.
- **M 7.1.3. Madrid Food Innovation Hub.** A centre aimed at promoting entrepreneurship, innovation and technology in the agro-food value chain. It provides mentoring to entrepreneurship projects in food transformation and services. The measures in this strategic priority are included in the strategy's second period.
- **M 7.1.4 360 Market Cooking.** Generate synergies between retail and catering in municipal markets. Develop sustainable restaurants that reduce carbon footprint and waste by using suppliers in the market itself. Make the market a social meeting point.

Projection 2024-2025

Continue existing measures and incorporate the following action:

Innovation Laboratories for Using Surpluses

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8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



testing and promoting sustainable innovations in the agro-food system

EXPECTED IMPACT

- Prototypes will have been developed to evaluate improvements in agro-food production processes with a circular economy approach. We expect that the best practices catalogue and support services will have enabled the sector to improve its knowledge about ways to implement recirculation in its activity.
- We expect the number of supply and distribution agreements between retailers and agents in the region to increase and the volume marketed in tight loops.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHERS
2: Zero Hunger	Action 19. Promote Participatory Education, Training and Research	Sustainability Plan for Madrid Markets
12: Ensure sustainable consumption and production patterns	Action 25. Support Short Supply Chains	Madrid Food Innovation Hub [20]
		Madrid Circular Economy Innovation Centre



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DESCRIPTION

The *Research and Innovation Studies and Projects* strategic priority promotes research, studies and analyses on food governance, food culture, the right to food, the promotion of the agroecological food sector, public procurement, sustainable catering and consumption, waste reduction and closing cycles. Facilitate communication and interaction channels to enable academic researchers to understand the needs of social entities in agroecology and healthy and sustainable food. The aim is to carry out studies and projects to support the application of innovative practices with interaction between academia and social entities based on understanding needs.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 7.2.1 Awards for academic work.** Annual Call for Academic Research Papers on Healthy and Sustainable Food Systems in the city of Madrid.
- **M 7.2.2 Prospecting and situation surveys about Healthy and Sustainable Food in Madrid.** Evaluation of measures and a feasibility study of new actions that can contribute to progress towards Healthy and Sustainable Food in the city of Madrid and its functional region. Some are linked to knowledge and innovation centres.
- **M 7.2.3 Measuring people's experience of food insecurity.** Feasibility study and implementation of the FAO Food Insecurity Experience Scale (FIES) in the city of Madrid.

Projection 2024-2025

Continue existing measures.

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8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



test and promote sustainable innovations in the agro-food system

EXPECTED IMPACT

- Nominations of academic papers submitted for the Healthy and Sustainable Food Awards will be assessed annually based on the defined criteria. An updated digital repository will be made available with studies in different areas related to Healthy and Sustainable Food in Madrid. It will **improve understanding** of the situation, needs and potential of Healthy and Sustainable Food by those responsible at different levels, both in the city council and social and economic bodies. This understanding will contribute to **improving municipal actions and programmes in this field.**

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
2: Zero Hunger 12: Sustainable Production and	Action 19. Promote Participatory Education, Training and Research Action 25. Support Short Supply Chains	



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Governance

- 8.1 Municipal Food Governance
- 8.2 Coordination with Government, Institutions and International Networks
- 8.3 Food Resilience
- 8.4 EASSM Monitoring and Evaluation Plan
- 8.5 Communications Plan

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AIMS

Develop spaces and mechanisms that allow the design, promotion and implementation of public policies to build healthy, sustainable and resilient food systems.

Promote shared responsibility and collaboration between all food system sectors, including local authorities, technical and academic bodies, civil society, small-scale producers and the private sector.

IMPACT

It contributes substantively to SDG 17 *Partnerships for the Goals* and SDG 16 *Peace, Justice and Strong Institutions*. It also impacts SDGs 2, 11, 12 and 13. The actions under the Governance theme are organised around five strategic priorities: Spaces for *Municipal Food Governance* (8.1), Coordination with Government, Public Institutions and International Networks (8.2), Food Resilience (8.3), Monitoring and Evaluation (8.4) and Communication (8.5).

RESPONSIBLE DEPARTMENTS

DG for Cooperation and Global Citizenship | DG for Regional Coordination and Decentralisation | DG for Emergencies and Civil Protection | DG for Innovation and Social Strategy

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DESCRIPTION

The *Municipal Food Governance* strategic priority develops spaces and mechanisms to promote and evaluate the application of the EASSM 22-25 by coordinating the actions of different city government departments and district councils and collaboration with local economic actors and civil society organisations. Partner with these agents to create spaces for learning and disseminating success factors in achieving this priority.

This common conceptual framework aims to provide municipal managers and technical personnel with a document containing the conceptual basis of the characteristics and principles of healthy and sustainable food in the context of the city of Madrid. Its contents incorporate three aspects: health, ecological and social.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 8.1.1 Milan Pact Municipal Follow-Up Committee.** Constitute the interdepartmental monitoring and coordination committee with members from among municipal areas and departments participating in the Healthy and Sustainable Food Strategy.
- **M 8.1.2 Space for coordination with municipal district councils.** Set up a coordination space at the municipal district council level to facilitate the information flow and spaces for information sharing between the district councils about healthy and sustainable food.
- **M 8.1.3 Healthy and Sustainable Food Forum.** This is a space for collaboration and coordination between the different actors involved in healthy and sustainable food in the city of Madrid. It has arisen as an evolution of the existing Milan Pact Monitoring Committee to increase participation by external economic and social agents.
- **M 8.1.4 Definition of the Common Framework of Concepts for healthy and sustainable food.** To create a Common Conceptual Framework and provide shared content by compiling terms used in the field of healthy and sustainable food to facilitate information sharing and understanding of commonly used concepts.



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generate synergies, strengthening coordination and participation

Projection 2024-2025

Continue existing measures and incorporate the following actions: **Office of Healthy and Sustainable Food**

Plan for integration and dissemination of the conceptual framework in programmes and policies. Plan to integrate the Common Framework into environmental awareness, health promotion and training programmes, and other policies and programmes.

EXPECTED IMPACT

- Both the Milan Pact Municipal Follow-Up Committee and the Healthy and Sustainable Food Forum will have been set up and will operate according to the agreed timetable. Awareness of the EASS will be improved among the staff of the District Councils, and they will share information on their successful experiences, which will enhance the performance of policies and actions.
- It is expected to affect quality, facilitating better alignment between different food-oriented programmes, to better reflect and contribute to achieving the objective of a more sustainable and healthy agro-food system.
- We expect to implement an evaluation and progressive adaptation of awareness-raising, training and capacity-building programmes, applying the common conceptual framework.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	
16 Strong institutions 17 Alliances	Action 1 Encourage collaboration between municipal agencies and departments.	Action 7 Promote Sustainable Diets
	Action 2 Promote Stakeholder Participation	Action 12 Joint Action by the Food and Health Sectors
	Action 4 Urban Food	

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DESCRIPTION

The strategic priority *Coordination with Government, Institutions and International Networks* promotes collaboration mechanisms with other administrations (local, Madrid Regional Government and Government of Spain) to progress in building healthier, more sustainable and resilient food systems. Take advantage of Madrid's privileged location, with six public universities.

Madrid city council actively participates in national or international networks of cities and their coordination and workspaces for sharing experiences on building food systems that support agroecology and the consumption of local food and preserve peri-urban agricultural land.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 8.2.1 Space for Coordination with Universities.** Promote innovations, surveys and research related to the challenges of the strategy and adopt measures to move towards campuses that are sustainable and healthy as regards food.
- **M 8.2.2 Network of Municipalities for Agroecology.** Active participation by the City Council and social bodies in the Network of Municipalities for Agroecology.
- **M 8.2.3 International networks in the field of Healthy and Sustainable Food.** Participation in international networks of cities committed to healthy and sustainable food, seeking to share experiences and learning and building alliances to achieve the SDGs.

Projection 2024-2025

Continue existing measures and incorporate the following action: Forum for

Supra-Municipal Collaboration in Healthy and Sustainable Food



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82

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generate synergies and share experiences
and lessons learned

EXPECTED IMPACT

- It will improve the knowledge sharing between the universities and the City Council on programmes and actions in the field of Healthy and Sustainable Food. We expect universities to increase their interest in Madrid's healthy and sustainable food surveys. Each year there will be a [Research Award](#) and training and exchange opportunities.
- The council will have a seat on the management committee and annual technical assemblies of the [Network of Municipalities for Agroecology](#) [21]. Participation in working groups or information-sharing spaces according to the needs of the technical personnel linked to EASSM 22-25. We are working to achieve the targets for the International Relations Office of the Network of Municipalities for Agroecology.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT
16 Strong institutions 17 Alliances	<p>Action 1 Encourage collaboration between municipal agencies and departments</p> <p>Action 2 Promote Stakeholder Participation</p> <p>Action 19. Promote Participatory Education, Training and Research</p>

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DESCRIPTION

The *Food Resilience* strategic priority works to improve the capacity to respond to the food needs of the most vulnerable population groups in the face of economic, social, health or climate emergency shocks and disruptions. Implement measures to facilitate participation by all stakeholders and promote interdepartmental coordination, as well as coordination with PEMAM (Madrid City Council Regional Municipal Emergency Plan) regarding food insecurity in emergencies. The aim is to incorporate food emergency and other protocols into the city's strategies and plans, as far as possible, avoiding segmented strategies and only covering food.

Identify resources available to meet the food needs of people vulnerable to food insecurity or access during disruption to the city's normal functioning. Design and implement spaces for dialogue and coordination between Municipal Councils and food aid bodies to facilitate synergies and avoid duplication.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 8.3.1. Risk and Resilience Assessment.** Madrid City Council's Resilience Plan defines a strategy to reduce disaster risk and improve the resilience of urban food systems to emergencies or protracted crises. The Council will prepare a report on needs, demands and municipal public response during the COVID-19 lockdown to compile lessons learned and recommendations.
- **M 8.3.2 Catalogue of available resources at the neighbourhood and district levels.** Identify resources, local experiences, and food initiatives by civil society and other organisations considered crucial for transforming good practices into programmes and public policies in the field of healthy and sustainable food.



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test and anticipate crisis responses to strengthen coordination and participation

Projection 2024-2025

Continue existing measures and incorporate the following actions:

Protocol for dealing with vulnerability situations during a food crisis. Standing Committee on Food Insecurity.

Support for coordination among assistance agents and networks. Promote a multi-agent process with mutual recognition between the parties involved. Facilitate coordination between agents and support networks, such as providing spaces and training.

EXPECTED IMPACT

- We expect **the Resilience Plan, a database** of emergency agents and collaborators, and **a report about needs and responses** to food emergencies during lockdown to be available to enable us to anticipate responses to future crises. **It will improve knowledge of available resources and how best to use them and collaborate.**

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
2: Zero Hunger	Action 3. Identify, Map and Evaluate Local Experiences	Madrid City Council Regional Municipal Emergency Plan
11: Sustainable Cities and Communities	Action 6 Develop a Disaster Risk Reduction Strategy.	
13: Climate Action	Action 18. Promote Networking and Support Civil Society	
17: Partnerships for the Goals		

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DESCRIPTION

This strategic priority is working on defining and implementing a monitoring and evaluation plan, including an update to the system of process, effort and impact indicators. The Plan will enable us to analyse the degree of compliance and the evolution of different aspects of the city's food system. As well as generating a specific body of knowledge, this information will enable us to evaluate the medium and long-term impact of the implementation of the Strategy on the fulfilment of the Strategy's objectives, identify the measures with the most significant effect, and any areas requiring further attention.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 8.4.1 Monitoring and Evaluation Plan.** Design and implement a Monitoring and Evaluation Plan, supported by a system of indicators and a scorecard.

Projection 2024-2025

Continue the existing measure and incorporate the following action:

- **Training for municipal personnel about implementing and monitoring the Strategy.** Specific training for municipal personnel who perform functions related to any of the Strategy's measures.



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monitor the Strategy to ensure that it is properly implemented

EXPECTED IMPACT

- Have a scorecard to monitor the Strategy, enabling us to visualise the EASSM's content and compliance. It will allow us to assess the degree of compliance, review objectives periodically, and, if necessary, adopt contingency or reinforcement measures.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
16. Strong Institutions	<p>Action 3. Identify, Map and Evaluate Local Experiences</p> <p>Action 5. Cross-sector information systems oriented to policy implementation and accountability.</p> <p>Action 7. Promote Sustainable Diets</p>	



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DESCRIPTION

The *Communications Plan* strategic priority focuses on developing and implementing an outreach campaign that can enable us to communicate our progress in the process of implementing the Strategy effectively, focusing on different target audiences. The Plan includes both a schedule for publishing content and how to coordinate its dissemination. A survey of existing communication channels, both municipal and among the agents that actively participate in the measures, will enable us to optimise the use of available resources.

MEASURES INCLUDED

Action Plan 2022-2023

- **M 8.5.1 Design and Execute the Communications Plan.** Design a plan in collaboration with the City Council's communication team. It will include outreach actions for each milestone in the Strategy's measures and external events.
- **M 8.5.2 Communication Campaigns and Events.** Run campaigns on various aspects of healthy and sustainable food, prepare materials and carry out communication using social media, the city council's, and other advertising media. At least one annual city-wide event will be held on World Food Day.

Projection 2024-2025

Continue existing measures.



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88

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disseminate the Strategy and widen participation and scope

EXPECTED IMPACT

- The **EASSM 22-25** Communications Plan will improve public awareness about the activities carried out as part of the Strategy.

RELATIONSHIP TO OTHER PLANS

SDG	MILAN PACT	OTHER
12: Sustainable Production and Consumption	Action 2. Promote Stakeholder Participation	
13: Climate Action	Action 7. Promote Sustainable Diets	



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