



CÁCERES

INTEGRATED ACTION PLAN

URBACT RESOURCEFUL CITIES





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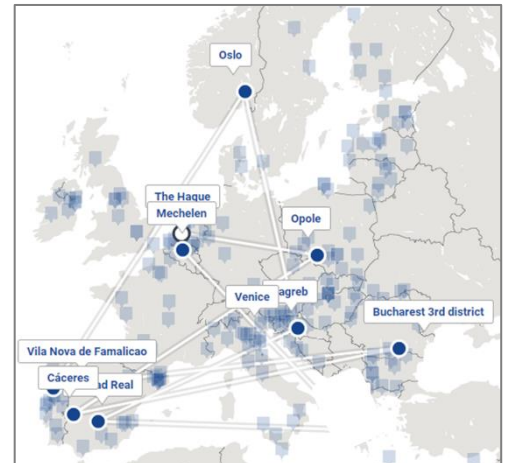
1 PRESENTATION OF CONTEXT & PROCESS

1.1 About URBACT Resourceful Cities

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies.

RESOURCEFUL CITIES is an URBACT Action Planning Network of nine European cities: The Hague, Netherlands; Mechelen, Belgium; Ciudad Real & Cáceres Spain; Zagreb, Croatia; Oslo, Norway; Vila Nova de Famalicao, Portugal; Bucharest 3rd district, Romania; and Opole, Poland. This project seeks to develop the next generation of urban resource centres, so they can serve as catalysts of the local circular economy, by adopting a participative and integrated approach.

The consortium will undergo an extensive programme of facilitated transnational exchange and learning as well as participative co-creation at the local level in order to develop tailor made comprehensive integrated action plans (IAPs) for each partner city at the end of Phase II.



URBACT Local Groups (ULG) are an important element of the URBACT program. Each URBACT partner is required to set up a Local Group gathering key local stakeholders in order to co-produce city strategies and action plans.



Each city partner in an URBACT network is required to develop an Integrated Action Plan (IAP). The IAP is meant to focus on a unique policy challenge that your city is facing and to develop short term and long-term actions to address that challenge. The IAP is developed through a participative process with a dynamic group of local stakeholders, resulting in a strategic tool that can be readily implemented with support throughout the community.

1.2 This IAP

An Integrated Action Plan (IAP) is a policy instrument that can be used to respond in a concrete way to a policy challenge. To prepare this IAP, we have used an integrated and participative approach locally to develop a unique vision for the transition from a linear economy to a circular economy in Cáceres.

This IAP developed through the URBACT methodology focusses on achieving a more sustainable food and circular food system, taking advantage of the pull of LACA in Cáceres. LACA is the Laboratory of Agrifood Circularity (Laboratorio de Circularidad Agroalimentaria), which is framed in the CreaCeres, of the Integrated Sustainable Urban Development Strategy (EDUSI) of Cáceres, with Thematic Objective 9. Consequently, it is vital to include the Popular University, manager of LACA, in the ULG of URBACT Resourceful Cities to work with them. The idea of

experimenting with composting is supported by the Local Group and the pilot project (SSA) focused here, creating a double project: waste management and education for citizens.

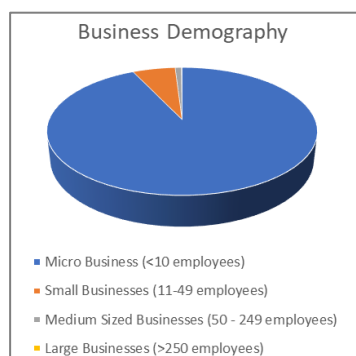
The city of Cáceres shares a series of values that will help to achieve the objectives set out above:

- **Co-responsibility and cooperation.** All committed to the future of the sector and in continuous and permanent cooperation between companies and public administrations.
- **Economic, environmental and social sustainability of the city and its companies.** Innovation in the ways of working and in the offer to the market will be resilient and ground-breaking.
- We work to make things **easy**, in a transparent and concrete way, we must focus our work on clear and concrete projects.

This plan includes a brief description of the local context of the city, the work process to develop the IAP, the presentation of the SSA and the strategic actions.

1.3 Local Context

Cáceres is the capital of Cáceres province, in the autonomous community of Extremadura, located in western central Spain. It has a population of approximately 96,720 and a population density of just over 55 inhabitants per square km.



The absolute majority of the business in Cáceres have <10 employees, as seen in the graphic below, thereby showing the importance of self-employed workers, start-ups, freelances, etc within the economic sphere of the city. Nevertheless, the Public administration and defence sector provide the largest source of employment in Cáceres. Thus, a significant opportunity lies in the public sector leading by example and driving the circular economy transition through the development and implementation of a green public procurement strategy, these can be reassure with the initiatives described in the Action Plan since some of them are led by the City council or it is part of the key stakeholders.

Outside of the public sector there has been a steady stream of start-ups developing in Cáceres in recent years, some of which are circular economy related as explained below. In the local strategy, the joint work of the public and private sectors is fundamental, both to launch innovative initiatives and to establish work guidelines and sectoral regulations that enable self-employment, associativity or entrepreneurship.

Our work in the Resourceful Cities project has focussed on the area of Ribera del Marco which is a river course of just 7 kilometres in the city of Cáceres where wells, mills, bridges, pontoons, waterwheels, irrigation ditches, fountains and orchards concur; heritage located in a place of high geological interest and inhabited by a great diversity of species of fauna and flora linked to urban environments.



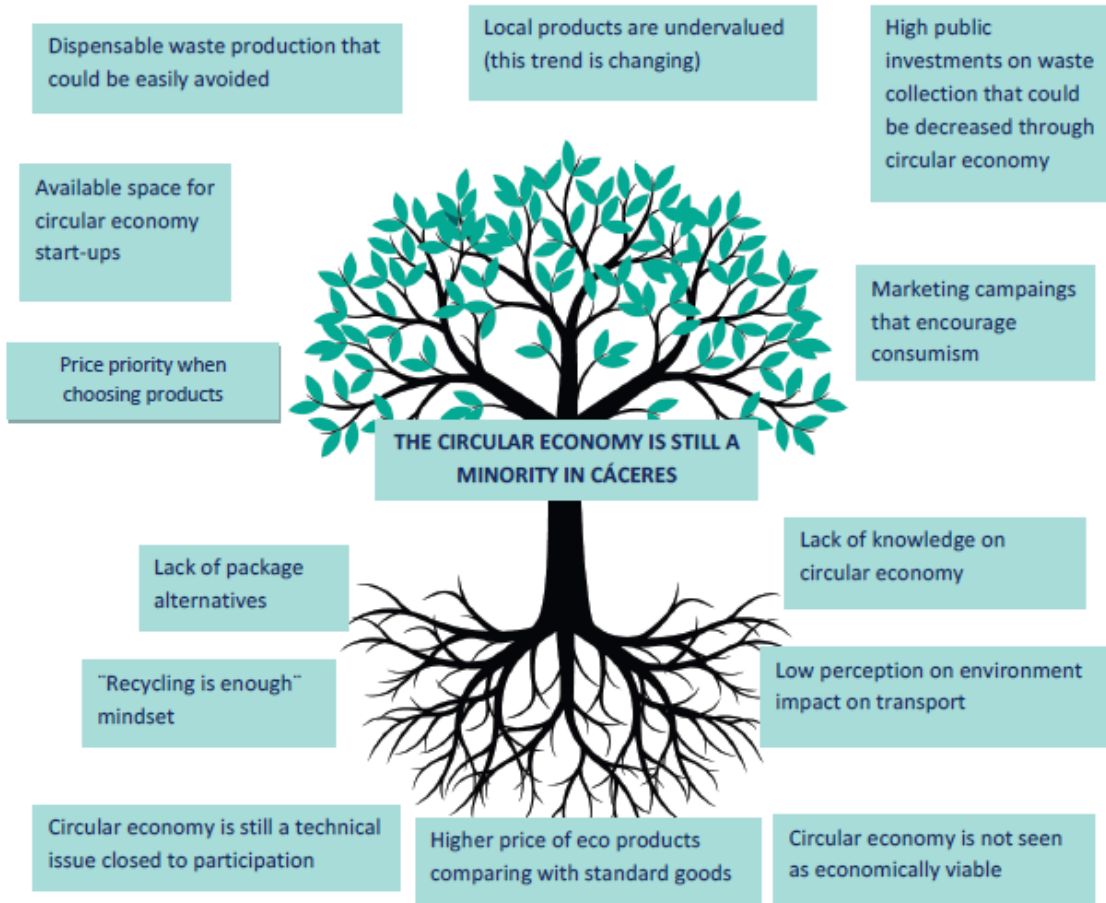
Ribera del Marco is the origin of life in Cáceres, which consequently means that our own lives have been shaped there: from the past represented by the 68,000 years of the Maltravieso Paleolithic Paintings, the oldest in the world, to the future represented by the University, the University Hospital and the Surgical Centre. On that very road to the Rivera del Marco we find the Old City of Cáceres, a UNESCO World Heritage Site.

For these reasons we realised it was time to recover the Ribera del Marco district, we must , stop turning our backs on this space, we must take into account its historical heritage, immemorial uses, nature, orchards and of course organic products. Since we are also partners in another URBACT project, Tourism Friendly Cities, it will allow us to face the foreseeable saturation of an increasingly popular destination while harnessing the value opportunities which exist in the areas of Maltravieso and Ribera del Marco, which will be connected through green corridors supporting nature and orchards thanks to the Next Generation EU funds. We hope to encourage a more active and circular tourism that will see the city have plenty of spaces to visit and to follow the European Green Deal, redefining our destination and expanding the activities to achieve longer stays, more profitable for supporting circular businesses offering higher quality and more sustainability conscious services

› **DRIVING PROJECTS:**

The obligation to establish the selective collection of bio-waste through the **brown container** before 2023 meant we had to increase our engagement and awareness raising efforts with citizens. Thanks to our participation in the project and learning from the experiences of other cities we developed some events and experiences that promote awareness of the importance of separate LINK: <https://www.ayto-caceres.es/noticias/el-pleno-del-ayuntamiento-aprueba-por-unanimidad-la-ordenanza-de-limpieza-viaria-y-gestion-de-residuos/>

As well as this we wanted to add value to our existing plans in relation to the implementation of the **Circular Agri-Food Laboratory of Cáceres (LACA)**. In Carvajal municipal orchards LACA will create a network of kitchens and local business to work for a healthy, sustainable and low-cost cuisine. The LACA initiative, was enhanced through our Small Scale Action, which also took place in the municipal orchards and focussed on trialling the effectiveness of on-site generated compost which could be used to fertilise food production in the orchards. Composting, represents the very origin of food production and all this is supported by the common thread of the Ribera del Marco vegetable garden system, where the whole cycle of the circular economy can be LINK: <https://dusi.caceres.es/93-el-laboratorio-de-circularidad-alimentaria-de-caceres-laca-iniciara-su-singladura-en-la-huerta-de-los-carvajales>



1.4 Vision & focus áreas description

The goal is to transform Cáceres society from a linear economy to a circular economy, which will lead to improving the environment, creating entrepreneurial opportunities and strengthening networks among the city's main innovation actors.

The focus areas of this Action Plan were developed in collaboration with the ULG members and in response to the local context.

The focus areas identified are:

1. **Sustainable Food:** According to the European Commission, strictly speaking sustainability implies the use of resources at rates that do not exceed the capacity of the Earth to replace them. For food, a sustainable system might be seen as encompassing a range of issues such as security of the supply of food, health, safety, affordability, quality, a strong food industry in terms of jobs and growth and, at the same time, environmental sustainability, in terms of issues such as climate change, biodiversity, water and soil quality. For this area our objectives are stimulating sustainable food production and promoting its consumption.
2. **Waste Management:** The European Commission defines it establishing an order of preference for managing and disposing of waste, preventing waste is the preferred option,



and sending waste to landfill should be the last resort: Prevention/Preparing for re-use/Recycling/Recovery/Disposal.

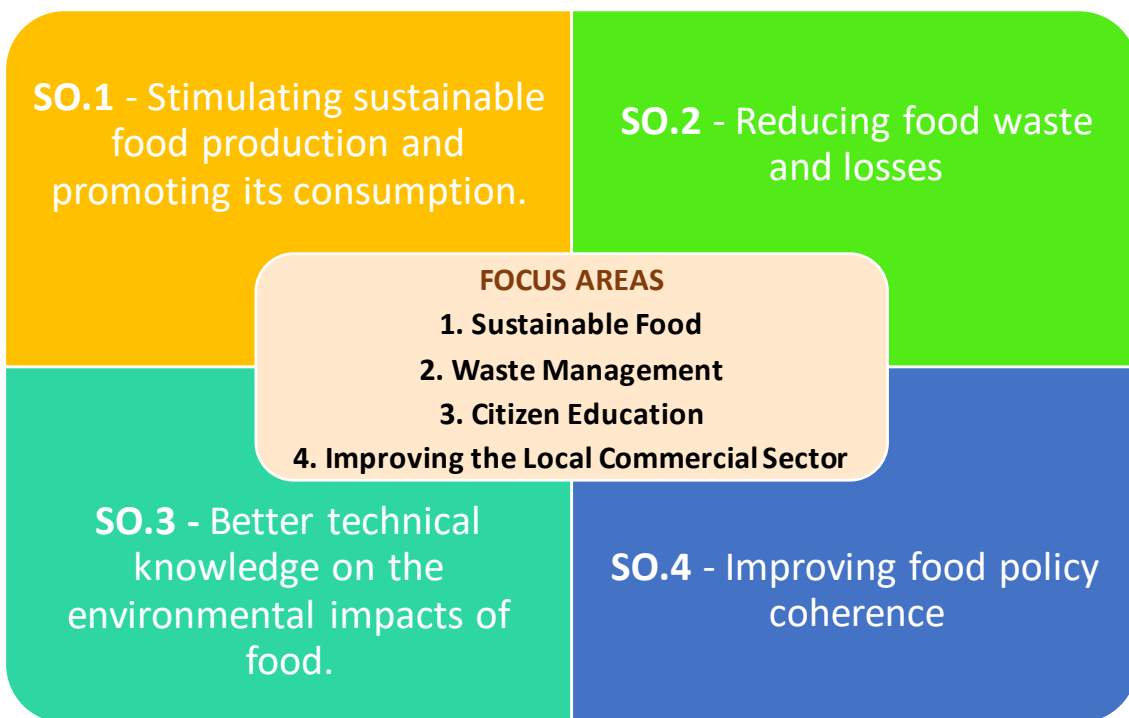
Our objective in this case is reducing food waste and losses.

- 3. **Citizen Education:** This area focuses on raising awareness in society at large, of all ages and walks of life, to help the city cooperate and develop stronger policies on sustainability education.

Our objective is to gather and share a better technical knowledge on the environmental impacts of food.

- 4. **Improving the Local Commercial Sector:** this area focuses on consolidating the results of the previous areas and transforming them into regulatory initiatives that benefit local commerce and are in line with food sustainability.

Our objective here is to improve food policy coherence



This strategic vision of the plan will be implemented through the proposed actions and they are correlated as follow:



ACTIONS	STRATEGIC OBJECTIVES
1. SSA - Composting And Education Space In "La Lentejita" Farm	SO.1, SO.3
2. Agri-Food Circularity Laboratory (LACA)	SO.1
3. Implementation of the Door-To-Door Municipal Waste Collection System in the Historic Center of Cáceres and its Area of Influence	SO.2, SO.4
4. Cáceres Competitive, Accessible and Transformative Trade (CC-CAT)	SO.3, SO.4
5. Passpartool	SO.3, SO.4
6. Raise	SO.1, SO.3, SO.4
7. Ecologicistic	SO.1, SO.3, SO.4
8. E-Organic Erasmus +	SO.2, SO.3

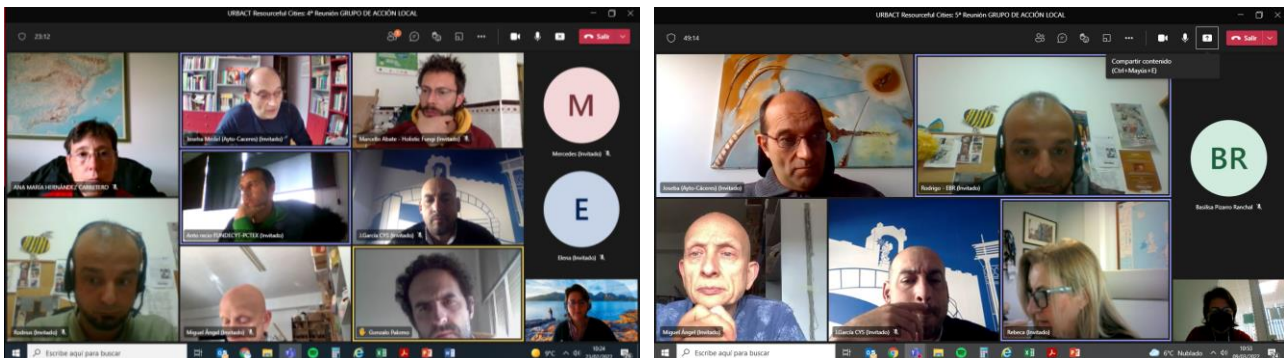
The action plan sets out co-created and co-defined actions in response to the needs identified locally. The IAP is defined by ULG's experience and awareness from circular economy, and will work together and co-implement these actions in the coming years.

1.5 Process of developing this IAP

URBACT Local Groups (ULG) are an important element of the URBACT program. Each URBACT partner must create a local group that brings together key local stakeholders to co-produce city strategies and action plans. In this case, the ULG is formed by:

ORGANIZATION	NAME	SURNAME
Innovation Councilman	Jorge	Villar Guijarro
Project manager	Rebeca	Domínguez Cidoncha
ULG coordinator	José Luis	Medel Bermejo
Innovation Administrative Assistant	Elena	Calle Mayoral
Europe Direct Cáceres Intern	Elena	Domínguez Crespo
Popular University	José Antonio Miguel Ángel	Herrero Moreno García
Hortelana La Lentejita	Mercedes	Molina
CONYSER	Eduardo	Chacón López
	Jorge	García León
BioRegional Economies	Rodrigo	Jiménez Barrios
ACTYVA	Gonzalo	Palomo
AAVV Friends of Ribera del Marco	Pedro	Moreno Rey
Master's Degree in Circular Economy of the University of Extremadura	Ana	Hernández
FUNDECYT	Anto	Recio
Holistic fungi association	Marcello	Abate
University of Extremadura - URBINAT Project	José Luis	Fernández-Pacheco Sáez

In order to carry out the work plan, the ULG collaborated during a series of meetings following an iterative action planning process that ultimately defined the actions to appear in the final Integrated Action Plan (IAP).



For the development of the IAP, some key ideas for the joint work have been taken into account:

- **Integration** of social, economic and scientific aspects from a sustainability perspective.
- **Co-production and co-design** as LAG members contribute to its design
- **Co-implementation** by all LAG members according to the agreed plan.
- **Commitment and involvement** of all LAG members in its objectives.
- **Joint action and learning** by sharing "win-win" experiences and lessons learned
- **Participation** through a quadruple helix approach involving public and private agents, NGOs, Universities and innovation and knowledge areas.

Based on these ideas, key objectives and actions to be carried out by the IAP have been proposed:

- **Eco-design and capacity to influence the market/digitization**, defining and analyzing new products/services that can be offered by local tourism and service companies, as a way to improve their competitiveness and develop new value chains.
- **Sustainable economic growth**, identifying and developing new value chains.
- **Promotion of education and culture**, developing and sharing a set of recommendations addressed to those cities interested in replicating these interventions/programs in their own local policies.
- **Capacity building**, detecting new practices and methodologies to foster citizen participation.



The COVID19 pandemic in March 2020 caused major adjustments to the original WorkPlan of the program, both in the development of work with the European coordinators and participating cities through the transnational meetings, as well as in the local work with the Local Group to complete the relevant milestones of the IAP to adapt to the new reality and its needs.

During the development of the program, a series of milestones are taken into account:

1. Reports
 - a. Draft Pilot Project Presentation
 - b. Presentation of IAP Drafts
 - c. Presentation and Revision of the IAP
 - d. Presentation Final Version of the PAL
2. Program Coordination
 - a. Webinars
 - b. Transnational meetings
 - c. URBACT Festival
3. Project Management
 - a. ULG meetings
 - b. Peer Review
 - c. SSA

Milestone	2020				2021				2022				2023			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Integrated Action Plan																
Integrated Action Plan final draft																
ULG meetings																
Plan de trabajo con el ULG																
Peer Review (SSA) proposal																
Review of the SSA proposal																
SSA final draft (implementation plan)																
SSA																
Webinars and transn. meetings																
Webinars evaluation pilot																
Implementation SSA evaluation																

2 ACTION PLAN

The actions proposed in this section include in their scope the elements of sustainability, transversally, innovation and participation.

2.1 Small Scale Actions (SSA)

The Small Scale Actions are pilot actions that partners were encouraged to undertake in order to experiment with new ideas which we saw active in other partner cities. From our experience we can say that the SSA has a key role in leveraging the structural changes needed in cities and in accelerating the implementation of the IAPs.

The circular economy has been taking centre stage in European agendas as a response to the advance of climate change on the planet. The idea of circularity can be extrapolated to any economic sector. Thus, in the field of food production and agriculture, an essential concept is composting.

The SSA works in these matters, it is placed in La Lentejita farm and it depends on the European project URBACT Resourceful Cities managed by the Innovation Section of the City Council of Cáceres.

The SSA working calendar is between March and May of 2022 and is developed under 2 main phases of work:

- TECHNICAL PHASE. COMPOSTING PROJECT
- EDUCATIONAL PHASE. AWARENESS PROJECT

The following table summarizes the SSA according to its objectives.

IDEA	COMPOSTING AND EDUCATION SPACE IN "LA LENTEJITA" FARM
MAIN OBJECTIVES	<p>In a first technical phase, each farmer will be in charge of a portion of the organic remains and the structuring material with which to make compost for his own use. For this purpose, he/she will be provided with the appropriate training to carry out the control and turning process, as well as the necessary instruments (thermometer, irrigation, composter, etc.).</p> <p>Its objectives are:</p> <ul style="list-style-type: none"> ▪ To test the capacity of composting for the maintenance of a new rainfed crop project. ▪ To organize an experience of social innovation in an interdepartmental way within the City Council. ▪ To organize an experience of social innovation in a participatory and integrated manner in collaboration with civil society. ▪ To provide the city with a composting experience that could serve as an example to be extrapolated to other green spaces in the city.

	<p>In the next phase, which will be educational, the space will be open to be visited by the general public in order to illustrate in one place the whole cycle that aims to circular economy. Likewise, recreational activities can be organized for educational centres in the city dedicated to children so that they can get closer to the practice of vegetable gardens and composting. Objectives are:</p> <ul style="list-style-type: none"> • To raise awareness among minors about the importance of adopting a circular economy as a way to achieve sustainable development. • To organize an experience of social innovation in an interdepartmental way within the City Council. • To organize a social innovation experience in a participatory and integrated way with civil society. • To bring children into contact with the city's leisure garden environment. • To introduce children to the techniques of growing vegetable products. • To illustrate to children the complete cycle that aims to close the circular economy in the food sector.
BACKGROUND & INSPIRATION	Own initiative of the horticulturists of the Universidad Popular.
LEAD ORGANISATION	Cáceres City Council
KEY PARTNERS	Innovation section, Universidad Popular, market gardeners farm La Lentejita, educational centers of the town.
MONITORING INDICATORS	<p>TECHNICAL PHASE</p> <ul style="list-style-type: none"> • m³ of composting. • m³ of organics. • Number of farmers who were benefitted. • Surface that is being composted (m²) • Farmers opinion: are they encouraged to go on? <p>AWARENESS PHASE</p> <ul style="list-style-type: none"> • Number of children that participated and ages. • Previous survey to children to know: If they knew composting before. If so, if they composted before. • Following survey to children to know: How was their experience If they will encourage their parents / teachers to compost at home / in the school. Emphasize the fact that if organic waste is moved to the leisure gardens, the carbon footprint of not having to move it to the landfill, which is further away, is reduced.

RESOURCES & BUDGET	9.273,32 € URBACT Resourceful Cities
DURATION	March-May 2022
RISKS & MITIGATION MEASURES	Long lead times to obtain the resulting compost - in the meantime, the market gardeners will get the compost from a cow farm, even if this is an extra cost in terms of transportation.
RESULTS & KEY LEARNING	<p>While the action is still in its beginnings, early learning suggests that this orchard can work as a model for other green areas of the city that could use their own compost for gardening. In "La Lentejita" experienced people are available to explain and share the process.</p> <p>The farmers involved are satisfied about using handmade compost to fertilise their orchards and the use of machinery allows an increase in scale and capacity resulting in more compost.</p> <p>More broadly the action has an indirect impact on the orchard's carbon footprint, since the enterprises in charge of the waste collection and pruning waste no longer have to drive the material to the landfill, 20 kms away. If this SSA is replicated in other green areas, we believe this would be a significant step forward in closing the loop and utilising urban organic waste to fertilise green areas of the city.</p>
IMPACT ON THE IAP	<p>We have included a related action focussed on the replication and scale up of this SSA in the IAP as a preliminary step to reinforce LACA. Based on our experience the IAP action will be adapted to take unforeseen weather conditions into account into the risk analysis, since rain interrupted and delayed this action several times and this has not been foreseen.</p> <p>Within the IAP we will include expand the educational aspect of this action by planning for a wider range of visits to invite not only schools, but others involved in the management and maintenance of green spaces, so that they can benefit from seeing this initiative in practice.</p>





2.2 Action - AGRI-FOOD CIRCULARITY LABORATORY

LABORATORIO DE CIRCULARIDAD AGROALIMENTARIA (LACA)

MAIN OBJECTIVE	To create a pilot model located in La Ribera del Marco and in the Ronda del Carmen Market to perfect agricultural production methods, equipment and cooking processes, adapt traditional recipes and test the degree of acceptance until kitchens and stores are quickly installed and fixed costs are lower.
VISION	<p>The LACA is a physical space to propose initiatives aimed at maintaining the value of products, materials and resources in the economy for as long as possible, and minimizing waste generation, revaluing products, services, waste, materials, water and energy, through the Multi-R concept, all applied to agri-food production and transformation.</p> <p>LACA seeks to promote the efficient use of resources and energy, environmentally friendly facilities, improved access to basic services and the creation of jobs in new socially responsible sectors, based on:</p> <ul style="list-style-type: none"> - Circularity in the use of resources - Circularity in the use of waste - Energy efficiency and incorporation of renewable energies in food transformations. - Redistribution of resources - Collaboration and participation <p>It means doing more and better things with fewer resources: Creating net gains from economic activities by reducing resource use, degradation and pollution, while achieving a better quality of life.</p>
LEAD ORGANISATION	Universidad Popular
KEY PARTNERS	Producers Ribera del Marco, Circular Economy Associations
MONITORING INDICATORS	Number of daily menus, kgs. Recycled
ESTIMATE OF COSTS	1.100.000,00 €
RESOURCING	EU through European Regional Development Fund (ERDF)
TIMESCALE	2022-2029
STATUS	In contracting

RISKS & MITIGATION MEASURES

Short timelines for project development and justification of funds; can be mitigated by defining a team with specific responsibilities for each member and using a scorecard for execution

INSPIRATION

Foodtopia <https://foodtopia.eu/>

	ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
1	Procedure for the installation of an energy-efficient kitchen and the distribution of processed food in the kitchen where the products of Ribera del Marco (Slow Food) will be processed.	Universidad Popular	Producers Ribera del Marco, Circular Economy Associations	01/01/2022 31/12/2023	ERDF 650.000,00 €
2	Itinerary to adapt the farm for the installation of experimental orchards to organically produce the products to be elaborated in the kitchen.	Universidad Popular	Producers Ribera del Marco, Circular Economy Associations	01/01/2022 31/12/2024	ERDF 150.000,00 €
3	Classroom for training in aspects of ecological production, green and circular economy, etc.	Universidad Popular	Producers Ribera del Marco, Circular Economy Associations	01/01/2022 31/12/2025	ERDF 75.000,00 €
4	Waste recycling system for composting	Universidad Popular	Producers Ribera del Marco, Circular Economy Associations	01/01/2022 31/12/2026	ERDF 27.000,00 €
5	Supply chain and non-inventoriable materials in order to achieve KM 0	Universidad Popular	Producers Ribera del Marco, Circular Economy Associations	01/01/2022 31/12/2027	ERDF 125.000,00 €
6	Technical and financial management of LACA to achieve project sustainability.	Universidad Popular	Producers Ribera del Marco, Circular Economy Associations	01/01/2022 31/12/2028	ERDF 55.000,00 €
7	Corporate image of the action and communication project throughout the development of the LACA ACTION, as required by the EU.	Universidad Popular	Producers Ribera del Marco, Circular Economy Associations	01/01/2022 31/12/2029	ERDF 18.000,00 €

2.3 Action - IMPLEMENTATION OF THE DOOR-TO-DOOR MUNICIPAL WASTE COLLECTION SYSTEM IN THE HISTORIC CENTER OF CÁCERES AND ITS AREA OF INFLUENCE.

IMPLEMENTATION OF THE DOOR-TO-DOOR MUNICIPAL WASTE COLLECTION SYSTEM IN THE HISTORIC CENTER OF CÁCERES AND ITS AREA OF INFLUENCE

MAIN OBJECTIVE	Collection of municipal waste with the door-to-door collection system in the monumental city of Cáceres and its surroundings; a very consolidated area, with low population density, narrow streets, with a large influx of tourism due to its status as a UNESCO World Heritage City.
VISION	<p>The door-to-door collection system is based on a very specific philosophy: to bring the waste problem closer to the citizens to make them participate in it as the first and best way to minimize its impact.</p> <p>With the door-to-door system, the population will be able to change their consumption habits to produce less waste and separate it at source for separate collection. With this system, all waste fractions are treated differently.</p> <p>This collection model involves the citizen in the environmental problems and shares with the administrations the solution to it.</p>
LEAD ORGANISATION	Cáceres City Council
KEY PARTNERS	Neighborhood Associations, Garbage collection services
MONITORING INDICATORS	kgs of municipal garbage collected, neighborhood satisfaction
ESTIMATE OF COSTS	284.000,00 €
RESOURCING	Regional Government of Extremadura (Autonomous Administration)
TIMESCALE	01/01/2022-30/04/2023
STATUS	In process

RISKS & MITIGATION MEASURES

The risk is that there is no neighbourhood collaboration.

INSPIRATION

Rest of cities where it is performed

	ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
1	Research and participation phase to recruit volunteers to participate in selective collection.	Cáceres City Council	Neighborhood Associations, Garbage collection services	01/01/2022 a 30/05/2022	Regional Government of Extremadura 5.000,00 €
2	Strategic planning phase, to look at the best collection routes	Cáceres City Council	Neighborhood Associations, Garbage collection services	01/05/2022 a 30/04/2022	Regional Government of Extremadura 3.000,00 €
3	Set objectives to be met during the implementation phase.	Cáceres City Council	Neighborhood Associations, Garbage collection services	01/07/2022 a 30/07/2023	Regional Government of Extremadura 3.000,00 €
4	Creation phase. Definitive establishment of the routes, schedules and locations for the system to operate autonomously.	Cáceres City Council	Neighborhood Associations, Garbage collection services	01/07/2022 a 30/04/2023	Regional Government of Extremadura 90.000,00 €
5	Execution phase, to check sustainability	Cáceres City Council	Neighborhood Associations, Garbage collection services	01/01/2022 a 30/04/2023	Regional Government of Extremadura 158.000,00 €
6	Citizen attention events to increase participation.	Cáceres City Council	Neighborhood Associations, Garbage collection services	01/01/2022 a 30/04/2023	Regional Government of Extremadura 25.000,00 €

2.4 Action - CÁCERES COMPETITIVE, ACCESSIBLE AND TRANSFORMATIVE TRADE (CC-CAT)

Cáceres Competitive, Accessible and Transformative Trade (CC-CAT)

MAIN OBJECTIVE	To provide accessibility, ecological transition and digital transformation to the commercial sector of Cáceres, specifically to the commercial areas of the city, in order to improve their competitiveness and sustainability, integrating them into a single zone to all the areas of the downtown area, and aggregating the potential of the rest of the areas, improving their ecological and digital competencies.
VISION	To have local businesses that have the capacity to be resilient and have decarbonisation policies, waste reduction, circular economy and zero waste. To this end, we seek to use solutions aimed at increasing sustainability, adaptation to climate change and efficiency.
LEAD ORGANISATION	Cáceres City Council
KEY PARTNERS	Producers, traders and customers of the Ronda del Carmen Market
MONITORING INDICATORS	Kgs. of separated waste collected in the Market
ESTIMATE OF COSTS	1.480.000,00 €
RESOURCING	PRTR-España (Spanish Register of Emissions and Pollutant Sources) Next Gen EU Funds
TIMESCALE	01/01/2022-31/12/2022
STATUS	Started
RISKS & MITIGATION MEASURES	Short timelines for project development and justification of funds; can be mitigated by defining a team with specific responsibilities for each member and using a scorecard for execution
INSPIRATION	Circular economy in Burgos' Food Markets

	ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
1	Adaptation of strategic warehouses in the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 350.000,00 €
2	Incorporation of an electric recharging point in the vicinity of the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 100.000,00 €
3	Waste separation solutions for subsequent recycling at the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 75.000,00 €
4	Improvement of the access and distribution of the Ronda del Carmen Market, to optimize energy efficiency.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 45.000,00 €
5	Change of the air conditioning system of the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 585.000,00 €
6	Installation of photovoltaic panels on the roof of the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 175.000,00 €
7	Improvement of the cold rooms of the Ronda del Carmen Market.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 135.000,00 €
8	Implementation of a collaborative platform, based on the existing "Cáceres para Comérselo", which connects, aggregates and empowers the largest number of commercial SMEs and local producers, to improve their marketing and distribution channels, as well as to raise their level of interaction.	Cáceres City Council	Producers, traders and customers of the Ronda del Carmen Market	01/01/2022-31/12/2022	PRTR-España 15.000,00 €

2.5 Action - PASSPARTOOL

PASSPARTOOL

MAIN OBJECTIVE	The overall objective of the project is to improve the capacity of public policy makers to develop efficient tools to support non-formal, soft and open innovation processes, with a focus on social and non-R&D driven innovation, by improving the capacity of regional monitoring and evaluation systems to measure and assess these dynamics.
VISION	This project responds to the need for public authorities to better understand and measure non-formal, soft and open innovation in low-tech sectors and social innovation, often overlooked by current monitoring and evaluation systems, in order to better adjust their innovation policies and interventions. A working session with the local ecosystem will help to measure the work done in this IAP.
LEAD ORGANISATION	FUNDECYT-PCTEX
KEY PARTNERS	Local stakeholders of the quadruple helix
MONITORING INDICATORS	Evaluation of 2 public policies. Holding of 1 working group with representatives of the quadruple helix.
ESTIMATE OF COSTS	1.558.000,00 €
RESOURCING	Interreg Europa
TIMESCALE	1 Aug 2019 - 31 Jul 2023
STATUS	under development
RISKS & MITIGATION MEASURES	Failure to achieve a quorum at the working table sufficient for an effective evaluation; this can be mitigated by constant communication with the participants to coordinate agendas and by integrating the leaders of the quadruple helix.
INSPIRATION	soft innovation, measurement of social innovation https://www.interregeurope.eu/passpartool/

ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
1 We will carry out one of the activities already scheduled in this European project in which FUNDECYT-PCTEX participates as a partner along with other European partners. The activity designed will be a participatory session to measure the social innovation of all the actions planned in the local ecosystem.	FUNDECYT-PCTEX	Local stakeholders of the quadruple helix (City council, university, enterprises, citizens representatives)	Oct-nov 2022	1.000 € - Interreg Europa

2.6 Action - RAISE

RAISE	
MAIN OBJECTIVE	<p>To promote an innovative RAISE model of (self) employment or youth NEETs with primary focus on age 25-29 based on sustainable agri-business in 4 rural regions of EU with high unemployment rates and depopulation.</p> <p>To develop a social innovation in order to create and fill new jobs using principles of sustainable development in agribusiness, especially rural tourism which is a multiplier of employment and economic development.</p> <p>To pilot an innovative model of sustainable employment in the European Union.</p>
VISION	Generate a pilot program in Cáceres to promote social entrepreneurship for young people to accompany local digitalization and ecological transition policies.
LEAD ORGANISATION	FUNDECYT-PCTEX
KEY PARTNERS	Local stakeholders of youth employment services and youth care services
MONITORING INDICATORS	Number of participants in the pilot / Number of training sessions held / Number of business plans developed.
ESTIMATE OF COSTS	515.516,49 € (Budget of fundecyt)
RESOURCING	EEAgrants
TIMESCALE	1/jan/2019 -31/dec/2024
STATUS	under development

RISKS & MEASURES	MITIGATION Low participation due to lack of interest of young people in the pilot program; can be mitigated with young people already participating in other municipal programs
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INSPIRATION	Rural innovation, young entrepreneurship, social enterprise. https://raiseyouth.fundecyt-pctex.es/ http://raise-youth.com/
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	ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
1	<p>Incubator: Through a support and mentoring program, its objective is to provide young people with sufficient tools and skills to be able to create their own businesses in their municipalities and territories, thus improving their employment opportunities and combating depopulation. This Incubator is developed within the framework of the RAISE Youth project, for the promotion and encouragement of entrepreneurship and youth employment in rural areas. This project is financed by Iceland, Liechtenstein and Norway through the EEA funds and the Norwegian Youth Employment funds. Its services include:</p> <ol style="list-style-type: none"> 1. Personalized attention: Specialized individual tutoring. 2. Networking and community of users and entrepreneurs within the RAISE Youth project, in Madrid, Croatia, Bulgaria and Romania. 3. Training: learn about entrepreneurship, steps to implement your business project, analyse the technical and economic feasibility, etc. 4. Accompaniment: a network of mentors and users who will give you support and advice so that you can develop your business initiative. 	FUNDECYT-PCTEX	local stakeholders working with young people	Nov/2022	6.000 € - EEAgants
2	<p>Crowdfarming platform: support in the design of a platform that connects agricultural and livestock producers to sell their products and connect them with the oreca channel.</p>	FUNDECYT-PCTEX	local producers and marketers	Dec/2022	15.000 € - EEAgants

2.7 Action - ECOLOGISTIC

ECOLOGISTIC	
MAIN OBJECTIVE	To generate a cohesive local ecosystem of production-commercialization-consumption of sustainable food in Cáceres.
VISION	The agroecological ecosystem of Extremadura has numerous actors scattered throughout the region, mainly small producers with small productions but of very high quality, however, it is not very cohesive, connected and collaborative work is scarce. The Ecologístico project aims to strengthen the cohesion of this ecosystem, both internally by generating channels of exchange and meeting forums and externally by carrying out joint marketing, strengthening the various community workshops that are emerging in the region and centralizing all production in several collection points to promote joint marketing. ACTYVA will be the coordinating entity of the project through Cáceres para Comérselo and will count as allies to different initiatives of producers such as Coop Agroecológica de montaña, Hecho Natural, Las Moreras and agglutinating projects such as Extremadura Alimenta or Asociación Mosaico Agroforestal.
LEAD ORGANISATION	ACTYVA
KEY PARTNERS	Local stakeholders of the organic agriculture and livestock ecosystem: ACTYVA, friends of the Ribera del Marco, local foundations, consumer groups.
MONITORING INDICATORS	Number of markets held / number of local producers / number of products in the catalogue / number of consumers (families, producers participating in the Participatory Guarantee System).
ESTIMATE OF COSTS	183.679,00 €
RESOURCING	Carasso Foundation
TIMESCALE	Aug/2021-jul/2023
STATUS	under development
RISKS & MEASURES MITIGATION	Low critical mass of producers; this can be mitigated by creating calls in all the communication channels that producers use, as well as direct contact with them to coordinate efforts.
INSPIRATION	Agroecology, collection centers, commercialization. http://www.bbbfarming.net/es/805-arranca-el-proyecto-ecologistico

1	ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
	Local producers' markets: market to be developed in the main square of Cáceres, concept of organic market, local food with a didactic and awareness-raising component.	ACTYVA	ACTYVA, Cáceres City Council	07/2022-07/2023	The project does not have funding for this activity, with an estimated annual budget of 15.000 €. Potential funding sources can be Regional Government of Extremadura, PRTR-España/Next Gen EU Funds, or EU Multiannual Financial Framework – MFF, to name a few.
	Participatory guarantee system: working methodology that replaces the organic certificate, based on criteria of trust, networking and producer-consumer relationship	ACTYVA	ACTYVA	04/2022-07/2023	2.500 € - Carasso Foundation
	Supply market collection centre, allowing local producers to have a fruit and vegetable centre to facilitate the sanitary registration and marketing of their production	ACTYVA	ACTYVA, Cáceres City Council	07/2022-07/2023	The project does not have funding for this activity, the annual budget is estimated at 20,000 €. Potential funding sources can be Regional Government of Extremadura, PRTR-España/Next Gen EU Funds, or EU Multiannual Financial Framework – MFF, to name a few.
	Commercialization of Ribera del Marco producers: direct sales platform for production	ACTYVA	ACTYVA, City Council, Amigos de la Ribera del Marco	07/2022-07/2023	The project does not have funding for this activity, an annual budget of 12.000 € is estimated. Potential funding sources can be Regional Government of Extremadura, PRTR-España/Next Gen EU Funds, or EU Multiannual Financial Framework – MFF, to name a few.

2.8 Action - E-Organic

E-ORGANIC ERASMUS +	
MAIN OBJECTIVE	To concrete intellectual outputs through e-Lectures, e-Platform and e-Book in order to broadcast knowledge and share experiences in the organic husbandry sector.
VISION	European organic farmers share not only market and regulations. In order to engage organic husbandry producers though wide Europe E-Organic create the conditions thanks to e-learning resources, visits, multiplier events and other activities affordable also for Cáceres farmers.
LEAD ORGANISATION	Bahri Dağdaş International Agricultural Research Institute (Turkey) and ACTYVA S Coop (Cáceres)
KEY PARTNERS	University of Extremadura, Cáceres City Council, Ilustre Colegio Oficial de Veterinarios de Cáceres, Extremadura Federation of Rural Tourism.
MONITORING INDICATORS	Students in e-learning platform. Assistants to multiply events
ESTIMATE OF COSTS	29.649 € (ACTYVA's budget)
RESOURCING	Erasmus+ is an EU's programme
TIMESCALE	December 2020 to 31 December 2022
STATUS	In progress
RISKS & MITIGATION MEASURES	Interruption of trainings on the occasion of COVID-19. Mitigation: relocation of meetings and trainings online. Movement restrictions due to international conflicts. Mitigation: transfer of meetings and trainings to online.
INSPIRATION	Organic livestock is a booming sub-sector, especially in egg and dairy production, with gaps in specialized training.

	ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
1	Visit to farms in Extremadura and Portugal (including Cáceres) to learn about the reality of the organic sector in the southeastern peninsula. We will visit cattle, sheep, pig and goat farms as well as two cheese dairies.	ACTYVA (María Catalán)	UEX (Gonzalo Palomo)	28Feb-4Mar22	Project's own. 4.000€
2	Reception and tasting at the Food Market of Ronda del Carmen. With the aim of showing the closing of the cycle production-distribution-consumption of organic products in the city of Cáceres.	ACTYVA (María Catalán)	Cáceres City Council	1Mar22	Own of the project and assignment of the space by the City Council. 200€
3	Reception and meetings at the University of Extremadura. Meeting of project partners and later with members of the university community. Includes guided visit to the teaching farm of the Faculty of Veterinary Medicine.	ACTYVA (María Catalán)	Business and Veterinary Faculties	1Mar22	Project's own. 240€
4	Multiplier event for the tourism sector of Cáceres: agro-tourism opportunities for diversification. To get to know the agro-ecological products of the city of Cáceres and surroundings. At the Ronda del Carmen Food Market and visit to Valdeflores organic farm.	ACTYVA (María Catalán)	Hoteliers of Cáceres	October-December 2022	Project's own. 1.000€
5	Online course for producers. With didactic units developed during the E-organic project.	ACTYVA (María Catalán)	Cattle breeders of Cáceres	To be determined	Project's own. 5.150€
6	Online course for technicians. With didactic units developed during the E-organic project.	ACTYVA (María Catalán)	Illustrious Official College of Veterinarians of Cáceres	To be determined	Project's own. 5.125€

2.9 Risk Analysis

According to the scope of actions defined in this IAP, the identified risks for the implementation process are the following ones:

RISKS	TYPE	PROBABILITY	MITIGATION
Interruption on the occasion of COVID-19	OPERATIONAL	HIGH	Promotion of the proposed actions using the possibilities offered by the Internet and new technologies.
Movement restrictions due to international conflicts	OPERATIONAL	MEDIUM	Promotion of the proposed actions using the possibilities offered by the Internet and new technologies.
Economic-commercial decline of the traditional urban center.	FINANCIAL	LOW	Waste management optimization through HORECA channel
Low participation due to lack of interest.	BEHAVIORAL	MEDIUM	To form a favourable ecosystem for the consolidation and improvement of the companies.
Low critical mass of producers.	OPERATIONAL	LOW	To form a favourable ecosystem for the consolidation and improvement of the companies.
Decrease in consumption as a consequence of economic and / or health crises.	FINANCIAL	MEDIUM	Strong potential to improve circular economy
Short timelines for project development and justification of funds.	OPERATIONAL / FINANCIAL	HIGH	Possibilities of innovation in the operation of the management of existing public administrations, associations and companies.
Lack of creation of new, more qualified and competitive types of employment.	STAFFING	MEDIUM	Greater development in educational courses and training, enhancing the universities interest and city council initiatives.
Urban and bureaucratic limitations.	LEGAL	HIGH	Public-private ecosystem that constitutes the initiatives offer. Proper management has great potential for development.

2.10 Framework for delivery

The Innovation department will coordinate with its councillor's office the implementation of this IAP.

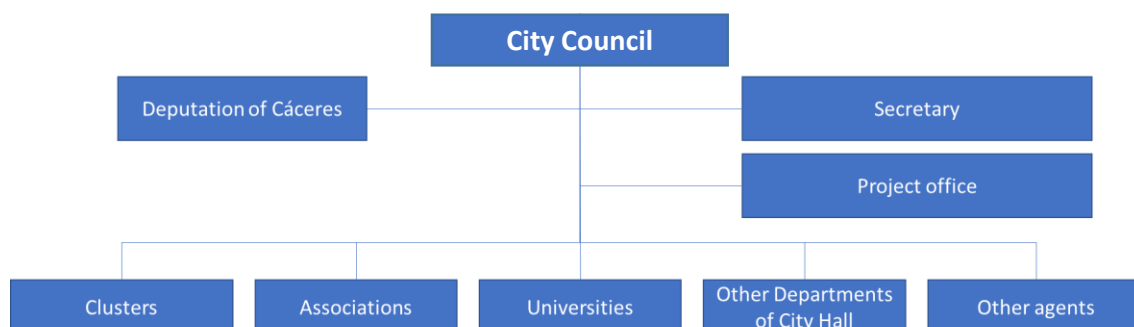
Some actions planned are transversal, implemented by other organisms, therefore it is necessary to have an integrated approach.

The development of this IAP had the contribution of several local stakeholders from the Urbact Local Group (ULG) such as private sector and public institutions like main partners, and associations and academic representatives like mains collaborators. Those stakeholders were involved in the co-creation of the IAP so it is intended to keep alive the ULG even when the project ends.

In general, what is proposed is that each action will have its own project manager who will be responsible for the management and coordination of all tasks. The ULG will remain a critical element providing continuous support and advice, shaping and overseeing implementation.

Regarding planning terms, the goals will be defined and monitored by ULGs leader in various phases, and for the evaluation terms, the indicators will be defined by its own PM.

To illustrate the idea described above, we've drawn an organization chart that includes all the stakeholders that participated in the development of Resourceful Cities program, as project office in this case is the Innovation Department of the City Council.



This organization chart shows the team that will help to implement the actions aligning it to the strategy and business objectives described before. That is what is called governance.

The main functions of the governance body involve the following tasks:

- Coordination of the Plan with other strategies, plans or actions, already defined or to be defined.
- Coordination with the municipal areas, of their projects and actions with the Plan and in the same way that the actions of the areas take the Plan into account when drafting their initiatives.
- Definition of a control panel that allows monitoring and evaluation of the performance of the plan, preparing reports and providing information for decision-making.
- Updating of the Plan.