

MADRID EN MARCHA (MADRID ON THE MOVE)

Political document of Más Madrid · English translation – unofficial working translation prepared for the European Green Party membership application. In case of discrepancy, the Spanish original prevails.

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1. INTRODUCTION

Más Madrid was born in 2019 within the paradigm of the new, post-15M left. It emerged unexpectedly, as a bold move designed to surprise and inspire in its own right, and was driven by two strong individual leaderships, as was common in that new left. However, once the two election campaigns of 2019 were over and with time to reflect on what it wanted to be, Más Madrid chose a different strategy: a collective identity rooted in the region instead of circumstantial hyper-leadership; medium- and long-term strategies instead of dramatic gestures and re-foundations; reliability and consistency instead of spectacle. That strategy is not yet complete and its limits and potential are still to be discovered, but it has already placed Más Madrid above any other force of similar origin, and second only to organisations with decades of history. However commendable this may be, it is not enough. It is imperative to avoid any form of complacency or resignation in the face of a difficult electoral (and political) context.

This document is based on an analysis of the political and social reality around us, as well as on conclusions drawn from sustained learning and collective reflection.

As regards the analysis, the political and social context in Madrid has historically been hard for left-wing forces. The region has been governed for decades by a party that has made a form of governance out of its control of the media, its hold over institutional and judicial levers, and its complicity — legal and illegal — with large companies that receive billions of euros of public money. The *Tamayazo* [the 2003 defection of two Socialist regional MPs that prevented a left-wing government] was the clearest expression of this dense network of economic, social and political power, but recent cases such as the abrupt fall of Cristina

Cifuentes and of Pablo Casado, together with the string of corruption cases from *Púnica* to the circle around Isabel Díaz Ayuso, remind us that the Partido Popular's web of mutual dependencies and cross-cutting power remains intact.

Its decades in government have also produced a distinct political imaginary in Madrid: a combination of economic policies to attract financial and real-estate investment and promote the tourism and services economy, with a model of public services that places contracts with large private providers of outsourced services at the centre of the budget. On top of these decades of economic and public policy, a particular subjectivity has developed — a specific Madrid sociology summed up in the effective slogan “freedom”: the defence of a dubious “meritocracy”; a permanent contrast with the rest of the State (especially Catalonia) combined with strong Spanish nationalism; the defence of the neoliberal model of public services (“what does it matter how a hospital is managed, as long as it remains public?”); and the celebration of the hardships of living in Madrid (traffic jams, an hour and a half to get to work, or the price of housing as examples of living “the Madrid way”).

Added to this is the fact that the traditional left-wing parties have failed to build a consistent and lasting project in the region, paving the way for the PP to recover from its successive crises without major electoral damage.

Looking further afield, the historical period also presents considerable challenges. On the positive side, the momentum of the feminist movement and the historic leadership of women in political change represent the best and greatest transformation of the past decade. Like every previous wave of feminism, it has provoked a virulent backlash, which also has political and electoral consequences. But it is consolidating gender equality and the gradual elimination of violent and subtle forms of patriarchal domination over men and women alike, and from the perspective of a left-wing organisation it can only be regarded as great news. The advance of climate and ecological awareness, especially among young people, is also good news — first for reasons of the sheer survival of life on the planet, but also because the ecological crisis allows us to imagine eco-social alternatives for our societies, opening up the horizon of the possible and obliging us to think of other models and other worlds. Finally, the (definitive?) discrediting of neoliberal austerity management of public finances is another piece of good news. In an increasingly right-leaning Europe, a combination of these general factors and some national ones has made possible a left-wing coalition government which, amid a radically hostile media, political and judicial climate since day one of the legislature, is today an exception in Europe and an example — with its limitations (the housing crisis in particular, though not only) — of progressive policies focused on improving the living conditions of the country's working majorities.

On the negative side, the neoliberal and neoconservative transformation agenda is gaining ground internationally, driven by the far right and authoritarian forces across the globe (from Putin to Milei, from Ayuso to Meloni) and tolerated, by action or omission, by the traditional right. Its aim is to dismantle the post-war consensus of Western societies: the social pact based on the principles of equality, freedom, human rights, social rights and the rule of law.

Today that agenda celebrates inequality as the result of a supposed meritocracy that is nothing more than the reproduction of social differences. It champions individualism and the law of the strongest: the collective disappears in favour of a general struggle that ends in admiration for the influencer or footballer who has become a millionaire overnight. It is revolutionising information and communication in a negative sense: today there are no longer more nodes of information revealing little-known truths, but many more interconnected nodes knowingly spreading lies. It challenges long-standing consensus: science itself is now questioned amid religious or conspiratorial explanations of social and natural phenomena. It delegitimises welfare states: with one hand it reduces their funding through successive tax cuts for the wealthiest, and with the other it reduces benefits and the size and quality of public services, prompting here and there the question: “Is this what we pay taxes for?” It is built on strong and cruel leaderships, which persuade not in spite of but precisely because of those traits: harshness, contempt for the weak, and irresponsibility disguised as courage.

This agenda is spreading in societies where inequality is greater today than thirty years ago; where billionaires multiply at the top of the social pyramid while the middle classes face daily hardship and a pessimistic outlook; where a very large minority regularly lives on the margins, doing the worst jobs (in logistics, care, cleaning and domestic work, transport and construction) and struggling to get by in substandard housing and shared flats; where public services have been weakened after decades of cuts; and where the climate crisis can be viewed with the pessimism of “there is nothing to be done”. This agenda wreaks havoc wherever financialisation, real-estate accumulation, offshoring, deindustrialisation and the crisis of the social state have left behind a cohort of middle-aged citizens longing for a better past and a generation of young people who look to the future without hope.

For those of us who have always argued that the consensus of the post-war social states — post-dictatorship in the Spanish case (democracy, redistribution of wealth, public services and a strong welfare state) — was a good foundation from which to fight for the fairer societies we had not yet achieved, the far-right agenda places us in the difficult position of having to defend the best of the twentieth-century social states without renouncing either our critique of them or our responsibility to put forward proposals, models and horizons for the twenty-first century. Indeed, given the growing discredit of the current model, we must avoid any position that might be perceived as conservative, offering expectations of change and progress that inspire rather than merely reassure.

It is in this Madrid, Spanish, European and global context that we do politics in order to change Madrid through its governments. We need every person in Más Madrid, whatever their position, to keep their eyes on the horizon of winning elections. There are no shortcuts or magic formulas, and we know the road may be arduous, but that is the goal that must give meaning to Más Madrid’s existence — never second place. And to win elections, we must transform that Madrid subjectivity.

This document starts from the conclusion that the era of state-wide organisations under a single hyper-leadership, in the progressive political space to the left of the PSOE, has passed or is weakening, and is being replaced by well-established territorial organisations with deep roots, which in some cases even outperform the PSOE in their respective territories.

Más Madrid is one of these, and intends to deepen that strategy. The last electoral cycle has given us examples of political forces that have broken through electoral barriers and contested first place. We want to study their experience in depth and share their ambition, in order to make a quantitative and qualitative leap that allows us to follow the same path.

It also starts from the recognition that we must lead and be at the forefront of the political and cultural battle. We set out to defend principles and values and to win over the people of Madrid with them; we go on the offensive in the battle of ideas of our time, at the point between protecting the best of post-war societies and taking their best elements further, combining defence and change in our proposal.

Today we must fight a battle against inequality, against accumulation and speculation as economic drivers, and against millionaires as the sole beneficiaries of that system: a battle for the redistribution of wealth, higher wages, the right to housing and the expansion of the social state. A battle for young people and working families.

And today we must also continue to fight the old battle against patriarchy and its defenders: a battle for equality, for an end to violence and male domination, but also for the liberation of women and men from outdated, obsolete and tired models and practices.

We start from solid foundations. Our young and robust Madrid force currently leads the opposition to the PP in the Community of Madrid and in Madrid City Council. We are also a governing force in eight municipalities of our region (Getafe, Alcorcón, Parla, Rivas-Vaciamadrid, Coslada, Velilla de San Antonio, Manzanares el Real, and the mayoralty of Casarrubuelos), representing 10% of the region's population and managing responsibilities for ecological transition, transport, feminism, transparency and education. And we are one of the fundamental pillars of the coalition government, with a Ministry of Health at the forefront not only of bold public policy but also of the political and cultural battle that can and must be waged from government.

We also have a notable and well-distributed presence throughout the region — with which we are not satisfied — that reaches and represents a large majority of the people of Madrid: 83 local councillors, 27 members of the Assembly of Madrid, 2 members of the Congress of Deputies, the Minister of Health, 58 municipal assemblies, 13 sectoral assemblies, and more.

That presence is cross-cutting and spread throughout the region, although some assemblies show signs of fatigue after the 2023 electoral cycle, which makes their qualitative and quantitative revitalisation one of the priority objectives of this cycle.

And we are a young but solid force: over the five years of Más Madrid's existence we have been through highs and lows. We have suffered defections; polls and commentators have declared us a dead political force; we have experienced the condescension of those who thought we would be a flash in the pan and the contempt of those who believed this organisation, led by women, was only borrowing a place in Madrid politics. It is worth highlighting the maturity and strength with which our organisation faced its most recent internal crisis, caused by the actions of a former colleague and exploited by opponents on both left and right to hold the organisation as a whole jointly responsible for his individual

actions. In a terribly hostile media and political context, we stood up as an organisation, acknowledged omissions and mistakes, allowed time and space for internal reflection, and took the crisis as an opportunity to emerge stronger, to evaluate our internal functioning and to propose improvements that will move us towards an organisation in which feminism is practised in every assembly and workplace.

But we want more. We want to grow: to persuade and to compete politically and culturally in a Madrid shaped in the image of the PP, we need to be more numerous and to reach further, growing in numbers but also in quality, multiplying our presence and influence in Madrid's social fabric — in universities, trade unions, workplaces, the feminist movement, the media and neighbourhoods.

We want to be credible as an alternative government. Today we are seen as a fresh, young and contemporary party. But despite our growing experience in government, many people do not yet see our party as mature enough to be an alternative government and therefore able to contest first place. This must therefore be one of our main concerns: identifying the ingredients and audiences we still lack in order to achieve a strategic change in perception that allows us to take a major step forward. This means making visible the achievements of our municipal governments and our work at the Ministry of Health, but also articulating our alternative government for Madrid through communication products, specific campaigns and content creation.

That is the purpose of this document, *Madrid en Marcha*. In the following pages we set out ideas, tasks and strategies to that end, opening them up for debate across the whole organisation.

2. MÁS MADRID, THE COMMON PROGRESSIVE HOME

Más Madrid aims to become the spearhead of the effort to end the neoliberal experiment that the Partido Popular has been conducting on the people of Madrid. To achieve this, Más Madrid needs to become a stable and lasting point of reference for those who vote for progressive forces in Madrid. For decades these voters have lacked a safe choice, as the traditional left-wing parties in Madrid have gone through all kinds of instability, disappointment and reinvention. A PSOE with constant changes of leadership, always in the shadow of the *Tamayazo*, and an extra-parliamentary left in almost permanent re-foundation leave Más Madrid with the task of offering itself as a safe choice — sometimes with more enthusiasm and sometimes more critically, but always with the reassurance of knowing what their vote will achieve and without fear of disappointment.

We need three elements to be that safe choice.

2.1 Predictability

Our party system has undergone major changes over the past decade. What were initially perceived as exciting novelties ended up generating confusion and fatigue. This has been particularly true in our ideological space, where the electoral options that have best held up in recent years — even reaching historic highs — are those that pre-date 2014 and which,

although they have evolved strategically on some issues, are perceived as constant in their identity and aims. In other European countries, too, we observe that some parties supposedly capped at 15–20% of the vote have gradually exceeded that ceiling, year after year and term after term, by remaining consistent and credible in their proposal. That consistency has meant that the lack of positive results from governing parties ends up sending them voters who, while not fully sharing the ideological core of those parties, value the solidity and coherence of their proposal enough to want to give them a chance.

- **A clear proposal.** Our political proposal must be clear enough that, on each new issue on the agenda, the average voter can predict our position before we state it. People must know that, whatever happens, we will always stand with working people, public services, ecology and feminism. While remaining sensitive to shifts in common sense when choosing our tactics, we must build trust by ensuring that our positions are perceived not as opportunistic or electoral, but as firm ideological commitments. The average voter shies away from a party with which they have major differences, but also from one they consider a weathervane. In our short existence we have already established certain elements, mainly the defence of public services and ecology. This has been relatively easy given our consistently positive electoral results and the absence of major waves of opinion against our proposal. More difficult situations are likely to come, and then we will need a long-term view and a cool head.
- **Credibility and consistency with the proposal.** For many voters without a strong ideological attachment, the honesty and consistency of those making a proposal end up being more valuable than the proposal itself. A self-proclaimed liberal party loses credibility if it is led by people who have always lived off the public sector, just as a workers' party loses credibility if its leaders live in an expensive gated community in El Escorial. In this respect, we must embody our own proposal as people and as an organisation. Beyond the obvious feminist and ecological component, we should pay particular attention to territorial diversity and to a certain — though not absolute — class diversity. As for our regionalist character, beyond very specific situations, it is important to remain consistent in our determination to focus on the Community of Madrid.
- **Capacity for consistency over time.** We need not only a clear proposal and a party that matches it, but also to be consistent over time. This may seem an obvious consequence of the two previous premises, but two factors could compromise that consistency. First, the risk of internal disputes. Since the birth of Más Madrid, internal conflicts have been very rare and have been conducted in a prudent and respectful tone towards the organisation and its objectives. That commitment must be maintained, bearing in mind that, while normal internal differences can be healthy and constructive, if badly handled they can overshadow the organisation's work and destroy the credibility of those involved in the eyes of voters who expect our commitment to our ideas to far outweigh our differences. Second, there is the risk of disorganised expansion of the party, which fails to ensure that new members — especially those who move directly into positions of responsibility — clearly

understand the proposal and accept that their inclusion and contribution must take place not as individuals but as part of a team built around that proposal.

2.2 Distinctiveness

Más Madrid was born occupying a diffuse space that can only be understood as a combination of several factors. It is partly heir to the left's efforts to represent the 15M context; it also seeks to strengthen and represent a Madrid regionalism; and in part it simply tries to offer a better version of what other parties, which were not or are not at their best, already offered. Although all these components have played a role without clashing, and may partly continue to do so, if we intend to keep growing we will need to reformulate them and add new ones. Our objective is not, and must not be, to replace other progressive parties or to win a larger slice of the "progressive pie". Our objective is to change the Community of Madrid. Therefore, in order not to confine ourselves to the limits of other parties and their respectable but insufficient electoral results, we need to put new things on the table that bring about deeper shifts in voting blocs.

- **A discourse that evokes the future.** The advance of the far right and the radicalisation of the traditional right have pushed us into the role of defending our democracy and the basic agreements of coexistence that exist today. In a way, despite being a force that proposes progress and improvement, we often find ourselves defending what currently exists against the right's attempts to roll it back. However, in a social context in which optimism about the future is far from its peak, and in which disruptive options are steadily gaining ground, merely defending what is good in our political system is, ironically, insufficient for that very purpose. To overcome a certain social apathy towards the present and not leave the field open to neoliberal and/or nostalgic siren songs, we must propose an inspiring future. Sticking to everyday matters and avoiding sounding utopian might be the best option in another social context, but at this moment it falls short. That inspiring future must be conveyed within a framework with clear mobilising elements (housing), with dichotomies that give meaning to people's experience (those of us who live in the city versus those who are taking the city from us), and with objectives that capture people's imagination and therefore the debate ("we will make the housing problem a thing of the past").
- **A party of committed people.** Más Madrid is not a merely electoral political force, but one rooted in the territory thanks to an active membership with a transformative vocation, which generously contributes its time and effort. Consolidating and expanding participation in our assemblies, enriching them with street work and engagement with the social fabric, is essential to counter the idea that "they are all the same". The presence of our members on the streets is useful not only as a channel for certain information and projects, but as a demonstration of our distinctiveness and as a "pull factor" for those looking for a different kind of party.

2.3 Inclusion

Today Más Madrid is the leading progressive party in our region, already heading the opposition. However, there are sectors of the political and electoral ecosystem with which many bridges remain to be built. When we speak of inclusion, we mean it in two senses. Ultimately, we mean facilitating the identification with Más Madrid of the various voter profiles likely to support us. And, as a means to that end, we also mean inclusion in an organisational sense, of both people and organisations, both literal and symbolic. In undertaking this task we must be alert to the natural risks of organisational and ideological dispersion that any growth process entails, achieving the development we want rather than random and undesired mutation.

- **Local parties.** The municipalities of the Community of Madrid have many local parties doing excellent work within Más Madrid's ideological coordinates. We must collaborate with these parties, putting the interests of the people of those municipalities above partisan interests, while making the case that closer ties with Más Madrid can bring a communication strength, institutional resources and organisational momentum that those local parties can hardly achieve on their own. In building these ties we must strike a subtle balance between partially contradictory premises. On the one hand, good results cannot be expected from a steamroller approach that ignores the specific features and concerns of each actor. On the other hand, in our country elections are won by parties with almost monolithic organisational solidity, while those that fail to achieve clear stability end up spending much of their energy maintaining internal coexistence, and losing part of their popularity in the public disputes that periodically arise when that coexistence breaks down. We need a degree of tactical flexibility, while avoiding any fragmentation into separate fiefdoms.
- **Specific social profiles.** We estimate that there are a number of social and electoral sectors in the Community of Madrid that vote progressive, or could do so, not all of which identify with Más Madrid with the same ease. We have come this far by connecting very well with only part of our potential audience, with others still to be reached. We need to establish channels to speak to these profiles: proposals with symbolic power, and the appropriate tone and spokespeople. This is not about multiplying the party's well-known faces — impossible in our region's media context — but about offering points of reference so that people with specific concerns can easily find someone in Más Madrid who speaks about "their issue". All this must be combined with the generational, social and geographical diversity of our region.

3. ISSUES OF PUBLIC CONCERN

[In the original, this section consists of survey charts. The headline chart is reproduced below; the detailed breakdowns by age and territory are available in the Spanish original.]

Main problem facing citizens in the Community of Madrid (survey; cumulative mentions, with first mention in brackets)

Issue	Cumulative %	First mention %
Health care	47.3	30.4
Housing	28.3	15.7
Education	19.9	3.2
Work / unemployment	15.6	6.0
Public transport	9.5	2.3
Inflation / economy	8.3	2.6
Corruption	8.1	4.3
Insecurity / crime	8.0	2.8
Social services	6.6	1.1
Immigration	6.5	3.6
Political confrontation	6.3	2.7
Pollution / environment	5.5	1.3
Confrontation with the central government	5.1	3.8
Street cleaning and maintenance	4.3	1.0
The Ayuso government, poor management	4.0	2.8

Health care and housing are the leading concerns across all age groups and across both Madrid city and the rest of the region.

4. TERRITORY

Más Madrid's results have been achieved with a territorial structure that did not exist in 2019 and was only emerging in 2021 and 2023. That lack of territorial structure is both our weak point and a source of optimism, since it shows that we have enormous room for growth. This section reviews the essential tasks needed to make the most of that potential.

- **Diagnosis and message segmentation to close the gap between municipal and regional voting.** We need to use data from past elections to map Más Madrid's potential vote, cross-reference it with voters' main concerns, and segment our actions and messages accordingly. We will need people responsible for maps by municipality and district group (*comarca*), also cross-referencing the difference between regional and municipal votes in each place (September 2024 – June 2025). Likewise, we will identify in each municipality which organisations in the social

fabric (residents' associations, social and leisure organisations, etc.) could be allies for joint action.

- **Visibility and territorial expansion.** We will coordinate the visibility of Más Madrid (assemblies, councillors and municipal groups) in these territories. Although more than 92% of the population of the Community of Madrid already has a local Más Madrid assembly they can join, we must move towards 100%. To this end, we will identify which municipalities are strategic for creating assemblies, through the *comarcas*, wherever we are not yet organised.
- **Spokespersons' agenda.** The “brute force” of our spokespersons' popularity has been used successfully with the dual aim of raising their profile and popularity and making the existence of Más Madrid's local and district assemblies known. We will build a territorial agenda for Manuela Bergerot covering the whole region. We will try to involve Mónica García, or build her own agenda, to the extent her institutional obligations allow. We will strengthen Rita Maestre's agenda in the city, with special emphasis on the southern and eastern districts.
- **Sharing initiatives.** Many territorial assemblies have created highly successful initiatives to establish themselves locally. We will create a guide of proven projects — such as the Valdeolmos literary competition or the Las Rozas battle of the bands — to make them easier to replicate elsewhere.
- **The role of regional MPs in the territory.** One of the factors that contributed significantly to territorial growth in the previous term was the assignment of regional MPs to each municipality, to accompany, advise, share experience and connect with the rest of the party. Given the arrival of new profiles in the parliamentary group, and the uneven performance of some of the more veteran members in supporting the territory during the previous term, we will systematise this role through a good-practice guide, a list of ten core functions, and a protocol for meetings in municipalities and in the Assembly.
- **A model for fully developed territorial assemblies.** For assemblies at their best in terms of organisation and participation, we will draw up a list of objectives whose achievement would represent full roots in the social fabric of their municipality or district. The whole party will be involved in meeting these objectives.
- **Stronger communication for municipalities.** The visibility of our municipal work across the region must be strengthened. We will resume regular meetings between the Organisation Portfolio and the Communications Team to set a territorial agenda, and will work on objectives by *comarca* to map local media and identify local needs.
- **Map of municipalities with independent groups or mayors taking part in the Network of Municipalities for Change.** We will offer to establish cooperation with these groups.
- **Strategic objectives by *comarca* for 2027.** We will organise political themes by *comarca*, first internally with the party's experts, culminating in a municipalist

conference to share public policies. The sectoral assemblies will be involved in this work. We will make the *comarca* the main driver of expansion in its area, and will create district-group spaces for sharing and socialising, preferably of a cultural and social nature.

5. MADRID CITY

The 2023 results, while still far from sufficient to contest the mayoralty, allow us to lead the progressive bloc in this cycle — no small achievement after the departure of Manuela Carmena, a split sponsored by the PP, and an initial phase of the term in which we were the fourth force in the city. We have been able to hold out in a very difficult situation; now it is time to define an ambitious strategy that puts us back in contention for government.

The start of the current term has shown that the municipal government's management attracts very little attention. This, together with a heavily right-leaning media ecosystem, produces an entirely national debate in which Mayor Almeida and President Ayuso appear every day attacking the Government of Spain in the national media, and announcing (much) and inaugurating (little) in the shrinking local media, leaving very little media space for the opposition.

This does not mean that local work bears no fruit or that we should abandon it. Being the only Madrid-based force is an advantage we must use. However, while no one doubts that Más Madrid represents the alternative model of the city to the right, we must also represent a different model of society, beyond matters of municipal competence. We have an advantage on local issues, but we must be proactive in entering all the major debates that people are actually talking about at any given moment.

In a context in which few vote transfers between blocs are expected, the coming years will be more a war of position than of movement: a political and cultural battle between blocs, inch by inch, at local, national and international level. Consolidating the organisation and strengthening civil society and social mobilisation will be key tasks.

We must continue to expand our territorial presence in every neighbourhood and grow our assemblies. To this end, it is important to implement the 2024–2027 district work plan approved by the Municipal Coordinating Committee, and to take great care in welcoming new members.

It is also essential to broaden Más Madrid's base, creating a community wider than the strict membership register, with more variable levels of involvement but constant connection and information. That community, between members and voters, can be key to gaining solidity and roots, and to depending less on the vagaries of the political cycle or national circumstances.

We are also well aware that it will not be possible to improve the balance of power between blocs without strengthening social movements and civil society organisations, which are going through a difficult period after an exhausting political cycle and the strong push of the radical right in recent years. Helping to strengthen, and building even closer relations

with, the trade union, feminist, residents' and environmental movements is key, as is continuing our involvement in parents' associations and regaining a presence in universities.

Consolidating organisationally, rebuilding social forces, not avoiding the main cultural battles and going on the offensive in social mobilisation is the only way to tip the balance of the right's current hegemony. Housing and inequality must be our main themes, in contrast to a grandiose discourse about a showcase city for the rich: the city of working families and the middle classes versus a government for millionaires and speculators; the Madrid of the court versus the Madrid of the neighbourhoods — always with a particular focus on the southern and eastern neighbourhoods, young people, migrants and families with children.

6. AGENDA OBJECTIVES

Although the reflections in this document aim to set medium- and long-term horizons, the journey starts now, and it is useful to set out concrete tasks for the coming term that represent progress in this process. Organised by political year, these tasks are as follows.

September 2024 – July 2025

1. Project-based funding has produced some of the best member-led experiences in territorial assemblies, as measured by image and by bringing the party closer to the public. We will hold a day of analysis and review of project implementation, and produce fact sheets on the best experiences so that they can be replicated.
2. We will launch a new call for project-based funding, rethinking its rules, including the possibility of joint projects by several assemblies with corresponding funding.
3. In the municipalities where we govern, we will seek to ensure that the 2025 budgets include tangible improvement projects.
4. We will help municipalities design electoral strategy roadmaps. By summer 2025, every municipality should have a simple, workable plan for the following two years: key issues, relevant proposals, and channels for communicating them.
5. Some assemblies show signs of not having recovered from the exhaustion of the 2023 election year. We will map these assemblies in order to develop a recovery and reinforcement strategy.
6. We will launch a plan of comprehensive campaigns on issues of concern, as reflected in the data in section 3 of this document: housing, health, education, transport, the municipal agenda, etc.
7. Around these same issues, we will hold district-group conferences on models of the city.
8. We will submit coordinated objections to the Ayuso government's new and deficient transport concession map.
9. We will validate the sectoral assemblies that meet the requirements and strengthen their role in supporting public policy.

10. The CRM is a new and very powerful tool for the party, particularly for the growth of territorial assemblies. We will create an accessible campaign implementation guide for non-specialists.
11. The party's growth is generating a healthy but sometimes chaotic proliferation of events. We will create a coordinated calendar for the whole party to avoid overload and overlap as far as possible.
12. Following the success of the *La Madrileña* street festival, we launched a plan of district-group festivals, with uneven results. We will reformulate that plan.
13. We will analyse the strengths and gaps of the campaign marking the first year of government and begin to design the next one.
14. We will improve and systematise the party's TikTok account.
15. We will draw up a plan for advertising in local media to raise awareness of the achievements of our municipal governments.
16. We will campaign for the right to housing with a broader repertoire of actions than usual, going beyond institutional action and promoting a public debate on the streets.
17. The intranet has been developed and, although some functions are still pending, we will make it available to the whole organisation.
18. We will create a protocol to anticipate key milestones of the Ministry of Health and of the municipal governments in which we take part, so that they receive appropriate organisational and communication follow-up.
19. We will launch a training plan covering communication, organisation, public policy and other areas.
20. It is essential to keep consolidating our territorial presence and strengthening the growth of assemblies. To achieve this strategic objective, we will set specific targets for each assembly, adapted to its context and needs. We will also place special emphasis on carefully welcoming and integrating new members, designing a welcome system for people registering with Más Madrid that brings them into active membership and ensures that everyone feels supported, valued and motivated to contribute.
21. We will continue developing a calendar of events that enables us to set the agenda.
22. We will undertake the reform of the Statutes and convene the Political Conference.
23. We will continue to keep members informed through the *Informa* channel.
24. We will renew the Guarantees Committee and the Code of Ethics Committee.
25. We will complete the implementation of the Political Action Office.
26. We will draw up the regulations needed to guarantee the organisation's internal democracy.
27. We will continue working on the political coordination of all spaces within our organisation.

September 2025 – July 2026

This political year will be marked by the need to deliver and communicate our achievements in government, both at the Ministry and in municipal governments.

28. In the municipalities where we govern, we will complete the tendering of the projects to be carried out.
29. We will draw up specific communication plans for these municipalities.
30. We will step up the presence of the party's three co-spokespersons, seeking new event formats that bring them to where people are, rather than bringing people to our spaces.
31. We will take the first steps in the plan to reach the specific social sectors identified under "Inclusion" in section 2 of this document.
32. We will validate the new assemblies that have emerged during the first half of the term and begin preparing leaderships for the next term.
33. We will evaluate the functioning of the CRM during its first year and make any necessary corrections.
34. We will carry out new qualitative and quantitative studies to assess the progress of our efforts and the general political situation.
35. We will ask the sectoral assemblies to propose an activity or event for this period that creates synergies and highlights the work being done with like-minded associations and groups.
36. We will try to diversify our communication tools, testing the effectiveness of podcasts, YouTube interviews, offline-online formats and others.
37. We will launch a new training plan structured as a campaign plan and an index of issues of concern.
38. We will try to involve the most relevant figures in each field in drafting public policy proposals, without the need for publicity or party affiliation, in order to gather as much expert knowledge as possible.
39. We will continue developing a calendar of events that enables us to set the agenda.
40. We will continue to keep members informed through the *Informa* channel.
41. We will create new spaces for political education.
42. We will run specific campaigns to build supporter loyalty.

September 2026 – Elections

The objective for the election year is to draw on the experience of 2023 to carry out the same tasks, and some new ones, with far greater anticipation and efficiency.

1. We will hold primaries in stages, with the corresponding regulations and greater advance notice, so that local candidates have more time to build their profile during the pre-campaign.
2. During autumn and winter, we will prepare the following campaign elements: photographic material of candidates, campaign materials, advertising contracts, mailing, food trucks and other distinctive campaign features, and a communication-risk form.
3. Much of that year's communication, including the campaign, will revolve around the idea of Más Madrid as a governing force, building on the achievements of our municipal governments and the Ministry.

4. We will present “alliances of municipalities” around shared problems, including packages of district-group public policies formulated from the bottom up.

7. MAP OF SOCIAL, SECTORAL AND COMMUNICATION LEADERSHIPS

The Community of Madrid has one of the most powerful cultural and political ecosystems in the country. The possibilities arising from collaboration with the many associations and personalities in these ecosystems are almost endless. Más Madrid has sought such collaborations occasionally and around specific moments. From now on, we will try to establish them more systematically and continuously — not in the sense of “acquiring” these figures as part of Más Madrid, as other left-wing parties have tended to do, but by seeking synergies around shared objectives. Areas to which we will pay particular attention include: social movements, feminism, traditional and social-media communication, culture, the housing movement, economics, trade unionism, ecological transition, LGTBIQ+ rights, anti-racism, education and social justice.

Beyond drawing up a list of possibilities to explore, this task must cut across the whole organisation. No single team can cover all of this; every person in the party, whether in a local group or as a regional MP, should make spotting such opportunities part of their activism.

8. QUALITY OF BODIES AND PROCESSES

Given the transformations the organisation underwent during 2023 and the addition of new institutional spaces, we will need to rethink our mechanisms for identifying and addressing political and organisational needs.

The increase in Más Madrid’s public office holders at different levels, and our experience in government (at both national and municipal level), must translate into a strengthening of the organisation’s political capital. This can only be achieved by reviewing and strengthening internal communication channels, the circulation of useful information, and the proper coordination of the work carried out in each institutional area and party portfolio.

- **Multi-level coordination space:**
 - We will schedule regular meetings to map needs by area and establish appropriate mechanisms to respond to them.
 - We will develop protocols for coordinating events and political actions, so as to take account of all dimensions of the organisation (for participation and/or dissemination).
 - We will promote and coordinate the collection of the information needed to draw up an integrated action map that strengthens and amplifies the initiatives of each area, as well as accountability to the membership.

- **Quality of bodies:** For political bodies to function well, it is particularly important to build a common horizon that takes into account the different dimensions of the party. In this way, each area can align its calendar and initiatives with the general objectives and evaluate its performance against clear criteria.

It is essential that the decisions adopted by the leadership bodies be available to those who act as liaisons with other areas. To this end, a specific function could be developed on the intranet allowing the minutes of the Executive and the Regional Board to be consulted, and simply recording meeting dates, attendees, etc.

Likewise, in the interests of internal transparency, it would be useful for the most significant decisions of both the Executive and the Regional Board to be shared with the membership periodically — for example, quarterly. This could be done through the *Informa* channel or at specific meetings (meetings of co-spokespersons, the Intersectoral Board, VOVES, etc.), as judged most appropriate in each case. This will strengthen members' sense of belonging and of being an active part of the organisation.