



Comune di
Milano



THE
EARTHSHOT
PRIZE

Unitary Project

LOCAL FOOD WASTE HUBS ENHANCEMENT

Co-designing a partnership for the Neighbourhood Hubs to combat food waste system enhancement by investing Earthshot Prize resources to implement the Milan Food Policy

November, 2023



Foto di Emmanuel Mbala su Unsplash.

Contracted project development actors: 5 leaders, 24 actors in total involved



With the support of the Memorandum of Understanding actors for the development of Neighbourhood Hubs to Combat Food Waste:

And the participation of



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Municipality of Milan

Area Food Policy
Food Poverty Office
Partnership and Development

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Photo by [David M. Chambers](#) on [Unsplash](#)

Foreword

This project takes the form of an ambitious convergence initiative designed to address the complex challenges surrounding food sustainability, and combating waste, in the city of Milan context.

Challenges range from ensuring food safety to promoting environmental sustainability, adopting ethical practices to encouraging waste reduction and surplus redistribution innovations.

Given the heterogeneous nature of the projects involved, the wide range of actors involved and the varying stage initiatives are currently at, the task of this document is to outline the project's shared objectives, action plans, implementation timeframes and use of resources in general terms.

With regard to the above-mentioned aspects, refer to the individual projects submitted in the application phase by the various entities/groupings for all information not explicitly reported in this document, as well as to the minutes of the co-design roundtables kept on file in the Food Policy Area.

The procedure adopted to develop this investment has been divided up into preparatory and subsequent stages, codified in Articles 55-57 of the Third Sector Code, and summarised here:

- **Co-Programming Workshop** for which the Municipality brought in 36 Third Sector entities in a public capacity to assess the best ways of investing resources in solutions which effectively meet emerging needs.
- **Co-Design Notice** based on the evaluations resulting from the workshop, consisting of a public notice published by the Municipality.
- **3 Co-Design Roundtables** in October to which the Municipality and its partners called eligible Third Sector entities on the basis of detailed individual action plans for the purposes of this unitary project.
- **Implementation of the projects funded (2024-2025)**

Project Aims

The aim of the project is to enhance Neighbourhood Hubs to combat food waste, generating collaborative action for the investment of Earthshot Prize resources, in implementation of the Milan Food Policy. The purpose of this action is to provide a concrete response to the needs which have emerged, connecting up food workers to third sector entities and direct beneficiaries, such as vulnerable groups and families in need.

THE
EARTHSHOT
PRIZE

Project goals

Goal 1, Enhancing Existing Hubs

The goal of this part of the project is improving already operational Neighbourhood Hubs. A shared governance system is envisaged, to foster more efficient, shared management by those involved. Logistical centralisation aims to rationalise food flows, reducing waste. Supply chain digitisation, via software and app development, will increase accuracy and transparency in the management of data on collected and distributed food. In addition, experimental laboratories for the processing of surpluses are to be created, opening up opportunities to convert surplus food into new products. Greater staff job security and specialised training will help ensure continuity and quality. Innovative and sustainable food collection and distribution solutions, such as electric vehicles and cargo bikes, will reduce the environmental impact and improve process efficiency.



Goal 2, Starting-up New Hubs

The plan is to extend the project by opening new Neighbourhood Hubs to combat food waste in areas currently not covered by such initiatives. This involves renting, setting up and maintaining spaces for new hubs. Coordination and management of the new hubs' work is indispensable to their success and the optimisation of resources.

The aim of this part of the project is to extend the scope of services combating food waste into new contexts, bringing the benefits of the initiatives to a wider area.



Goal 3, Municipal Market Integration

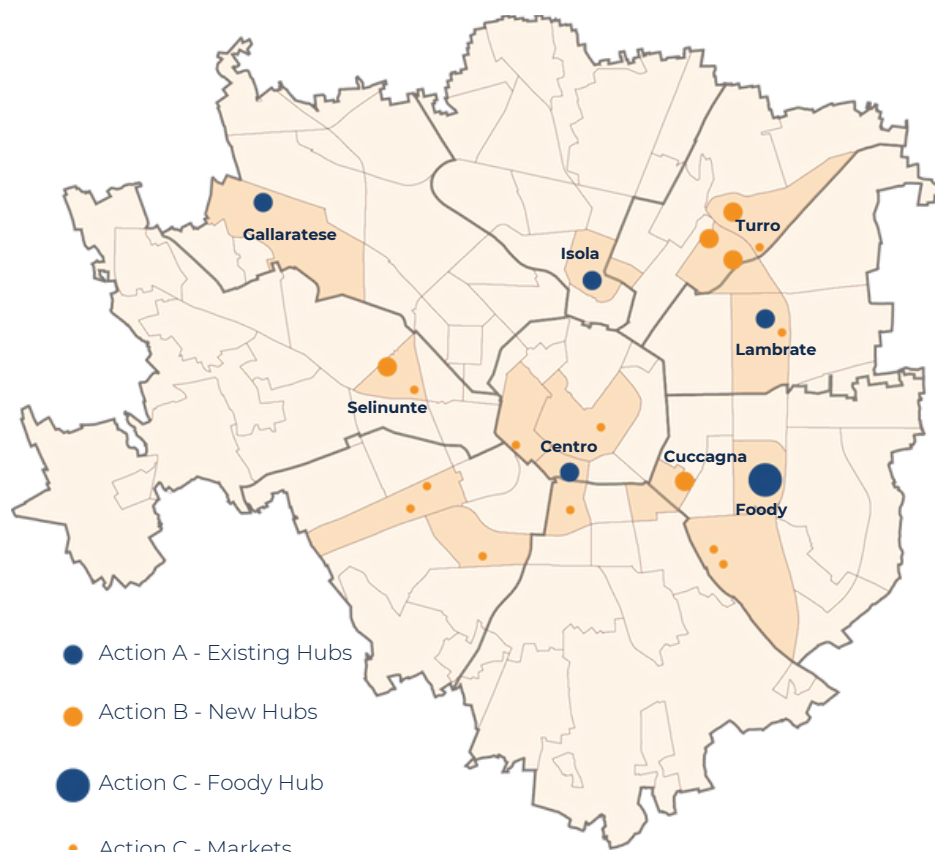
This focuses on integrating municipal markets into the Neighbourhood Hubs to combat food waste eco-system. This entails enhancing collection and redistribution within outdoor and farmers' markets, making for greater efficiency in the collection of food surpluses.

Integration with Milan's fruit and vegetable market and redistribution work at the Foody Zero Waste Hub will help create synergies between those involved and maximise the use of resources. The aim is to ensure that surplus fruit and vegetables from municipal markets is effectively integrated into redistribution flows managed by Neighbourhood Hubs, reducing waste and providing more food to communities in need.



2 Action Summary

The map summarises the main results expected. Partners' roles in achieving the project's goals and the implementation of the various actions is defined in the following chapters.



Action A - Enhancing Existing Hubs

- Development of shared logistics solutions
- Shared digital warehouse management system
- Operator training

4 partners
4 hubs
€290,000



Action B - Starting-up New Hubs

- Opening 3 new hubs and coordinating active hubs
- Setting up logistics centres and relations with large-scale retailers
- Enhancing hub and market distribution solutions

13 partners
3 hubs
€210,000



Action C - Municipal market integration

- Expansion of 12 markets and opening 8 new markets;
- Expansion of Foody Hub at the fruit and vegetable market;
- Communication campaign with wholesalers

7 partners
20 markets
1 Hub Foody
€200,000

Action A Hub enhancement

Partnership

Banco Alimentare della Lombardia ODV

Italian Red Cross Association - Milan Committee

Terre Des Hommes Italia Foundation Onlus

IBVA third sector charitable entity



Croce Rossa Italiana
Comitato di Milano



Goals

- **Effective integration:** ensuring smooth cooperation between the entities involved, at both systemic and territorial/neighbourhood levels;
- **Articolazione multilivello:** developing strategies operating on multiple levels on the basis of the local context, key actors and the system as a whole;
- **Networking:** promoting collaborative working between different actors, encouraging resource, knowledge and experience exchanges.



Hub Geography

Hub Lambrate

Municipality 9 - Via Borsieri
Banco Alimentare della Lombardia

Hub Lambrate

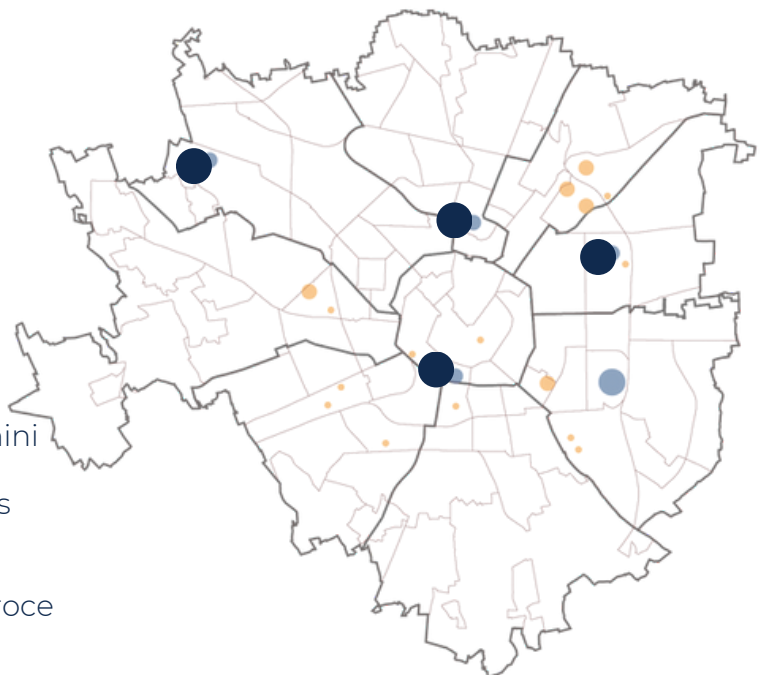
Municipality 3 - Via Bassini
Banco Alimentare della Lombardia

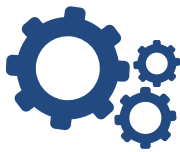
Hub Gallarate

Municipality 8 - Via Appennini
Terre Des Hommes
IBVA Foundation, Red Cross

Hub Centro

Municipality 1 - Via Santa Croce
IBVA Foundation





Action Plan

Analysis and Planning

- careful analysis of logistical needs and available resources;
- mapping resources: identifying collection and distribution points, the agencies involved and the resources available.

Defining Logistical Routes

- establishing the most efficient food collection and distribution routes, taking into account variables such as traffic, distance and vehicle availability, including with a view to reducing environmental pollution;
- developing digital management systems;
- designing and implementing a supply chain digitisation system during the co-design phase, including in app format, for across-the-board supply/demand management between organisations; with digital collection tracking and management for efficient distribution between hubs.

Neighbourhood Hubs Enhancement

- strengthening current food storage, collection and distribution at the hubs, via:
- dialogue with institutions to monitor needs and modulate flexible responses to distribute surpluses between different hubs;
- centralised planning and management of the collection, storage and delivery of foodstuffs to the hubs;
- collection and distribution of surpluses from company canteens; large-scale retail trade; neighbourhood shops.

Training support for operators

- training on digital tools: training on the digital tools used for logistics management;
- HACCP training.

Environmental promotion and sustainability

- environmentally friendly vehicles: low environmental impact vehicles for the collection and distribution of foodstuffs with electric vans and a cargo bike service equipped with polyboxes, reducing environmental impact and facilitating city mobility;
- optimisation of resources: reducing fuel and time waste via efficient routing and logistics operations.

Monitoring and Evaluation

- data collection with logistics operations data tools;
- analysis of results, via evaluation of logistical efficiency and waste reduction results.

Action B.1 (M4) Opening new hubs



Partnership

Consorzio Cantiere Cuccagna Social Enterprise Association

Recup APS Association

Economia e Sostenibilità Association

Comunità Il Gabbiano ODV Association

ACRA Foundation

Emergency



Goals

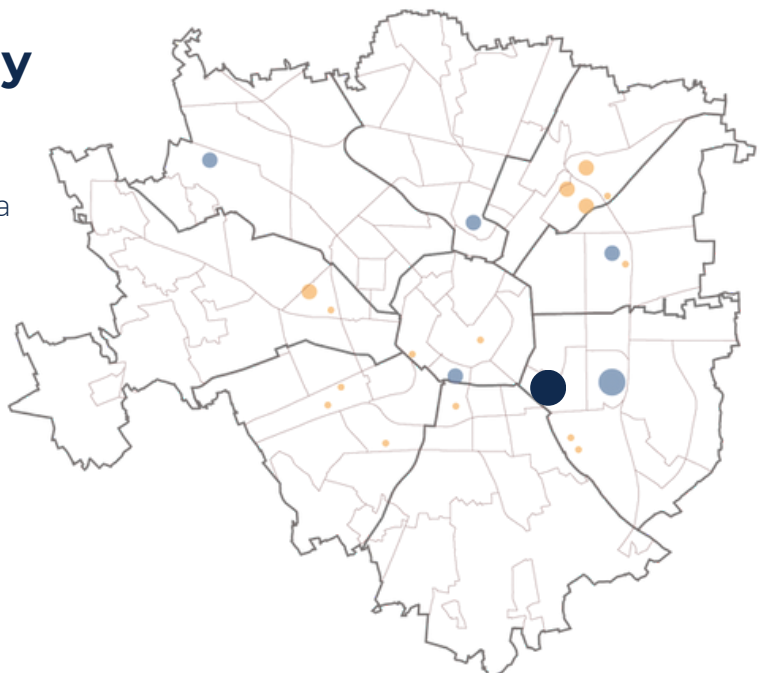
- **Launching a new Food Hub in Cuccagna**, to respond to food aid needs and supporting vulnerable households on a path to autonomy with a focus on socialising, food quality and a balanced diet.
- The new Food Hub has been designed on the basis of a 'self-service and/or assisted sales' model in which users - in accordance with pre-established and tried and tested criteria - decide on the products they want. The hub has a 350 family capacity, including those in the area already in Emergency's care (150) as well as new beneficiaries.



Hub Geography

Hub Cuccagna

Municipality 4 - Via
Cuccagna
Cuccagna Association +
partners





Action Plan



Coordination

- Project management: Cuccagna manages relations with the Municipality, coordinates the partnership and all its actions, and raises the project's visibility.

Start up Food Hub

- Renovation work to improve insulation and modernise its cooling and electrical systems. The warehouse walls need to be smoothed and painted and the pre-existing cold store engine installed.
- Distribution area set up: product display shelving, a refrigerated wall display for fresh products, a fruit and vegetable stand.

Beneficiary selection

- A public transport radius of 15 to 20 minutes covers people from municipalities 2, 3 and 4. No-one Left Out programme selection criteria: interviews with operators and a computer platform generate a 'vulnerability score' to define intervention priorities and a personalised pathway to emancipation from food aid. The platform monitors personal pathways and specific targets.

Hub Operation

- Hub opening at least three days per week. EMERGENCY provides 1350 kg/week of dry food and household and personal hygiene products. RECUP supplies about 450 kg/week of fresh produce collected at the fruit and vegetable market (via an electric cargo bike) , plus a variable number of surpluses from local supermarkets and retailers: contacts/agreements have already been drawn up with Coop Lombardia, Esselunga, Mercato Agricolo Cuccagna, Un Posto a Milano, NaturaSì.
- Operational management of the Hub (user reception, restocking, cleaning, collection of surplus from local shopkeepers, etc.) supervised and coordinated by the Hub Manager (Emergency operator), guaranteed presence of Emergency volunteers, Supporto Popolare, Cooperativa Cuccagna Association and Il Gabbiano. Workers trained by EMERGENCY on goods storage and hygiene management protocols.

Integrating beneficiaries into Cuccagna

- Workshops, interviews and questionnaires with beneficiaries, partners and groups present in Cuccagna, generation of coherent activities partly on the strength of the work of Participation Groups.

Integration with other marginalised groups in the management of the Hub

- Some of the many vulnerable people under Il Gabbiano's care will join the Hub management team.

Knowledge exchanges with overseas bodies

- Thanks to the EU Food Security Hub (ACRA) project, an exchange visit (two Hub representatives) is planned in July 2024 to La Botiga in Barcelona, a quality product space.

Action B.2 (M2) Opening new hubs



Partnership

COMIN Coop Soc. di Solidarietà

Milano Positiva APS

T12 Lab Association

Parish of Santa Maria Assunta in Turro

Terza Settimana ODV

Mutuo Soccorso Milano APS



SANTA MARIA
ASSUNTA
IN TURRO



Goals

- Setting up a new Hub in Municipality 2 spread over 3 distribution centres, with a unified organisation and management model.
- Getting a wide territorial network involved in supporting the Hub's work.
- Extending the fight against food waste with food processing and compost production action.
- Promoting voluntary work, social and labour integration, and the growth of community ties through the Hub.
- Building conditions for the future sustainability of the Hub.



Hub Geography

Municipality 2

Hub Off Campus

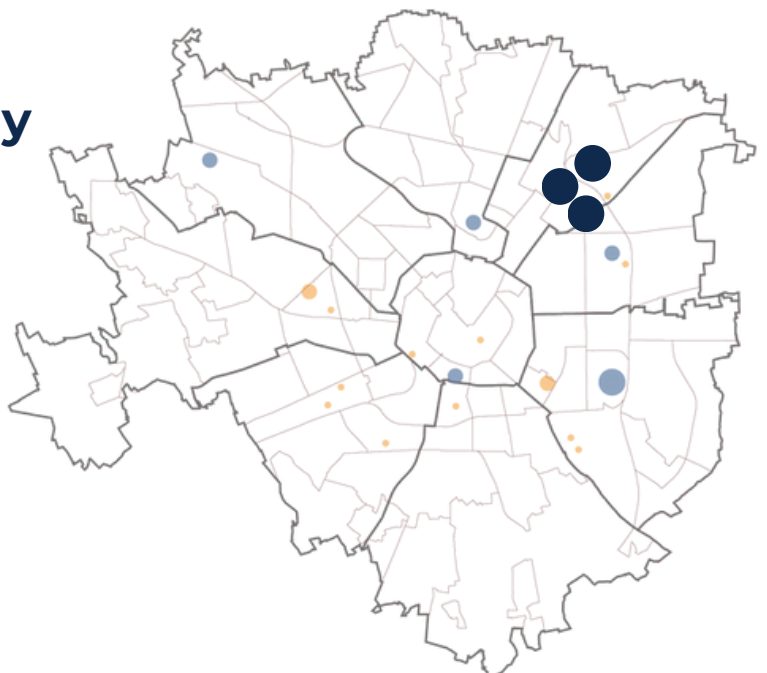
Viale Monza

Hub Parrocchia SAINT

Piazza Anelli

Hub Terza Settimana

Via Leoncavallo





Action Plan



Setting up logistics hubs

- The hub is structured into 3 decentralised Municipality 2 spaces: Parish of Santa Maria In Turro, social market space off campus nolo. Adapting these spaces requires: renovating and furnishing (for food selection and cleaning, especially fresh food, and food display); providing adequate cold rooms (purchase of at least 2 new ones) and collection/distribution vehicles (hiring a van and 2 cargo-bikes).

Implementation of the hub's management information structure

- Management involves organising and monitoring food collection, sorting, storage, distribution flows; relations with recipients, donors and volunteers, with database implementation;

Hub management: food collection and distribution

- Including: 1) managing operational relations with donors; 2) organising and managing transport from donors to hub; 3) sorting fresh food, storing/portioning and displaying the food; 4) organising volunteers; 5) organising direct distribution.

Communication and fund raising

- 1) production of content and materials to represent and narrate the hub's achievements (documents, photos, videos); 2) development of communication channels; 3) reporting; 4) fundraising action and dedicated resources.

Development of a territorial and social network to support the hub

- The hub's operational continuity and growth involves maintaining and implementing communication and collaboration networks with a range of local actors: donors, volunteers, organisations and associations, informal groups, active citizens. Network development will also take the form of cultural-information events (e.g. dinners).

Volunteer promotion

- Engaging regular volunteers in addition to those already present, amongst citizens and recipients of food support. Including: 1) periodic search for new volunteers; 2) operational task training; 3) motivational moments.

Promoting opportunities for social and labour integration

- The hub's activities will be an important opportunity to assist disadvantaged/vulnerable people in getting back into the labour market. Internships and/or work grants for such people in operational support work are planned.

Food processing and production

- Including: 1) food processing (preserves, jams, purées, ready meals); 2) compost production from no longer edible foods, using compost bins and the setting up of above-ground vegetable gardens and/or hydroponics (the "la terra che non c'è" project). Products will then be distributed via hubs.

Governance and project administration

- Steering committee, regular liaison between operational figures, staff in charge of economic and administrative management of actions.

Action B.3 (M7) Opening new hubs



Partnership

Coopi Cooperazione Internazionale ONLUS



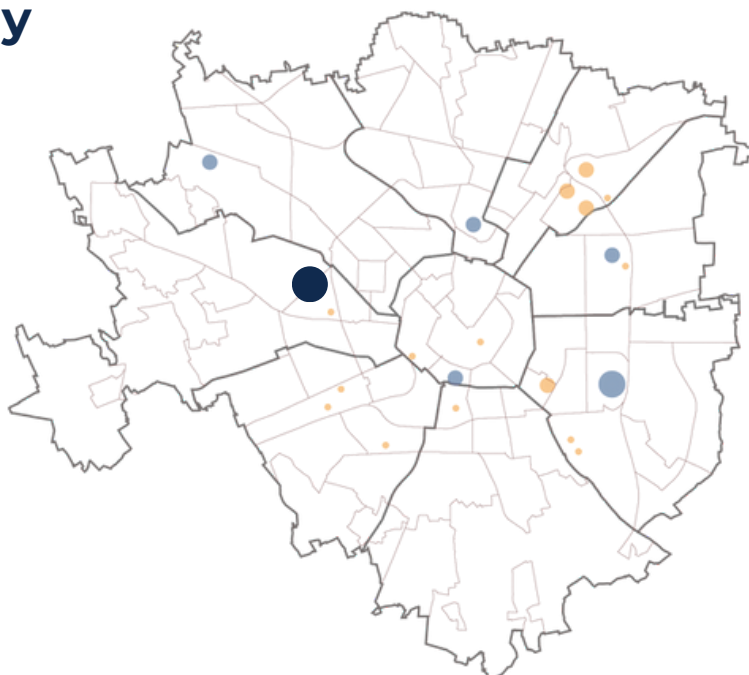
Goals

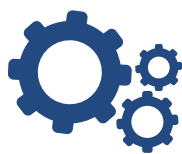
- The project's overall goal is reducing food poverty in Milan's Municipality 7.
- By supporting food shopping and helping struggling individuals and families in cooperation with the Municipality's social services and the Qubi network help desks, helping them regain autonomy and social reintegration.



Hub Geography

Hub Selinunte
Piazzale Selinunte





Action Plan

Identifying and reporting situations of extreme hardship and increasing specific pro-active actions for the various target beneficiaries.

- Identifying a driver from amongst beneficiaries for logistical transport of deliveries from the Hub to the Municipality's distribution centres and to collect surpluses from retail outlets included in the project as non-permanent staff to help the COOPI operator.
- Dry goods supplements in the event of non-delivery of FEAD aid.
- Staffing desks in Piazzale Selinunte, Via Dalmine 6, Cooperativa Equa via Quarti, Cooperativa Comunità Progetto, via Larici 2, Cooperativa Azione Solidale.
- Periodic meetings with municipal social services for the referral of beneficiary families.
- Printing posters and publicity material.
- Identifying the management software supplier that best fits the project's requirements.
- Staff training in the use of management software and registration of all beneficiary master data and implementation of recording procedures for goods loaded and unloaded.
- Redevelopment of rented Aler premises to be used as a Hub and redevelopment of the space in front of the premises facing directly out onto Piazzale Selinunte.
- Requesting and identifying additional premises within the same building or adjacent to it to increase the Hub's capacity through Aler.

Reducing food waste from the municipality's large-scale retail outlets and in fruit and vegetables from the Milan fruit and vegetable market, with a view to storing it and redistributing it to the Municipality's beneficiaries.

- Purchasing a 15.3 m³ capacity 715 kg refrigerated van for surplus collection and food parcel distribution.
- Purchasing a 2x4 metre cold store with shelving for a central warehouse location.
- Purchasing two industrial refrigerators to support the Hub.
- Monitoring vehicle mileage in a log book and comparing it with the mileage of the vehicles used by the various associations before the project began.

Optimising and synergically implementing the service and distribution network by setting up a Municipality coordination group.

- Evaluating solutions from companies dealing with specific IT solutions for non-profit and third sector entities.
- Ensuring opportunities for discussion/monitoring with municipal social services.

Action C Market Integration



Partnership

Eco dalle Città APS

Banco Alimentare della Lombardia ODV

Recup APS Association

Magma Srl Social Enterprise

Comunità Nuova

Archè Foundation ONLUS

Caritas Ambrosiana



Goals

- The aim of the project is to strengthen and coordinate the work of the city's main actors on recovering food surpluses (in the markets and at the city's fruit and vegetable market) in order to make the action implemented more efficient and increase their coverage and redistribution capacity;
- Increase beneficiary numbers and respond more effectively to the food emergency affecting more and more citizens;
- Another objective sees food as a lever to intercept beneficiaries' other needs and direct them towards local welfare and social secretariat activities.



Hub Geography

Hub Foody Zero Waste

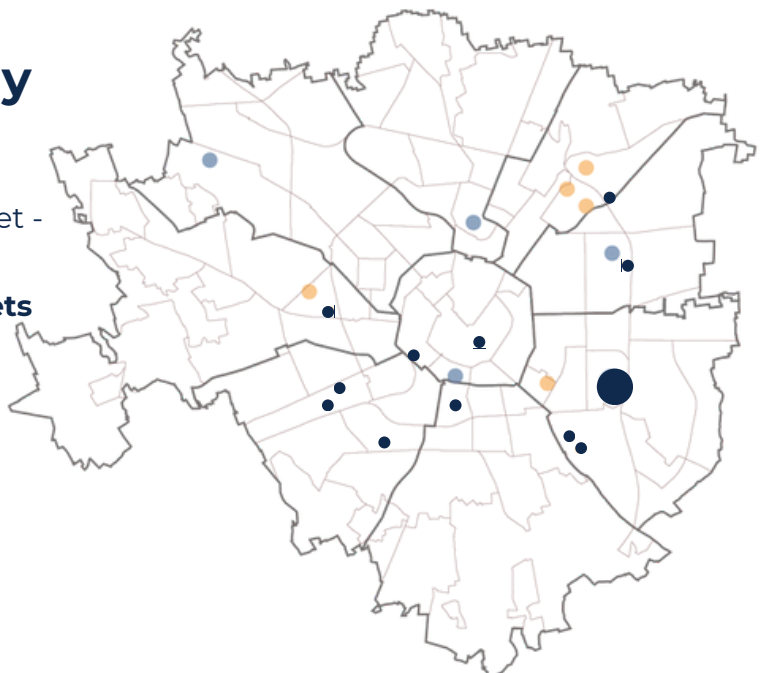
Fruit and Vegetable Market - SogeMi

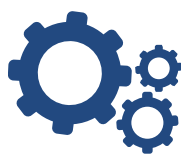
12 Open Municipal Markets

Recup / Eco dalle Città

+8 new municipal markets to be identified

Recup / Eco dalle Città





Action Plan



Market Involvement

- Two different approaches/methods to food surplus collection have been chosen to respond to varying local characteristics. The first of these is done exclusively by volunteers after targeted training, while in the second volunteers are supported by paid staff (selected from vulnerable individuals to help them to re-enter the job market). The aim is to cover a total of 20 markets per week (with the potential to exceed this number even during the first year of operation).
- The project will be launched in early January in the following markets: Papiniano, Oglio, Mompiani, Tabacchi, Esterle, Valvassori Peroni, Catone, Vespri Siciliani, Giambellino, Curiel, Cermenate and Osoppo. This will be followed by no fewer than 7 other markets which will be selected via mapping and in accordance with needs emerging during the co-design phase.
- The target is a 200 kg (daily average) per intervention per market. Approximately 30 volunteers, 7 paid workers, 2 market coordinators, 1 project manager and 1 community manager are envisaged for this action.

Integration with Milan's fruit and vegetable market

- Realised by volunteers and paid staff, it will attempt to increase the number of collection days to three by agreement with Sogemi. Two distribution modalities are envisaged: the first (consolidated within Hub Foody) involves bodies going to the fruit and vegetable market to collect part of the surplus and the second will enable part of the collection to be transported to bodies that cannot currently get to the fruit and vegetable market with a van for large scale distribution and long distances and with cargo bikes (6) for small quantities (up to 130 kg) on short routes. Approximately 300 tons of fruit and vegetables are currently collected (2022 figure). The goal is to increase the quantities collected by 15% (per intervention/day of activity).
- Today, more than 60 organisations benefit from collection work from the fruit and vegetable market. About 15 volunteers, 1 collection coordinator, 1 distribution coordinator/reference person, 2 logistics coordinators, 2 operators (one van driver and one for collection) and up to 6 operators with cargo bikes are expected to be employed for this work.

Communication campaign

- A multi-target communication campaign will be developed within the first two months of project start-up, both online (articles, campaigns and social communication) and offline, which will be supported by a press office reporting on project development and communicating its results. The target groups are: vendors/traders in the market areas, citizens/market consumers, market wholesalers and citizens. Awareness-raising and information meetings/events are planned for each target audience to coincide with major national and international awareness days on food waste issues.

3 Project Governance

With the intention of promoting this co-design as system action, the Food Policy Area plans to develop the following shared governance tools within the co-design project, the latter being one of its most important priorities, in collaboration with other relevant municipal departments and with partners and local actors already engaged in combating food waste and in food aid action.

Steering committee: a roundtable made up of representatives of the Food Policy Area, contact people identified for each project, representatives of the subjects identified by Municipal Council Resolution No. 609/2023 as signatories of the Neighbourhood Hubs to Combat Food Waste Memorandum of Understanding (Assolombarda, Politecnico, Fondazione Cariplo), to which additional partners and players (investee companies, international partners, research institutes, other municipal departments) may also be invited, to be convened for the coordination of regular actions in a manner to be defined during the co-design phase.

Municipality of Milan

In the context of the project, the role of the Municipality is crucial in many respects. Firstly, the Municipality commits itself to allocating the necessary financial resources for the implementation of the project, ensuring its financial basis is solid.

It is responsible for relations with the Royal Foundation - The Earthshot Prize.

In addition, it plays an essential institutional role, providing the legal and regulatory framework required for the project to be launched and managed. The Municipality also facilitates liaison between the various municipal structures involved in the project, promoting synergy between the various directorates and offices to ensure effective joint working. Finally, it facilitates relationships between local actors, both public and private, by encouraging active participation and interaction between stakeholders. In summary, the Municipality acts as a project implementation hub, convening and chairing the co-design roundtables, ensuring that resources, regulations and collaboration are harmonised for the success of the project.

Scientific Partner

For the entire duration of the co-design action and the possible extension of the agreements, the Municipality will avail itself of the collaboration of the Politecnico di Milano, whose role as scientific partner for the Neighbourhood Hubs to Combat Food Waste System was reaffirmed by Municipal Council Resolution No. 609 of 04/05/2023.

The Politecnico will be the project's partner for everything related to data collection and processing and the monitoring of activities. In this capacity, it will be responsible for supervising and conducting all operations related to data collection and analysis. The partners involved in the projects undertake to initiate and/or strengthen their collaboration with the Politecnico, and aim to internally develop increasingly advanced models to differentiate the data collected, improve relations with large scale distribution chains, assess the quality of the products donated and measure their social impact. This topic is closely linked to the concepts of centralised logistics and digitisation, as operational efficiency and process transparency will be key to achieving more advanced objectives in monitoring and optimising charity and distribution terms.

4 Duration and resources

Duration

The co-design collaboration agreement, to be stipulated in the form of an agreement between the Municipality of Milan and the subject(s) identified will start from the signing of the agreement, roughly from January 2024, until December 2025 (2 years).

Funding by the Municipality of Milan is foreseen for the first year only (January - December 2024), subject to the availability of further resources.

In addition, the duration of co-planning may be extended up to a maximum of a further 2 years (31 December 2027), also subject to the availability of other sources of funding, allowing for further time development of the project.

For the specific implementation timetable, refer to the individual timetable produced by the bodies in the application, kept on file in the Food Policy Area.

2023 - Co-design and contracting

Co-design workshops, notice and co-design roundtables.
Drawing up of agreements.

2024 - Project implementation

Coverage of project costs from
Earthshot Prize resources €700,000 by 31/12/2024.

2025 - Project continuation

Should the Municipality of Milan obtain further funding
it will consider extending funding to 2025.

Two-year
agreement
term

2026-27 - Potential for renewing agreements for a further two years

Resources

The resources for the development of the co-design project's work, for its entire duration, amount to a total of €700,000 = to be covered by the resources of the Earthshot Prize, referred to in Municipal Council Resolution No. 84 of 2022.

Consistent with the provisions of the aforementioned resolution, for the purposes of this notice the resources are allocated as follows:

Action A - Enhancing Existing Hubs €290,000 =

Action B - Starting-up New Hubs €210,000 = (3 projects of €70,000=)

Action C - Integrating municipal markets into Neighbourhood Hubs €200,000 =

AZIONE	ENTI DEL TERZO SETTORE	VALORE ECONOMICO
AZIONE A: POTENZIAMENTO HUB ESISTENTI	1. Banco Alimentare della Lombardia "Danilo Fossati" Odv, Via Papa Giovanni XXIII, 17/19 20835 Muggiò (MB) C.F.: 97190140158, P.I.: 05197300964, capogruppo ;	€ 290.000,00 = (fuori campo IVA ai sensi art. 2, comma 3, lettera a) del DPR 633/72)
	2. Croce Rossa Italiana Comitato Di Milano Organizzazione Di Volontariato ETS, Via Marcello Pucci N. 7, 20145 Milano C.F.: 08466210963, P.I.: 08466210963, mandante ;	
	3. Fondazione IBVA Ente Filantropico Di Terzo Settore, VIA CALATAFIMI 10 - 20122 MILANO C.I.: 0350235015, P.I.: 0350235015, mandante ;	
	4. Fondazione Terre Des Hommes Italia Onlus Via Matteo Maria Boiardo 6 - 20127 Milano C.F.: 97149300150, P.I.: 97149300150, mandante ;	
AZIONE B: AVVIO NUOVI HUB	1. Associazione Consorzio Cantiere Cuccagna Impresa Sociale, Via Privata Cuccagna 2/4, 20135 Milano C.F.: 97426130155, P.I.: 06232010964, capogruppo ;	€ 70.000,00 = (fuori campo IVA ai sensi art. 2, comma 3, lettera a) del DPR 633/72)
	2. Recup Aps, Via San Giacomo 32/B, Milano, 20142 C.F.: 97759920156, mandante ;	
	3. Associazione Comunità Il Gabbiano Odv, Cascina Castagna, 4 26854 Pieve Fissiraga (Lo), C.F.: 07124640157, mandante ;	
	4. Està - Economia E Sostenibilità Via Privata Cuccagna 2/4, 20135 Milano, C.F.: 07970570961, P.I.: 07970570961, mandante ;	
	5. Fondazione Acra Via Lazzaretto N. 3, 20124 Milano C.F.: 97020740151, P.I.: 91007050924, mandante ;	
	6. Emergency Ong Onlus Via Santa Croce, 19 20122 Milano (Mi) - C.F.: 97147110155, P.I.: 06631330963, mandante .	
	1. Comin Cooperativa Sociale di Solidarietà, Via Eleonora Fonseca Pimentel, 9 Cap 20127 Milano, C.F.: 02340750153, P.I.: 02340750153, capogruppo ;	€ 70.000,00 = (fuori campo IVA ai sensi art. 2, comma 3, lettera a) del DPR 633/72)
	2. Milano Positiva Aps, Via Schiaparelli, 18 20125 Milano (Mi), C.F.: 97804370159, P.I.: 10517170964, mandante ;	
	3. Mutuo Soccorso Milano Viale Monza 81, 20125 Milano C.F.: 97870660152, P.I.: IT12524470965, mandante	
	4. Parrocchia Santa Maria Assunta In Turro Piazza Giacomo Anelli 4, Milano C.F.: 80030030151, P.I.: 80030030151, mandante ;	
	5. Associazione T12 Lab, Via Dei Transiti 12 20127 Milano, C.F.: 97704230156, P.I.: 10713940962, mandante ;	
	6. Terza Settimana Odv, Via Tenivelli 29 - 10024 Moncalieri (To) C.F.: 97741890012, mandante .	
	1. Coopi Cooperazione Internazionale, Via Francesco De Lemene N.50, 20151 Milano C.F.: 80118750159	€ 70.000,00 = (fuori campo IVA ai sensi art. 2, comma 3, lettera a) del DPR 633/72)
AZIONE C: INTEGRAZIONE MERCATI COMUNALI AGLI HUB DI QUARTIERE	1. Eco dalle Città APS, Via Maria Vittoria 2 10123 Torino, C.F.: 97713450019, P.I.: 10255560012, capogruppo ;	€ 200.000,00 = (fuori campo IVA ai sensi art. 2, comma 3, lettera a) del DPR 633/72)
	2. Associazione Comunità Nuova Onlus Via Luigi Mengoni 3, Milano, C.F.: 80142430158, P.I.: 05807730154, mandante ;	
	3. Magma S.r.l. Impresa Sociale, Via Germana De Stael 2 - 20158 Milano, C.F.: 12239650968, P.I.: 12239650968, mandante ;	
	4. Recup Aps, Via San Giacomo 32/B, Milano, 20142 C.F.: 97759920156, mandante ;	
	5. Banco Alimentare della Lombardia "Danilo Fossati" Odv, Via Papa Giovanni XXIII, 17/19 20835 Muggiò (MB) C.F.: 97190140158, P.I.: 05197300964, mandante .	

5 Conclusions

Having defined the project, it is interesting to reread the evaluation of the **12 solutions** that emerged from the co-programming workshop in the light of the proposed action. The table below shows the 9 solutions (✓) that have been reinforced in the applications and the 3 solutions (✗) that have not been strengthened

	SOLUTIONS	PARTNERS	BODIES	TOT
✓	3.2·Shared·logistics	3.71	3.00	3.36
✓	3.3·Integration·with·municipal·markets	3.14	3.26	3.20
✓	2.4·Involvement·of·neighbourhood·groups	3.00	3.37	3.18
✓	3.1·Relationship·digitisation·app	3.71	2.63	3.17
✓	1.1·Shared·governance·tools	3.14	3.11	3.12
✗	1.4·Generative·and·community·welfare	2.86	3.21	3.03
✗	3.4·Studies,·analysis·and·guidelines	3.43	2.53	2.98
✓	1.3·Mapping·the·existing·situation	3.00	2.95	2.97
✗	2.2·Food·education·project	3.29	2.58	2.93
✓	2.3·Digital·donation·tracking	3.43	2.32	2.87
✓	1.2·Qualified·staff·and·consultancy	2.57	2.68	2.63
✓	2.1·Common·storage·area	2.57	2.68	2.63

The 4 co-design roundtables also facilitated synergic action between the Municipality of Milan and actors selected by public notice. This allowed for a detailed exploration of the proposed contents and constituted an initial implementation of the proposed steering committee. Roundtable minutes are kept on file in the Food Policy Area.



Unitary Project NEIGHBOURHOOD HUBS ENHANCEMENT



This unitary project constitutes an attempt coordinated by the Municipality of Milan and its partners to integrate the 5 projects selected following the 4 co-design roundtables into a single proposal, enhancing synergies and restoring the shared, ongoing teamwork approach between the various actors involved in the Neighbourhood Hubs to Combat Food Waste. The project contains details of each action to upgrade the 5 existing hubs, open 3 more hubs and integrate these with collection from 20 municipal markets.

