





Harnessing territorial CSR
to respond to urban needs

Unlocking opportunities,



improving cities

  <https://urbact.eu/cities4csr>



CITIES4CSR



Integrated Action Plan (IAP)

Bratislava



CITIES4CSR IAP

Motto: The city will not solve the climate crisis, but it can defend itself against it.

Executive Summary

Bratislava is the capital and simultaneously the entry gate into the Slovak Republic. The beauty on Danube, as called within living memory, with almost 460 000 inhabitants is the smallest metropolis of Europe. It is the only national capital city that borders two States: Austria and Hungary. Bratislava is the political, cultural, and economical centre of Slovakia.

Slovakia's impressive economic development since EU accession has laid the foundations for stronger future growth. Efforts to strengthen public finances have helped to create stability. Solid economic growth has created fertile conditions for 'giving back to the community' altruistic actions.

Key values of Bratislava's local government are better public spaces and movement, an open and approachable municipality, health, and sustainability as well as communities and justice. The newly elected mayor has initiated several strategic reorientations in the Mayor's/ Municipal Council's program statement for 2019 - 2022. Another innovative policy tool is the anticorruption audit; a new contractual policy for the city that will set up contractual relations with the private sector.

The city's interest in supporting CSR activities can show to stakeholders and citizens that the city wants to cooperate with corporations and entrepreneurs in specific questions of improving urban life. In the future, the city's CSR-efforts will be focused on SMEs', international companies, and the start-up community.

Bratislava doesn't have any specific policy for communication and cooperation with stakeholders and companies in relation to CSR. Setting-up a CSR framework for transparent, efficient, and result-oriented cooperation with companies and other stakeholders; managing internal communication within the city administrative structure and with external stakeholders and measuring the impact of CSR activities.

Public private partnership and vision of Bratislava will plant 10 000 trees within 4 years. To fulfill this goal, we are open to build public-private partnerships with like-minded and responsible companies. Overall goal is to create welcoming, modern, and future-proof spaces that will bring greenery, enjoyment and opportunities to citizens and visitors.

The 10,000 trees, a CSR program of the city, for the first time ever addressed jointly residents, businesses and institutions under a single call inviting them to contribute to tree planting. Supporters could participate either as volunteers (tree planting) or financially (donations). The project has showed us that to build successful partnerships with businesses, one needs to also reflect their priorities (visibility, employee engagement). At the same time, the limitations of our internal processes became apparent, which in turn led to development of a new internal regulation (directive) on receiving donations.

A - Part 1 - Presentation of Context and Process

Part 1a City Context and Definition of the initial Policy Challenge

City Context (Max 150 words)

Bratislava (460 000 inhabitants) is the Capital of Slovakia and part of Bratislava region. It is the only national capital city that borders two States; Austria and Hungary. Bratislava is the political, cultural and economical centre of Slovakia. Slovakia's impressive economic development since EU accession has laid the foundations for stronger future growth. Efforts to strengthen public finances have helped to create stability. Solid economic growth has created fertile conditions for 'giving back to the community' altruistic actions.

On the back of a well-performing metropolitan economy, the unemployment rate in Bratislava region is 3,07 % (nationally 5,04 %). The largest firms are Volkswagen, Slovnaft, ESET, IBM, Slovak Telecom, Orange, Slovenské elektrárne and several banks such as Slovenská sporiteľňa and VUB. Despite positive economic patterns, there is a persistent weaknesses in certain aspects of the labour market, in education, infrastructure and public administration.



Policy Challenge Definition (Max 150 words)

Impact:

Set up a Model of functional and transparent cooperation of the city administration with companies and other stakeholders

Issue:

Green solutions/ fighting the climate changes and volunteering, design integrated urban policies

Causes:

Complicated several layered structures of administration, huge number of tasks that each department has

Bratislava consists of 17 city districts and each city district has its own mayor and council. The City of Bratislava is one part of the Bratislava self-governing region; an entity lead by a chairman. Its legislative body is the Region Parliament.

Key values of Bratislava's local government are better public spaces and movement, an open and approachable municipality, health, and sustainability as well as communities and justice. The newly elected mayor has initiated several strategic reorientations in the Mayor's/ Municipal Council's program statement for 2019 - 2022. Another innovative policy tool is the anticorruption audit; a new contractual policy for the city that will set up contractual relations with the private sector. Further key strategic and planning documents are the Metropolitan Plan of Bratislava, the Economic and Social Development Program 2010-2020, the concept of helping homeless people (2018-2023) as well as the conception of public transport development (2013 -2025).

Part 1b IAP-Focus



Strategic Goal or Vision or Need (Max 150 words)

STRATEGIC Goals:

- create a friendly public space using the principles of "design for all "; humanize the living environment, with a special focus on the area of inner blocks and street revitalization, to build a physical environment suitable for the creation and development of community life.
- to preserve and restore cultural, historical, and architectural values, including urban ensure systematic management of greenery, its areas, and natural elements, including nature and landscape protection and the implementation of a territorial system of ecological stability.
- set up a Model of functional and transparent cooperation of the city administration with companies and other stakeholders

Intervention Focus (Max 150 words)

The city's interest in supporting CSR activities can show to stakeholders and citizens that the city wants to cooperate with corporations and entrepreneurs in specific questions of improving urban life. In the future, the city's CSR-efforts will be focused on SMEs', international companies, and the start-up community.

Bratislava doesn't have any specific policy for communication and cooperation with stakeholders and companies in relation to CRS. Setting-up a CSR framework for transparent, efficient, and result-oriented cooperation with companies and other stakeholders; in particular managing internal communication within the city administrative structure and with external stakeholders and measuring the impact of CSR activities. Towards *Green Solutions* (fighting the climatic changes) for Bratislava in areas identified by the city administration by means of:

- Corporate Social Responsibility
- Involvement of stakeholders and
- The power of volunteers

Aspirations for the Integrated Action Plan (Max 150 words)

- To improve the **relationship with key corporate target groups**; SME's, large international companies in IT and consulting, and rapidly growing and 'responsibility'-sensitive start-up community
Setting-up a **CSR framework** for effective cooperation with those companies and associated stakeholders
- To advance the **management of the internal communication** within the city administrative structure around CSR, and with external stakeholders
- To **measure the impact of CSR activities**

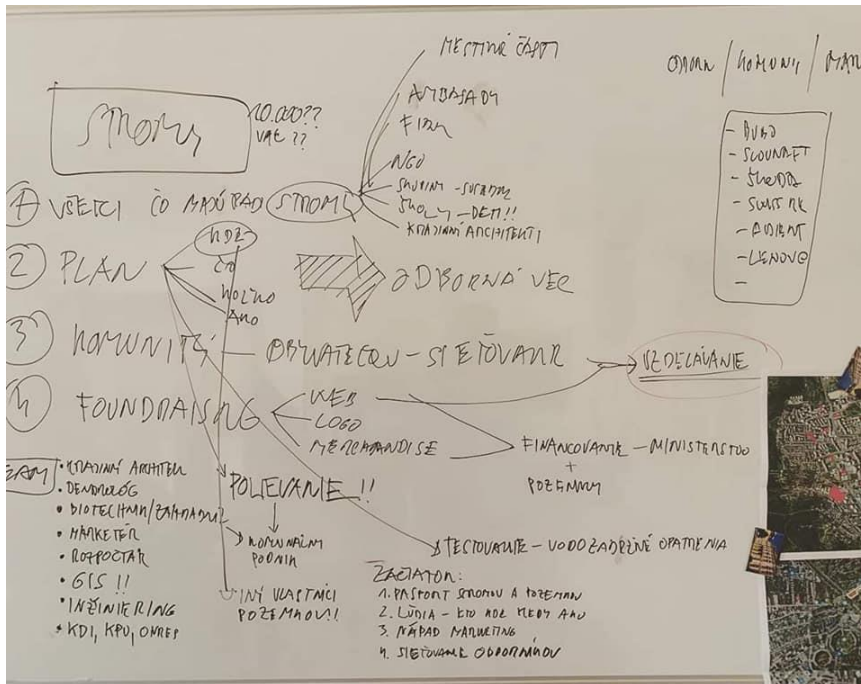
Part 1c Description of the Process

Composition and Role of URBACT Local Group (ULG) (Max 150 words)



For URBACT, a wide range of stakeholders have been identified in different institutional spheres. Internal stakeholders come from the Public Procurement Department, Environmental

Section, Department of Culture, Department of Education, Sports and Youth, Department of Social Affairs, and the Metropolitan Institute of Bratislava. External stakeholders come from the Business Leaders Forum (PF) as well as from the Ministry of Transport and Construction of the Slovak Republic (URBACT Coordinator)

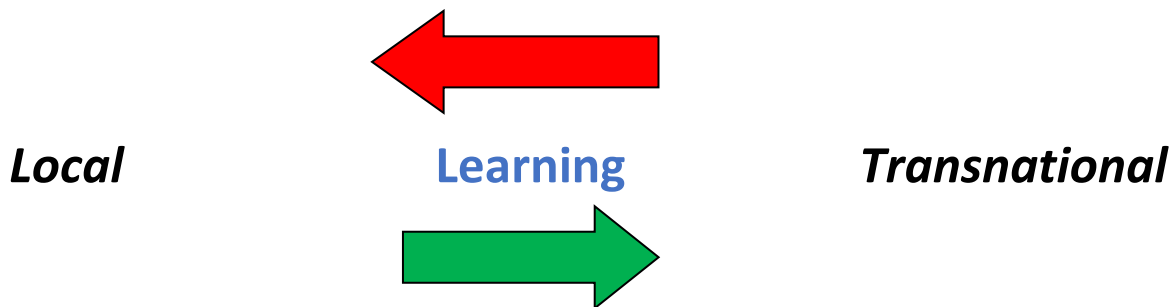


Structure of the URBACT Local Group (ULG)

Composition of the URBACT Local Group

#	ULG-Target Composition	Mobilised	Name Stakeholders/Organisations
1	Different departments within the local administration	X	
2	Elected people responsible for policies connected to challenge	O	
3	Different tiers of government in the relevant policy area	X	
4	Beneficiaries of the policies	O	
5	Private sector, business community, employers	X	
6	Business associations, advocacy groups, unions	X	
7	Third sector, NGOs, social enterprises, foundations	X	
8	Knowledge/research centres, universities, education providers	X	
9	Media/Communication (traditional, social), Influencers	O	
10	Potential funders	O	

Role / Impact of Transnational Exchange and Learning on local Progress



General (Max 100 words)

The possibility to partake in the international project has created an opportunity to test out a unique CSR methodology and to test applying a new systemic approach. Networking and experience sharing with other cities has helped us perceive differences in individual approach to the topic. The expert approach has been applied along the entire process thus enabling us to fully utilize the benefits of systemic approach in achieving the set goals.

Input ('What have we learnt from Others') (Max 100 words)

We have gained an extensive theoretical framework enabling us to work with CSR projects in a more systemic manner. The experience of peer-cities are, before all, extremely inspiring, which also helped us keep the motivation high also in phases during which our projects reported attenuated progress.

B - Part 2 - Action Plan

Part 2a Objectives, Actions and Schedule



General (Max 150 words)

34 attendees from business sector, city hall departments and nongovernmental CSR experts attended the first ULG-meeting. This meeting was very welcomed by the business sector. It was noted that for the first time in Bratislava city hall administration and the business sector talk together about cooperation and delivery of concrete action within the needs of the city via CSR ethics.

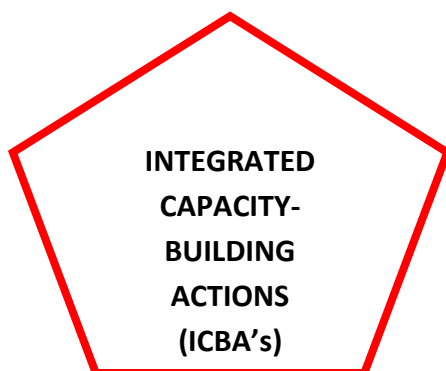
Public private partnership and vision of Bratislava will plant 10 000 trees within 4 years. To fulfill this goal, we are open to build public-private partnerships with like-minded and responsible companies. Overall goal is to create welcoming, modern, and future-proof spaces that will bring greenery, enjoyment and opportunities to citizens and visitors.

Link Transformation - Objectives – Action (Max 150 words)

Several SSA's are being discussed:

- Green improvement of public spaces; adoption/care of trees; common processes within building law; Inputs from operators to the City Digital map
- Adaptation of parking places belonging to Businesses to meet climatic needs (education)
- Setting-up a **CSR framework** for effective cooperation with those companies and associated stakeholders
- To advance the **management of the internal communication** within the city administrative structure around CSR, and with external stakeholders

Key Transformation Areas and Integrated Capacity Building Actions (ICBA's)



Key Envisaged Overall Transformation (Max 150 words)

- Joint definition of the role of the city in CSR programs of businesses
- Setting a transparent system for receiving donations
- Establishing strong partnerships with businesses

Key Transformation Areas (...it can be less or more than 4 Areas)

Number	Key Transformation Areas – What will URBACT specifically change in our city?
1	Strengthening the position of the city in partnerships with businesses, joint CSR initiatives
2	Setting a transparent system for receiving donations

Capacity Building – Urban CSR Eco-System (Describe in one sentence the focus of capacity building for each of the three institutional groupings in relation to the identified key transformation areas!)

Key Transformation Areas	CAPACITY BUILDING – MUNICIPALITY Municipal CSR-Attitudes, Interfaces, Toolbox and Strategies	CAPACITY BUILDING – BUSINESSES and NON-PROFITS Local CSR-Sector, Activities, Initiatives, Campaigns....	CAPACITY BUILDING – CIVIC SOCIETY Citizens, Communities, Neighbourhoods, Networks, Associations, Movements...
1	Implementation of a joint CSR program	Visibility, Cooperation, Engagement	Volunteering, public discussions, events
2	Unification and changes in internal procedures for receiving donations	Transparency	Open communication

Changing the Status-Quo (Describe in one sentence how – for each Key Transformation Area - the status-quo for each of the four outcome areas will change/improve because of the URBACT intervention (see also IAP-Roadmap (Section3))

	Key Transformation Areas	SOFT: Relationships	SOFT: Data, Information and Knowledge	HARD: Plans and Contracts	HARD: Institutions and Practices
1	Improved business and NGO support for the implementation of municipal plans for sustainable development	Engaging with local business which are willing to volunteer their support for the sustainability initiatives	KPI	Regular Newsletter, social media	governing policies in action
2	Unification and changes in internal procedures for receiving donations	Internal communication, workshop	Data sharing, cooperation tools		

Action Table for Key Transformation Area 1

ACTION	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale (short-term, midium-term, long-term)
1	Joint CSR program – 10,000 trees	municipal own resources	CSR departement	Stakeholders	Next 6 months
2	Responsible personnel / department	municipal own resources	Mayoral cabinet	Chief of staff	within 1 month after the autumn election
3	Building public awareness	Internal resources	Mayoral cabinet	Cabinet, local CSR group	Next 6 months
4	Delivering further local CSR actions	independent resources from municipality and state	CSR team, Mayoral cabinet	agencies	Next 12 months

Part 2b Small Scale Actions (SSA)



SSA-Logic (Max 100 words)

The 10,000 trees, a CSR program of the city, for the first time ever addressed jointly residents, businesses and institutions under a single call inviting them to contribute to tree planting. Supporters could participate either as volunteers (tree planting) or financially (donations).

SSA-Detail (Max 150 words)

We focused mainly at:

- Continuous communication (web, social media) on developing a green infrastructure – greenery planting and care, participation possibilities
- Tapping on the vast volunteering potential – inclusion of individuals as well as businesses and institutions
- Building internal capacities aimed at improved care for the greenery by the city
- Building partnerships with businesses and institutions participating in the project

SSA-Lesson learnt (Reflection on Testing) (Max 150 words)

During the implementation phase, we faced a few challenges:

- Insufficient understanding of the complexity of the topic (greenery planting) as far as cost and location potential are concerned
- Volunteering perceived often as a teambuilding option by some businesses
- Financial support to the project sometimes comprehended as an advertising opportunity

The project has showed us that to build successful partnerships with businesses, one needs to also reflect their priorities (visibility, employee engagement). At the same time, the limitations of our internal processes became apparent, which in turn led to development of a new internal regulation (directive) on receiving donations.



Part 2c

Resourcing



Resources (Max 150 words)

The project implementation and management were covered by internal capacities of the city, external funding (donations) was used additional greenery planting cost.

Sources of Funding (Max 150 words)

Internal capacity, donations, contributions

Links to other European Programs (Max 150 words)

Grant programme of the financial mechanism of the European Economic Area, Norway grants and the state budget of the Slovak Republic.

Part 2d Framework for Delivery



Who will deliver Actions? – Roles and Responsibilities of Stakeholders (Max 150 words)

The project implementation is fully within the city's competency; the city is responsible for achieving the set goals as well as for changes of internal processes.

The project gave useful insights in terms of topics, motivation, participation and all the methods respectively. The municipality can now define a roadmap to build a protocol with relevant policies, tools, and capacities for the replication of this kind of actions / projects. CSR seems to be a good entry point for all stakeholders.

Part 2e Monitoring



Monitoring Framework –Describe how to measure general progress of how actions change output and outcomes? (Max 150 words)

To ensure maximum transparency and well-substantiated evidence of action effectiveness, all output and outcome indicators are planned to be quantitative in nature. Progress will be measured based on various surveys as well as data provided by Municipal authorities.

Key Output Indicators

Action	Definition	Baseline Value	Target Value	Source of Information
new CSR personnel in place	hired	NA	1	Cabinet
completion of CSR actions	Number of initiatives completed	NA	1	Monitoring report
Activity of CSR communications	newsletters and project-based communications	NA	1	media

Evaluation of Monitoring – Describe Process (Max 150 words)

Obviously, the impact and the functions of participatory decision-making in these “small” CSR projects might give a clear-cut indication of the cultural, organizational, and technical changes that are resulted by this CITIES4CSR project.

Monitoring reports will be prepared annually, which will be shared with stakeholders and the results will be communicated.

Part 2e Risk Analysis



Description of Type of Risk (Max 100 words)

The foremost risk is that, despite their initial enthusiasm, active participants in the ULG group may not follow through with their promises. There are systemic risks, innovation risks, individual risks at stake.

Systemic risk may refer to the cultural changes as customs are the most difficult to change. This, colleagues must make sure they do not lose momentum, and based on the good chemistry of this projects, they keep going with the follow-up materials, things to do. There are always innovation risks when starting new things. It is the team who must be precautious enough to prevent the ecosystem from these as much as possible and to prepare for all relevant problem solving that shall arise on the way.

Individual risk is to weigh up as usual in teamwork.

Categorisation into Low, Medium or High Risk (Max 100 words)

Systemic risk might be the modest, innovation risk is high and lack of initiatives flow is low.

Risk Mitigation Strategies (Max 100 words)

As always, the best risk mitigation strategy is to make things systemic. It refers to rules, institutions, protocols, and finally, the wide range of participation.

In that case all planned actions either must be conducted by the Municipality alone, or they will not take place at all. The continuing restrictions and consequences of COVID-19 may hinder the implementation of some of the activities, both in terms of their physical implementation and due to the need for budgetary constraints for some businesses. Finally, the changed geopolitical and socio-economic environment may negatively affect the activities planned for implementation.