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to respond to urban needs

# Unlocking opportunities,



# improving cities

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# CITIES4CSR



## Integrated Action Plan (IAP) BUDAÖRS



Budaörs Város Önkormányzata



# CITIES4CSR IAP

## **Motto:**

Greening the city and raising awareness that Climate Friendly Budaörs is built by all of us together.

## **Executive Summary**

Throughout the URBACT CITIES4CSR project, our strategic goal was to give a solid cultural and operational foundation for similar projects in the future, by doing a meaningful small-scale action. As part of it, we planned to create frameworks, infrastructure, and protocols for such CSR projects and protocols in the future. We believed it was important to make clear-cut roadmaps, and prospect capacity building for cultural changes on all CSR-related fronts: municipality operations, businesses' activity, residents' awareness in general.

By the projected action plan, we aimed to:

- call for CSR actions in general – raising awareness in public collaboration
- clarify possible methods / means to identify common interest / goals
- scale up appropriate method for systemic collaboration
- trigger systemic changes in the hierarchy accordingly

We are to enable more organic while systemic collaborative community functions as well as awareness of not only climate related issues but of other community challenges that can be covered by CSR activities, with special regards to “shared values” and “public social responsibility”.

As part of it, we envision to help create:

- institutional frameworks and systemic CSR policies; regular meetings & public engagement, on- and off-line platforms, CSR-benchmarks & indexes,
- comprehensive culture in urban social responsibility, implementing CSR and PSR (Public Social Responsibility) programs locally,
- horizontal co-operations, across sectors.

## A - Part 1 - Presentation of Context and Process

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



#### City Context (Max 150 words)

Budaörs is in Pest County and situated to the west of Budapest. Therefore, the town is called the western gateway to Budapest. Budaörs is a two-hour's drive from Vienna on the motorway, it has a proper railway connection, and Budaörs Airport is also located nearby. You can reach the city from the capital in a few minutes via public road and mass transport as well. Budaörs, in the agglomeration of Budapest with all the related advantages, provides loads of opportunities both for tourists and investors all around the year. Budaörs is the most developed town in Hungary by many standards. Not only industry, but the service sector is also significant in the city. Above all, commercial services and logistic services. Thanks for the good transport links, Budaörs is one of the most important commercial and logistic hub in the Budapest Metropolitan Region.

#### Policy Challenge Definition (Max 150 words)

In line with the global trends, Budaörs is also facing emerging challenges in funding public services and operating community management. Due to the urbanization and climate-change megatrends, both the scope and cost of public services (incl. utilities) deliverable are dramatically increasing, also putting a growing pressure on cities and regions. Local governments as “conflict-containers” in societies will be forced to make significant changes in resource planning, infrastructure, and governance.

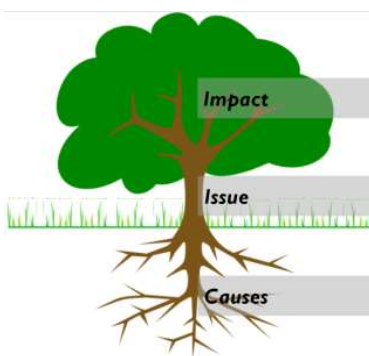
In addition, centralization movements together with arguably biased and consequently ineffective public policies in local development are reviving the dominance of top-down culture and shifting

localities against every single sustainability criterion, that requires appropriate action to make as makeweight.

By most EU and mainstream international standards, sustainable and therefore future cities are inclusive and resilient. These are the two sides of the same one coin. While resilience is primarily about the ability to pro- and react to the economic and environmental challenges, inclusion is the social / community pillar, the means to implement actions. EU policy makers even stepped forward and concluded in the “Leipzig Charter” (adopted at the Informal Ministerial Meetings, organized by the German EU Presidency, as the EU Urban Agenda in 2020), that “Productive cities are the transformative powerhouses for the common good”.

Budaörs can best serve common good; its residents and stakeholders, when seeking new ways and making as many structural changes as possible locally, in policy and community culture accordingly. The CITIES4CSR programs offers to invite meaningful and relevant mainstream best practices from the EU, in community engagement, both in participatory policy making and the implementation / community funding of actions.

Appreciating the impact of “shared values” and co-dependence of players across sectors, this program helps focusing on specific knowledge transfer and experience in CSR practices.



#### Causes:

There are considerable hidden potentials in the local ecosystem, both in terms of important developments to do, and cooperation as well. Given that we traditionally live in a top-down dominant culture, it is inevitable to gradually open operational functions towards the public and to invite / engage local stakeholders to solve local problems. Unleashing community wisdom and local powerhouse capacities may be a great value added, under the current circumstances.

In terms of practicalities, there is one challenge that tops the local preference list, voted by residents, and it is air-quality (also due to the immense commuting and cargo transport).

Issue:

Due to the location of Budaörs there is a considerable commuting traffic flowing in and out of town, every day. Also, there are some mixed areas of commercial and residential functions, where stakeholders from all walks of life may be easier engaged for an exemplary consensual action. When narrowing down to a specific action to take, which could result a short-term impact both on the environment and the community culture, it was kind of easy to conclude to planting trees together.

Impact:

The anticipated impact has been basically two-fold: one is to improve air-quality directly by planting as many trees as we can in the small-scale action, and the other is to lead by example as giving a showcase of collaboration across sectors, locally. In the meantime, we wished to introduce and “domesticate” CSR culture.

## **Part 1b IAP-Focus**



### **Strategic Goal or Vision or Need (Max 150 words)**

Primarily, our strategic goal was to give a solid foundation for similar projects, by doing a meaningful small-scale action. As part of it, we planned to create frameworks, infrastructure, and protocols for such CSR projects and protocols in the future. We believed it was important to make clear-cut roadmaps, and prospect capacity building for cultural changes on all CSR-related fronts: municipality operations, businesses’ activity, residents’ awareness in general.

### **Intervention Focus (Max 150 words)**

By the projected action plan, we aimed to:

- call for CSR actions in general – raising awareness in public collaboration
- clarify possible methods / means to identify common interest / goals
- scale up relevant and appropriate method for systemic collaboration
- trigger systemic changes in the hierarchy
- identify clear-cut, institutional entry-points for stakeholders
- specific direct impact in the primer goals:
  - increasing air-quality, indirect impact
  - good chemistry / example of collaboration and structural
  - institutional changes in community management functions.

### **Aspirations for the Integrated Action Plan (Max 150 words)**

It is to enable more organic collaborative community functions as well as awareness of not only climate related issues but of other community challenges that can be covered by CSR activities, with regards to “shared values” and “public social responsibility”.

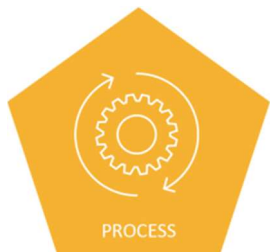
As part of it, we envision to help create:

- institutional frameworks and systemic CSR policies; regular meetings & public engagement, on- and off-line platforms, CSR-benchmarks & indexes,
- comprehensive culture in urban social responsibility, implementing CSR and PSR (Public Social Responsibility) programs locally,
- horizontal co-operations, across sectors.



## Part 1c Description of the Process

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



Our ULG has already attracted some external stakeholders' CSR managers and innovations officers from the business sector, which we suggest the local team will keep developing. Also, the ULG involved "here and now" relevant municipality management staff, in this first round of collaboration. The current ULG has met regularly, but occasionally. This was an action-based call as people came in when it was needed for the procedure. People were willing to make their mark in the strategy making and execution of the program as well.

It was a meaningful experience, with good atmosphere and chemistry among participants, however, we encourage all stakeholders to keep making an effort, putting the necessary self-motivation & governance to make other actions happen, as well.



### Structure of the URBACT Local Group (ULG)

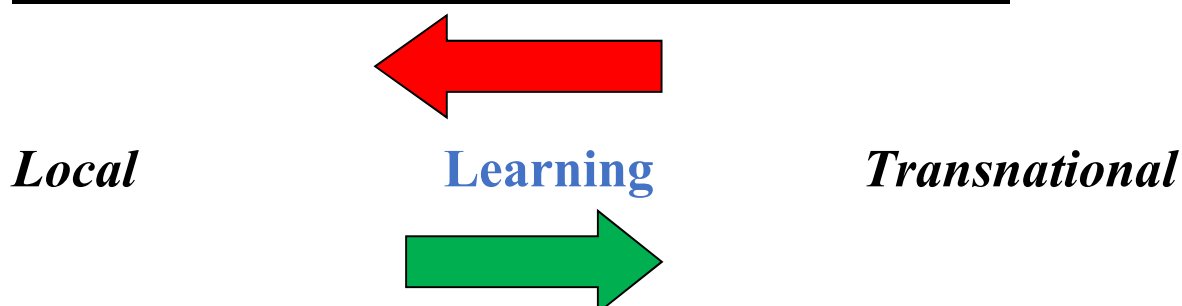




### Composition of the URBACT Local Group

#	<i>ULG-Target Composition</i>	<i>Mobilised</i>	<i>Name Stakeholders/Organisations</i>
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)**

It has been indeed inspiring to see other cities' best practices in function who are ahead of us in this topic. We got decisive inputs by the presented use cases, both in Milan and Nantes for which we are highly grateful. Inevitably, they had a positive impact on our work and helped us nudge local policy makers toward these good practices.

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

First and foremost, we learnt how much it helps when protocols are institutional and calling for collaboration. It was convincing to see how it helps to unleash tremendous community potential for good. People are willing to share and help by nature, we just must learn (how) to let them connect and

do it. Specifically, the Nantes CSR-platform was a great invention to see, but other use cases like the entrepreneur – support system there, or the thematic use cases in Milan were all just nice, indeed. We are grateful for having seen them and having met those people in person to also feel the good chemistry and will.

### ***Output*** ('What have we thought others') (Max 100 words)

As the Municipality has been deeply involved in the academic efforts of the creation of “Public Social Responsibility” (PSR) standards, and as a result, have passed a decree on it, it might give a good example on how local governments are to handle social responsibility at large as a public player.

Also, despite the fact that Budaörs came from behind in the domain of CSR as it was all out of range in terms of policies and practice, delivered a great advancement in systemic change and a successful SSA, it might well demonstrate the potential of possible advancement in a relatively short span of time.

## **B - Part 2 - Action Plan**

### **Part 2a Objectives, Actions and Schedule**



#### **General** (Max 150 words)

Our main objectives were to set up a matrix of (1) goal / impact, (2) action plan / means, and (3) necessary changes / enablers. Similarly, it was important to make an exemplary experience, road map and capacity building structure. We knew it was also part of a cultural change which is not happening overnight.

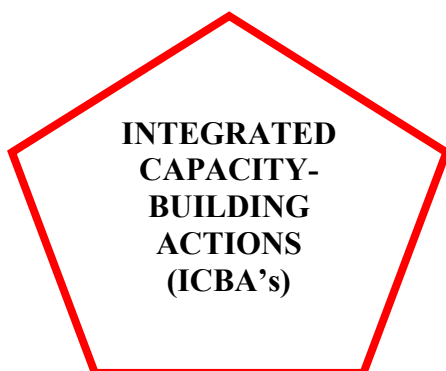
Apart from that, we anticipate and encourage all stakeholders to apply and introduce as much innovative solutions and tools as possible to enhance collaboration. Perhaps this pandemic also reflects on the need and the inevitable rise of digital tools and platforms, while stakeholders are occasionally held back to meet as they used to. They seem to be willing to come and create value together for the common good. These good intentions might be effectively supported by these tools and protocols. There is a solid pool of these digital enablers available for the municipality, and it is in the stakeholders' best interest to make use of them on a regular basis.

### **Link Transformation - Objectives – Action (Max 150 words)**

These objectives refer to municipal functions, as capacity building in these domains:

- establishing relevant and responsible department / personnel within the municipality
- finding champions and ambassadors for specific issues,
- creating / helping to create on & offline platforms,
- managing (innovation) risks and relevant attitude,
- accepting coaching and openness to good practices
- finding more co-creation forms for planning and executing such projects

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



### **Key Envisaged Overall Transformation (Max 150 words)**

The more action the municipality starts in sustainability – oriented operation and functions and policies, the more contribution will be harnessed from the stakeholders. It will result higher awareness of the limited resources, importance of circular economy, less waste in all aspect would be welcome. Through

this URBACT-program, there was a meaningful and positive experience in cross-sectoral cooperation, all players were dedicated to climate change challenges. There is a clear indication of what the municipality must do; make this kind of collaboration regular and institutional as well as creating a culture of shared value and co-creation, co-financing.

Number	Key Transformation Areas – What will URBACT specifically change in our city?
1	Organizational changes and to make CSR activity a daily routine within the functional areas.
2	It is to achieve significant change in public responsibility awareness and in the sense of impact and approval rate on CSR results & local public collaboration.
3	Institutional platform among the businesses and the municipality.
4	Institutionalization of new protocols within the municipality.

### Key Transformation Areas

#### *Capacity Building – Urban CSR Eco-System*

Key Transformation Areas	<b>CAPACITY BUILDING – MUNICIPALITY</b> Municipal CSR-Attitudes, Interfaces, Toolbox and Strategies	<b>CAPACITY BUILDING – BUSINESSES and NON-PROFITS</b> Local CSR-Sector, Activities, Initiatives, Campaigns....	<b>CAPACITY BUILDING – CIVIC SOCIETY</b> Citizens, Communities, Neighbourhoods, Networks, Associations, Movements...
1	supportive capacity towards businesses and residents	changes in operation with regards to sustainability and collaboration	more attention to local potentials, direct connection with businesses and local government
2	regular events & campaigns, on- & off-line platforms to keep engaged all stakeholders, inc. schools	make part of the strategy, institutional assurance	more local-patriotism, pro-activity

3	less admin – more collaborative attitude	active communication with businesses & residents	more (financial) independence from the municipality
4	dedicated new department for these issues	co-created investments in the area	real problems find ways to the municipality and other stakeholders

***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))

	<b>Key Transformation Areas</b>	<b>SOFT: Relationships</b>	<b>SOFT: Data, Information and Knowledge</b>	<b>HARD: Plans and Contracts</b>	<b>HARD: Institutions and Practices</b>
1	from satellite project to local CSR point and systemic operations	inhouse commitment, more stakeholder – more organized ways	KPI-s, roadmap building, impact scaling	participatory decision making, more detailed relevant plans	responsible department / personnel appointed
2	tuning for cultural changes	network building, problem mapping	impact measurement, inspiration	co-planning protocols, communications platform	governing policies in action
3	implementing organizational changes	open dialogue – real problems	interactions on public opinion – digital platform	knowledge – transfer	establishment of “Budaörs CSR Community” (post ULG)
4	relationship - management	champions - ambassadors	data-sharing & management platform	living-lab type cooperation	geolocated and thematic networks

***Action Table for Key Transformation Area***

<b>ACTION</b>	<b>Intended Result/s</b>	<b>Resources /Assets</b>	<b>Lead Agency</b>	<b>Key partners</b>	<b>Timescale (short-term, midium-term, long-term)</b>

1	responsible personnel / department	municipal own resources	Mayoral cabinet	Chief of staff	within 1 month
2	extension of the post ULG local CSR group (“Budaörs CSR Community”)	municipal own resources, voluntary, alternative funding	Mayoral cabinet	Core municipality team: Chief of staff, program coordinator, communication officer, CSR officer	within 3 months
3	delivering further local CSR actions	independent resources from municipality and state	Local CSR team (“Budaörs CSR Community”)	agencies	within 6 to 12 months
4	creating on- and off-line platforms	co-funded, alternative financing, civic crowd funding, etc.	Local CSR team (“Budaörs CSR Community”)	Residents, businesses, and local government	within 6 to 24 months
5	advancing awareness & public approval		Local CSR team (“Budaörs CSR Community”)	Cabinet, local CSR group (“Budaörs CSR Community”)	within 12 months

## Part 2b Small Scale Actions (SSA)



### SSA-Logic (Max 100 words)

After several rounds of discussion, we found an agreement: the ULG Group decided to make a green project. First, we planned to implement e-mobility in the SSA (e-roller). But this would have run into too many problems (time, cost, regulation, etc ...) which might not be properly tackled within the time frame of this program. Consequently, we discarded this project idea. Through the URBACT Local



Group's (ULG) decision, the project was meant still to address environmental issues and related cultural changes; namely planting trees and doing relevant dissemination. Back in 2020, the Municipality made a survey among citizens in Budaörs (connected with SECAP and Local Climate Strategy), and in this survey, residents ranked tree planting in the first place as a necessary action to do.



### SSA-Detail (Max 150 words)



Besides the necessary project action plan, we also developed a communication plan. The campaign started in October. We believe it was quite successful having brought 10 partners in. The tree planting program started on November 11, 2021. There have been opening speeches from the Mayor of Budaörs, Mr. Tamás Wittinghoff, and the managing director of Nhood Services Hungary Ltd. the operator of Auchan Korzó, Mr. Pascal Steens, emphasizing on the importance of climate-change, and local cooperation as part of their CSR activities. After this ceremony, the trees have been planted by our guests, with the caring help of Budaörs City-maintenance Non-profit organization. Nhood people have planted some more trees also in the parking area of Budaörs Auchan and Auchan Korzó. The other day, municipality employees voluntarily planted some more trees in a residential area, next to a kinder garden. One week later, the teams of WAMATEC Hungary Ltd. and Timac Agro Hungary Ltd. have

planted trees in a city park, which was twofold: one is the CSR-related values and the other is team-building for them. Timac Agro even paid attention to bring the nutriment best fitted the soil there. We have set out the 200 pieces of trees as originally planned to do in the city and in cooperation with different stakeholders. Our SSA project continued in the spring of 2022 with an awareness program. We have created a green Facebook page for the general public and businesses. We also ran a joint campaign with Nhood.

<https://www.facebook.com/klimabararbudaors>

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

We believe there is room for development in the pace of project management and in the organization of workflows. We might pay more attention to document management so that internal materials are not leaked, make less mistakes in communication, and perhaps more feedback is necessary. Nevertheless, this SSA had a positive impact on local relations, players got closer to each other. It seems that adequate city marketing could be helpful throughout these co-operations, and solid organizational protocols might be set up.

Some stakeholders would have prepared less “skype”-calls as they were not properly working (saying that some people do not speak out in front of others s/he does not know, and it is hard to explain certain standpoints like that, therefore dynamics can get broken).

Others said it was all inspiring, and a good knowledge-transfer whilst many stakeholders were hoping it was not only a one-off event and that they do not lose momentum.

All agreed that basic infrastructure and protocols are to be established soon.

## **Part 2c Resourcing**



**Resources (Max 150 words)**

Financial resources: eligible costs for SSA in the project (up to € 10,000). For the implementation we also used municipal own resources, as well as the companies' offers to contribute to the project (trees, fertilizer were provided, they took part in communication activities, etc ...)

human resources: The most important is the relevant municipal staff and the relevant employees of the companies. In addition, relevant members of the city council and local media people contributed. The Small Scale Action coordinated by Urbact Local Group.

technical resources (equipment): This resource was provided by BTG Nonprofit Kft (City Facility Company in Budaörs).

**Sources of Funding (Max 150 words)**

Eligible costs for SSA in the project (up to € 10,000). For the implementation we also used municipal own resources, as well as the companies' offers to contribute to the project (trees, fertilizer were provided, they took part in communication activities, etc ...). Special sources of funding not used in this Small Scale Action.

**Links to other European Programs (Max 150 words)**

Compete4SECAP: Energy management competition for local authorities for uptake and enhance of Sustainable Energy and Climate Action Plans (SECAP) (2018-2020). In part of this project we developed the SECAP of Budaörs.

<https://www.budaors.hu/?module=news&fname=energetika>

KEHOP-1.2.1-18-2018-00139: Elaboration of a Local Climate Strategy and implementation of climate awareness programs in Budaörs (2019-2022)

In 2020 there was a questionnaire survey among citizens in Budaörs (connected with SECAP and Local Climate Strategy). In this survey ranked tree planting in the first place as a necessary thing to do and inspired our Small Scale Action. We have started a city-level rising awareness activity to which the content of the SSA fits well.

<https://www.budaors.hu/?module=news&action=list&fname=klima>

## **Part 2d Framework for Delivery**



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

It seems that stakeholders from all walks of life are willing to participate in community actions while they anticipate the municipality to take the lead.

This is an outstanding moment for the municipality to analyze this project and take necessary steps laying down the foundations of similar civic / community collaborations for the future.

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.

### **Further Important Information on Delivery (Max 150 words)**

As of today, people from the Cabinet (led by the Chief of Staff), and some other departments who have participated in this project at the municipality / institutions, are in the best position / have the view and experience to master relevant policies and to make actions in writing so that the city council can discuss and pass relevant legislations locally.

They are also familiar with the best practices and tools (like for example: digital platform) that other cities like Milan and Nantes have already deployed or Molina and Guimaraes has developed throughout the project.

## Part 2e Monitoring



### Monitoring Framework (Max 150 words)

CSR actions are to be involved in the municipality monitoring system.

Monitoring & evaluation are not only for the quantitative analysis of the relevant activities, but also to trigger further actions.

At early stages, it is important to evaluate all relevant actions so that appropriate adjustments might be made accordingly.

When systemic operation is on its way, it may be efficient to evaluate relevant actions together with other municipality monitoring and evaluations.

### Key Output Indicators

Action	Definition	Baseline Value	Target Value	Source of Information
new CSR personnel in place	hired / introduced	NA	1	cabinet
evaluation / completion of CSR actions	number / ratio of initiatives evaluated / completed	NA	10/1	projects data, municipality monitoring
co-funding measures of completed initiatives	total amount and proportion of municipality / external funding	NA	50% of total cost are from civic crowdfunding and other alternative / external sources	Cabinet, local CSR group (“Budaõrs CSR Community”)
Activity of CSR communications	Environment friendly Budaõrs	NA	number of posts, newsletters and	media

	FB-group activity, newsletters and project-based communications		relevant project-based communications	
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### **Key Results Indicators**

<b>Specific Objective</b>	<b>Definition</b>	<b>Baseline Value</b>	<b>Target Value</b>	<b>Source of Information</b>
CSR activity is organized	Regular and meaningful activity is on, and measured	NA	Daily routine, weekly meetings, KPIs, indicators are all set	CSR community, core team information, municipality / CSR group decisions
number of initiatives completed	there have been accomplished projects co-managed by the local CSR group	SSA	2 projects / 1 <sup>st</sup> year	CSR community, press & media
number of problem solved / eased - progress	what is the impact made by the projects	NA	linear	project analytics
number of co-financed projects	The projects are well balanced in terms of funding	NA	50% external funding	project analytics

### **Evaluation of Monitoring – Describe Process (Max 150 words)**

The municipality council, its committees are in a good position to set these rules. However, civic participants are encouraged to take part in the policy making to make sure it consists of all necessary elements of public engagement, and to make sure it is on track.

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.



## Part 2e Risk Analysis



### Description of Type of Risk (Max 100 words)

The CSR team must pay attention to the diverse scale of sources in risks and risk-management. Certainly, 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.
- No doubt, 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. Orientation, interest may change and there are humane mistakes on our way.

Here are some good indications form participants to pay attention to:

- Superficial and/or disorganized planning, deadlines, etc. inefficient role / rule descriptions can cause more damage than the possible positive outcome.
- Similarly, improper engagement of business and residents, may cause more disappointment than inspiration. Malfunctional trust – management may cause lost in trust.
- If there is no (proper) leadership, it may collapse easily.
- Also, ignorance, lack of engagement and commitment may cause a downfall.

### 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.

As risk mitigation, the team will pay attention to / make sure:

- Specific goals are defined (direction / status).
- SMART (sustainable, measurable, accessible, realistic, timely) actions are made.
- Intended results, end products – result indicators are defined.
- Outputs are as specific as possible: sqm, EUR, number of events, number of participants
- number of interactions (between stakeholders, amount of funds, proportion of external / public / civic / etc. co – funding, number of subject areas / projects, raised by the public etc.