





Harnessing territorial CSR
to respond to urban needs

Unlocking opportunities,



improving cities

CSR in GUIMARÃES: Building Bridges between Business & Social Organizations
Integrated Action Plan (IAP)

  <https://urbact.eu/cities4csr>



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Executive Summary

Impact of COVID-19

We have experienced challenging times due to the impact of *COVID-19* in which we have had to find other ways of working. The continuous need to support and care for people made us rethink, from one day to the next, the normal functioning of everything we were used to and, at the same time, reflect on the demands of this "new" present in our future.

Only with motivation, empowerment, commitment, concerted action, and innovation was it possible, despite all the constraints we experienced, to act quickly for contributing to the protection of those who are more fragile and vulnerable in our municipality.

The URBACT partnership in Guimarães was highly impacted in terms of working methods to accommodate the emergency measures. In fact, it is important to highlight that some social institutions from the URBACT Local Group (ULG) were at the front-line providing support to the community, and of course, companies productive process were highly affected because of the confinement of its labor force.


Nonetheless, the partnership persisted in their work and moved forward by using digital tools that made possible to share and discuss all contents and ideas around the project.

Guimarães is a city located in the northwest of Portugal with a high economic and industrial profile where the secondary sector and manufacturing play a big role in city's economic landscape, employing about 64% of the working population (which accounts for roughly 59,6% of the total population) versus 1% employed in primary industries and 35% in the tertiary sector.

That, along with international trade, are the current main pillars for economic development. In fact, in 2020, the volume of exports reached about 1.3 billion euros, making Guimarães one of the top exporting municipalities in the northern region (where it ranked 6th), and in the country.

With the exception of a few major enterprises, the local business cluster is mostly composed of owner-run family enterprises with close ties between producers and suppliers in both the traditional industries (e.g. textile, packaging, freezing works, food) as well as amongst entrepreneurs. SME account for 99,9% all enterprises based in Guimarães.

With this business culture within the its DNA, the City considers that local companies and industries, can display a major role in helping to address social challenges (social inclusion, unemployment).



And there lies the importance of promoting Corporate Social Responsibility (CSR) driven initiatives. The city currently follows more of an “implicit CSR model”. In fact, most businesses have some CSR-awareness and there are some examples of internal CSR in the territory, as many local companies get involved in CSR areas like sports, culture and donations (goods or money), but these tend to be implemented in a very informal way.

On the other hand, many of the local social solidarity institutions have some difficulties bringing awareness to their needs.

It is essential to approach these two dimensions in order to tackle territorial challenges regarding social development of the community and simultaneously enable companies in a more active role by making them adopt a robust set of CSR policies, whether its within its chain of value or helping social institutions.

From a institutional perspective we’re talking about two policy platforms that already exists in the territory, “CLAS: The Local Social Network” and the “GUIMARAES BRANDING Project” but the dialogue between them must be promoted in a “symbiotic way” through CSR.

By participating in URBACT’s Action Planning Network (APN) **CITIES4CSR**, the Guimarães municipality intends to foster, consolidate, and institutionalized a formal connection between the economic business and the community, namely social institutions acting in the territory.

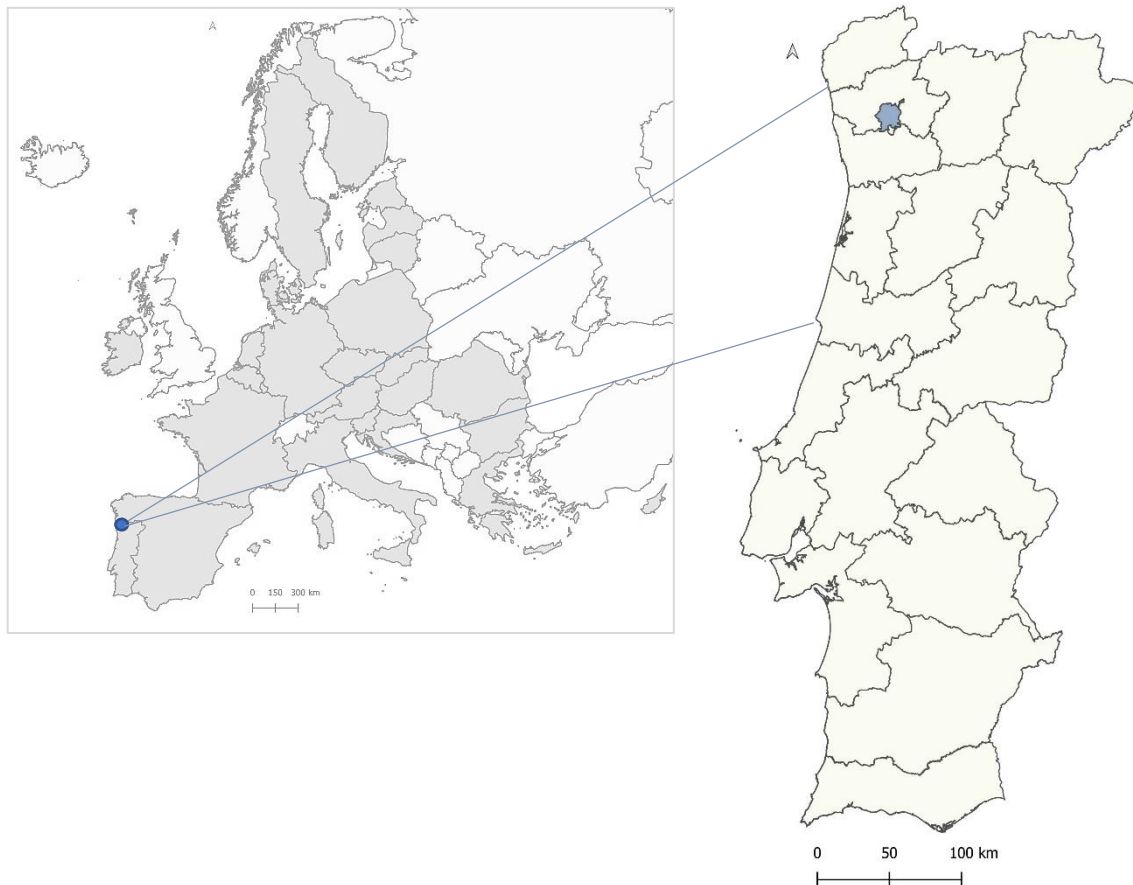
Consequently, this Integrated Action Plan (IAP) aims to provide a set of actions for robust the organizational capacity and knowledge of companies regarding corporate social responsibility (CSR) sustaining the strategic vision of **“Building Bridges between Business & Social Organizations in Guimarães”**.

Presentation of Context & Process



1. Presentation of Context & Process

1.1. City Context and definition of the Problem/ Policy Challenge



ABOUT GUIMARÃES



Territory

- **Country:** Portugal
- **Region (NUT II):** North
- **Sub Region (NUT III):** Ave
- **Area:** 240,96 km²
- **Bordering municipalities:** Braga, Vila Nova de Famalicão, Póvoa de Lanhoso, Fafe, Felgueiras, Vizela e Santo Tirso



Population: 156 852 (2021)

- **Population density:** 646,8 (people per km²)



Economy

- **No. of enterprises:** 15 833 (2019)
- **SME (%):** 99,9 (2019)
- **Volume of exports:** €1.3B (2020)

Guimarães is a city located in the northwest of Portugal, in the district of Braga. It has a population of 156 852, according to provisional data from the 2021 national Census, and a total extension of 240,96 km², making the population density about 646,8 people per km². It is composed by 48 civil parishes in total, Azurém (20) and Crexomil (26) having the largest population - 9076 and 9703 residents, respectively – while Oliveira, São Paio e São Sebastião (27) has the highest population density with 5046,6 people per km².

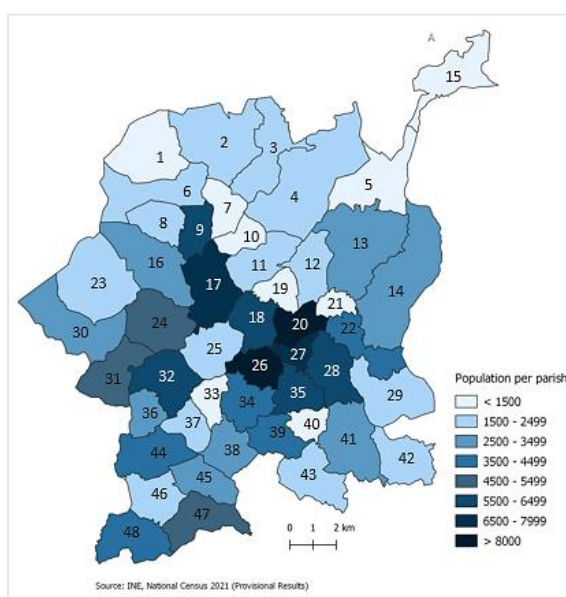


Figure 1. Population per parish (2021)

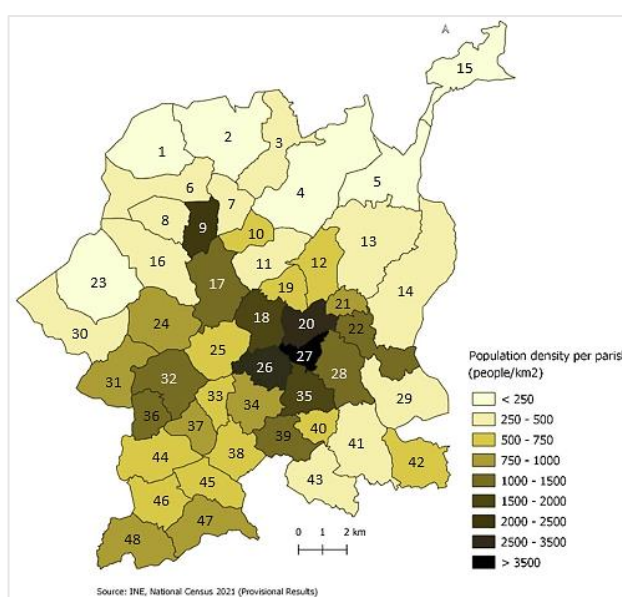


Figure 2. Population density per parish (2021)

The city occupies a prominent place in the region's and in the country's urban network. Being the birthplace of the first Portuguese King, it has a strong symbolic value due to its close historical ties to the origin of Portugal, which earned Guimarães the nickname of the "Cradle of the Nation". Its heritage is very present in the city to this day and its historic center has been classified as a World Heritage Site since 2001.

Nowadays, Guimarães is keen on setting an example to other Portuguese and European cities by being actively involved in different projects and initiatives - in addition to having been the European Capital of Culture in 2012 and the European City of Sports in 2013, it also participated in the European Digital City Challenge 2018 and made a bid in 2018 for the European Green Capital - and taking a creative and innovative approach to urban problems.

Guimarães was selected for the URBACT Good Practice in the P2GREeN project ‘Promoting and Improving Biodiversity’, and participated in several transnational projects, for example, in the INTERREG Project ATLANTE ‘Improving Atlantic cities that belong to UNESCO world heritage’.

An important cell within the municipality of Guimarães is the Intelligent Systems Division that also coordinates this IAP; developed to bring the citizen closer and to involve them with several dimensions like smart public transport, fixed and mobile environmental stations, air quality management, energy efficiency, traffic management and smart parking as well as citizen-centred services.

Guimarães also strives to increase the organizational capacity and knowledge of its companies. This policy underpins the key strategic objectives of creating highly qualified employment that allows the attraction and establishment of new talent.

On a socioeconomic scale, the city’s population has been dwindling over the years, from 2011 to 2021 it lost about 0,8% of its population but, following the national trend, the average age is also expected to rise.

While there is still no available data for recent years, the 2011 national census results showed that then about 9% of the population over the age of 15 didn’t have any formal education and only 9,3% had a college degree.

Table 1. Population over the age of 15, according to the highest level of education they completed (%) (2011)

Population over the age of 15, according to the highest level of education they completed (%)	
No formal education	9,0
Primary school	31,4
Basic education (2nd cycle)	16,1
Basic education (3rd cycle)	20,2
Secondary Education	13,2
Vocational school	0,7
Higher education	9,3


When it comes to the local economy, in December 2020 the unemployment rate sat at 8,1% (over the national average of 6,8%) and there were 1227 people receiving state benefits in the form of “Minimum Guaranteed Income” and “Social Inclusion Income”.

Table 2. People formally registered at the job center (annual average), per year

People formally registered at the job center (annual average)	
2011	12 223
2012	13 868
2013	13 288
2014	11 278
2015	10 221
2016	8 958
2017	7 352
2018	5 954
2019	5 591
2020	6 694

The secondary sector and manufacturing play a big role in city’s economic landscape, employing about 64% of the working population (which accounts for roughly 59,6% of the total population) versus 1% employed in primary industries and 35% in the tertiary sector. That, along with international trade, are the main pillars for economic development. In 2020, the volume of exports reached about 1.3 billion euros, making Guimarães one of the top exporting municipalities in the northern region (where it ranked 6th), and in the country. With the exception of a few major enterprises, the local business cluster is mostly composed of owner-run family enterprises with close ties between producers and suppliers in both the traditional industries (e.g. textile, packaging, freezing works, food) as well as amongst entrepreneurs. SME account for 99,9% all enterprises based in Guimarães.

This business culture, which is the reflection of the local industrial heritage, is heavily reliant on the relationship with the customer as a backbone for commercial success.



And there lies the importance of Corporate Social Responsibility (CSR) driven initiatives. The city currently follows more of an “implicit CSR model”. In fact, most businesses have some CSR-awareness and there are some examples of internal CSR in the territory, as many local companies get involved in CSR areas like sports, culture and donations (goods or money), but these tend to be implemented in a very informal way. On the other hand, many of the local social solidarity institutions have some difficulties bringing awareness to their needs.

It is essential to approach these two dimensions in order to tackle territorial challenges regarding social development of the community and simultaneously enable companies in a more active role by making them adopting a robust set of CSR whether its within its chain of value or helping social institutions.

From an institutional perspective we’re talking about two policy platforms that already exists but the dialogue between them must be promoted in a “symbiotic way” through CSR.

Here are some main characteristics of each platform:

A. The CLAS: Guimarães Local Social Action Council (CLAS)



The Social Development Plan (PDS) is a planning instrument mandatory by the national Social Network Program. It is a plan where objectives, strategies and actions have to be outlined for implementation by the Guimarães Local Social Network, called CLAS (a public body that integrates public and private partners).

Currently, there isn’t a specific axis regarding Corporate Social Responsibility (CSR).

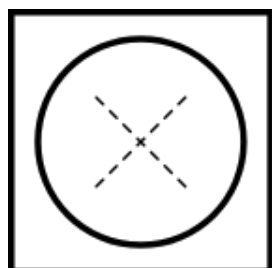
The CLAS of Guimarães is a local forum, mandatory by law, for articulation of different public and private partners with a view to the strategic planning of local social intervention, with the aim of eradicating poverty and social exclusion by promoting local social development in a logic of collective commitment.

Table 3. CLAS of Guimarães - Objectives and Composition

CLAS of Guimarães	
Objectives	Composition
<ul style="list-style-type: none"> To combat poverty and social exclusion and promote social inclusion and cohesion To promote integrated social development To promote integrated and systematic planning, enhancing synergies, competencies and resources To contribute to the implementation, monitoring and evaluation of the objectives of the National Action Plan for Inclusion To integrate the objectives for the promotion of gender equality, included in the National Plan for Equality (PNI), in the planning instruments Ensuring greater efficacy, better coverage and organization of the set of responses and social equipment at local level To create regular communication and information channels between partners and the general population 	<p>a) The Mayor of the Municipality of Guimarães (as the Chairman)</p>
	<p>b) The heads of the following public sector entities or bodies:</p> <ul style="list-style-type: none"> Centro Distrital de Solidariedade e Segurança Social de Braga, do ISS, I.P; Guimarães Employment Centre; Minho University; Centro da Área Educativa de Braga - DREN; Groupings of Schools in the municipality; Secondary Schools in the municipality; Regional Delegation of the Portuguese Youth Institute Administração Regional de Saúde do Norte; Instituto da Droga e Toxicodependência; Sra. da Oliveira Hospital; Prof. Arnaldo Sampaio Health Centre; Taipas Health Centre; Ministério Público; Institute for Social Reintegration; Public Security Police; National Republican Guard; Municipal Police; Public works Environment
	<p>c) Institutions that develop social responses, through the signing of cooperation agreements with public bodies</p>
	<p>d) Parish Council chairpersons</p>
	<p>e) Non-Profit Entities</p>

B. “Guimarães MARCA” Consortium:

The Guimarães Marca Project is a local strategy put in place by the City Council to promote economic



Guimarães
Marca
Guimarães
Branding

development for the city and the region. Led by the Council’s Division for Economic Development in collaboration with local businesses, aims to optimize the local economy and strengthen Guimarães’ economic profile by attracting investment and promoting entrepreneurship.

There are currently 72 partner companies associated with the project, in multiple lines of business – from the textile and footwear industries to cardboard and cutlery – which not only constitute a benchmark in their respective industries but also serve an example of the economic potential of the city at national and international context.

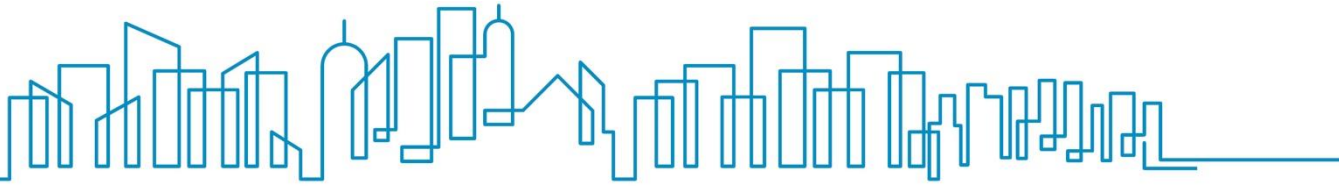
The project is based on 6 main pillars, designed to highlight the quality and potential of the local industry, while bringing attention to strong historical and cultural richness of Guimarães:

- a) Promotion of the municipality's business fabric, associating it with the brand "Guimarães World Heritage / Cradle of the Portuguese Nationality";
- b) Promotion of the historic centre of Guimarães through exporting companies;
- c) Recognition of the key role played by associated companies, awarding a prestigious stamp, which aims to distinguish a product of reference;
- d) Promotion of networking and associativism, between the municipality and the companies;
- e) Production of an annual catalogue, which aggregates all the associated companies, and aims to promote the municipality on a national and international level;
- f) Association of tourism with economic activity.

It is also important to highlight that there isn’t a specific axis regarding Corporate Social Responsibility (CSR).

Table 4. “Guimarães MARCA” Consortium

“Guimarães MARCA” Consortium		
3B’S RESEARCH GROUP	FÁBRICA DE TECIDOS CARVALHO	QUINTA DA CANCELA
ACL IMPEX	GARCIA E SILVA	QUINTA DOS ENCADOS
ADEGA COOPERATIVA DE GUIMARÃES	GIPANOLAR	ROSACEL
ALLCOST – HOSPITALITY AND HOME TEXTILES	GUIMANOS	SAMPEDRO
AMF SHOES	GUIMARPEIXE	SEBASTIÃO E MARTINS
ANALAR	HERDMAR	SEISOTOFISH
ANTÓNIO SALGADO	ICC – INDUSTRIAS E COMÉRCIO DE CALÇADO	SERAFIM FERTUZINHOS
APERTEX	INTERHIGIENE	SOGUIMA
BEDROOM EYES	JORDÃO COOLING SYSTEMS	SOLINHAS
BESTITCH	JOSÉ NEVES & CIA	SOTEGUI
BLESS	LAMEIRINHO	TABEL
BORDALIMA	LASA	TAKE A WALK
BOUTIQUE DAS MEIAS	LUMATEX	TÊXTEIS J.F. ALMEIDA
CONFEÇÕES BUGALHÕES	LUNEFE BY MARIA MENDES	TÊXTEIS LEIPER
CRISHOME	MADIGUIMA	TÊXTIL PENEDO
CRISPIM ABREU	MAGAJÓIAS	TMR FASHION CLOTHING
CRISTEMA	MORETEXTILE GROUP	TRAÇOS SINGELOS
CROBEL	MUSLEATHER	VIDDA ROYALE
CUTIPOL	NEIPER HOME	VILLAFELPOS



"Guimarães MARCA" Consortium		
D'ALEGRIA VINHOS	ORTHOS XXI	VIMAJOFIL
DOMINGOS DE SOUSA E FILHOS	PAZIMAQ	VIMAPONTO
ELAV – INDUSTRIA DE DEBRUNS	PÉ DE CHUMBO	VITAL MARQUES RODRIGUES
EMBALCUT	PEREIRA E FREITAS	WOLF AND RITA
EXTRUNORTE	PIMBA	XPTO

Regarding this two public policy forums there is a **"missing link"** between them. Companies need to be made aware of the different ways they may be able to help the Social and Solidarity Institutions in order to develop and implement new, suitable approaches to CSR practices, while private solidarity institutions need a more effective and operative way to get in touch with the companies.

The Integrated Action Plan (IAP) will aim to serve as a guide by proposing a set of actions based on the URBACT method for developing and consolidating a symbiotic process with beneficial relationships/gains between both universes: business and social institutions.

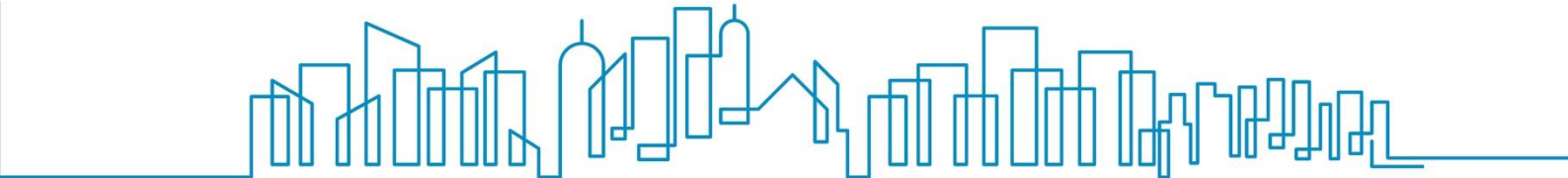
1.2. Focus of the IAP

Concept of Corporate Social Responsibility

"Social responsibility is a strategic pillar for our brand and company"

This is a recent statement provided by a marketing director of a multinational office furniture company, STAPLES to a major Portuguese newspaper "Jornal de Noticias" in its Sunday edition (29th May of 2022) about the patronage of STAPLES to the 10th edition of the social initiative "Back to School". The mission of this solidarity action is to provide more and better learning conditions so that students can maintain their excellent school performance. It is aimed at students from the 1st and 2nd cycles of education, with excellent school results, but who have been part of economically deprived families, to reward school merit and prevent students dropping out and simultaneously "relieving" family budgets.

It is a clear example of the effort and importance that companies are increasingly giving to corporate social responsibility. The STAPLES responsible reaffirmed the company's will to strengthen its



participation in this type of initiative, recommending that companies (large and small) should have an active role in social causes.

According to the European Commission, Corporate Social Responsibility can be defined as a concept whereby companies integrate, on a voluntary basis, social and environmental concerns in their business operations and in their interaction with stakeholders. It is thus based on a commitment between companies and society, going beyond economic issues.

There are several areas and principles of Corporate Social Responsibility, namely:

AREAS:


- Environmental responsibility
- Moral responsibility
- Philanthropic responsibility
- Economic responsibility

PREMISES:

- It should be based on the needs of the community
- Companies should have an active role in mitigating the problems identified
- It should encompass social and environmental concerns and tackle current, relevant issues like social inclusion and sustainable use of resources
- It should be established on a basis of cooperation among the stakeholders
- It should allow for and actively promote two-way communication between companies and the local community
- It should be established with the local context in mind, at both socioeconomic and territorial level, and support local and regional development
- It should contribute to the creation of value

CERTIFICATION:

In terms of CSR certification, it is important to highlight the *SA 8000 CERTIFICATION - SOCIAL RESPONSIBILITY*. It is an international certification standard that encourages organizations to develop, maintain and apply socially acceptable practices in the workplace. It addresses issues such as forced



and child labour, health and safety at work, freedom of association and collective bargaining, discrimination, disciplinary actions, working hours, remuneration and management systems.

Adopting SA 8000 certification means that the organization must take into consideration the social impact of its operations, as well as the conditions under which its partner employees and suppliers work.

Under this standard, the performance of companies is assessed on the basis of a series of parameters described in the Performance Indicator Annex. This is an international standard that offers suggestions and recommendations for organizations that want to structure, assess and improve their position in relation to social responsibility issues.

It is based on seven fundamental principles:

1. Accountability
2. Transparency
3. Ethical behaviour
4. Respect for stakeholders' interests
5. Respect for the law
6. Respect for international standards
7. Respect for human rights

And on seven key themes:

- a. Community development and involvement
- b. Human rights
- c. Labor practices
- d. Consumer issues
- e. Fair operating practices
- f. Environment
- g. Organizational governance

Good practices of Corporate Social Responsibility

- Reducing carbon emissions

- Charity projects
- Integration of fair trade principles
- Development of ecological practices and business models
- Promotion of volunteer work
- Improvement of labor policies adopted
- Inclusive recruitment processes

Advantages of Corporate Social Responsibility

- Increased confidence in the company
- Reinforcement of client and employee loyalty
- Strengthens the relationship with the community
- Ensures fair operating practices

The Guimarães IAP intends to implement its actions on the concept that a socially responsible corporation is one that, besides seeking to increase transparency in internal processes, to ensure that all national and international regulations are strictly followed and to guarantee the well-being of its associates, also concerns itself with environmental and social causes while leading by example by showcasing good practices and looking to minimize the negative impacts which, directly or indirectly, result from its own business model.

At national level there are some good examples that must be highlighted:

Coffee Company DELTA



Figure 3. DELTA Poster for CSR in Sustainability

Delat is one of the best national examples within the scope of corporate social responsibility. Known for being a pioneer in issues such as employee well-being and community involvement, it has over the years developed mechanisms to consolidate the company's actions within a framework based on social responsibility and sustainability.

In addition to the priorities set out in the company's Social Commitment, which include equal opportunities, health and safety and the personal development of employees, Delta is also involved in

a number of other social causes, for example, projects such as Campo Maior Vila Solidária da Europa and **Delta Ambiente**, and a partnership with Lisbon Prison to promote the reintegration of prisoners.

SONAE GROUP



Figure 4. "Heroes CONTINENTE" Poster

Campaign from SONAE GROUP

Sonae is one of the most important economic groups in Portugal. It has progressively diversified the range of causes that it supports, currently promoting projects in areas from circular economy to training and qualification.

The projects developed under initiatives such as '**Missão Continente**' aim to have a positive impact on the community through various axes. In addition to a strong social component, concerns with the environment and sustainability are increasingly present. Currently, the ongoing projects include support to needy families, raising awareness among school children for the practice of a balanced diet and the fight against food waste.

"Corporate Social Responsibility" is clearly expanding in Portuguese businesses, although it still seems to be a field where only large companies are more involved, as is the case of the two companies listed in the previous paragraphs.

Any corporation, public or private and regardless of its size or sector of activity, can incorporate CSR practices. And while there is certainly a philanthropic aspect to it, doing so may actually have a positive impact for the company on many different levels, from a business perspective by increasing satisfaction levels among associates to an improved public image and a strengthened relationship with the community and with potential partners or clients.

Like stated before, the territorial context of Guimarães on which our integrated Action Plan will focus, despite its industrial and exporter profile, is characterized by a business fabric mostly constituted by small and medium enterprises (SMEs) where the concept of corporate social responsibility is still residual.

For the time being, the IAP will start from the existing institutional reality, namely two institutional forums that serve as a stage for debate on social and economic policies but which apparently do not articulate with each other in a robust and solid manner in order to enhance social synergies that could

strengthen the effectiveness of social policies among their beneficiaries and simultaneously promote corporate social responsibility of companies, allocating them a more active role in responding to community challenges.

1.3. Description of the Process

To assure the development of a proper integrated, strategic approach to the several dimensions that are being tackled by the project, it is essential to bring together key players from the two components and to have them be actively involved in the process. In that sense, the URBACT Local Group will play a crucial role.

Bearing in mind this idea, the URBACT Local Group (ULG) is “a representative sample” composed of local stakeholders and key players that are directly linked to the challenges of CSR, whose experience and expertise will help in the production of the IAP. Throughout the process, led by the group coordinator, several actions are set to take place which will aim to help identify good practices and to design new solutions, including events, work meetings and workshops.

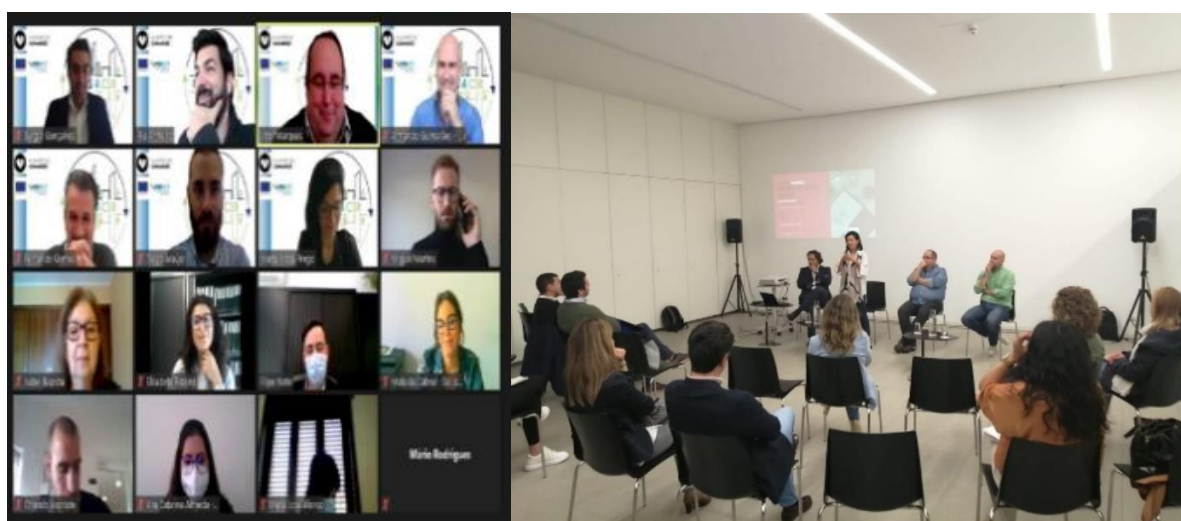


Figure 5. ULGs Meetings (Digital and Local)

The ULG is a composite of eighteen (18) entities belonging to the two pillars (from local public administration bodies to private organizations and institutions to local businesses and corporations and economic tissue). Both need to robust their “Corporate Social Responsibility” (CSR) approach.

Also, he ULG will be an important “instrument” to identify good practices and design new solutions in order to mainstream CSR in public policy instruments. It is important to highlight those two strategic plans are currently being revised, namely the Social Development Plan and the Guimarães Branding Project. Both strategies must integrate a CSR approach namely about how public procurement can boost CSR on a mandatory basis.

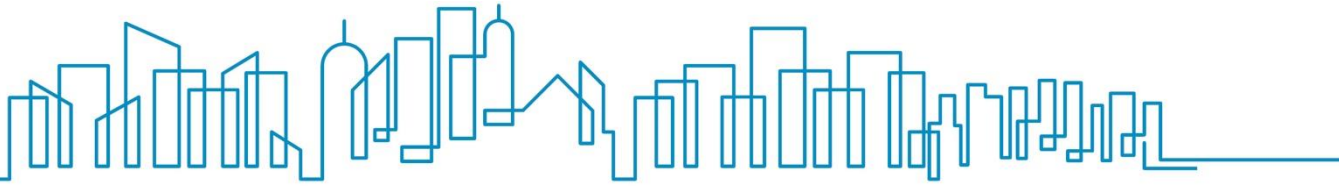


Table 5. URBACT Local Group (ULG) - Composition

URBACT Local Group - Composition



AMF SAFETY SHOES – AMF is a safety footwear company and one of the largest companies in Europe in the field, employing over 80 workers in its facility in Tabuadelo, Guimarães. Having recently expanded its activity to the North and South American markets, the company is currently present in about 35 countries worldwide.



Associação de Paralisia Cerebral de Guimarães – APCG is a private social solidarity institution established in 1995, with the creation of a Rehabilitation Centre for children with cerebral palsy residents in the Guimarães and in the neighboring countries of Fafe, Celorico de Basto and Cabeceiras de Basto. It has since expanded its support structure to include youth and adults with disabilities that don't have a proper support system in their families.



Associação para o Desenvolvimento das Comunidades Locais (ADCL) – The Association for the Development of Local Communities aims to improve cooperation between local communities in order to achieve their goals for integrated, sustainable social and cultural development as a way to promote citizens' involvement and social inclusion, as well as to improve the overall living conditions of the population.



CERCIGUI - Cooperativa de Educação e Reabilitação de Cidadãos com Incapacidades de Guimarães, CRL – Social institution founded in 1977 to support people with cognitive disabilities and their families. As result of the efforts to expand the type of services and social responses it provides, the institution currently manages several different support infrastructures, such as a residential unit and a Center for Rehabilitation and Professional Development.



Centro Juvenil de S. José – Private Social Solidarity Institution dedicated to fostering and reintegrating children and youth at risk of social exclusion. It currently possesses three different support structures: a daycare center, a foster home and a Family and Parenting Support Center.



Cruz Vermelha Portuguesa – Founded in 1865 the Portuguese Red Cross is an humanitarian organization which aims to defend the universal right to life and to health, among other values. It possess a decentralized structure with a total of 173 local delegations spread across the country.



Guimarães Marca - Promoted by the Economic Development Division of the Municipality of Guimarães alongside some of the most prominent companies in the county, the Guimarães Marca initiative aims to develop the local economy, by strengthening the region's economic fabric, improving its attractiveness and capturing and retaining investment.



IEFP – Instituto do Emprego e Formação Profissional, I. P. - Public organism managed by the Portuguese State, whose purpose is to fight unemployment through the execution of active employment policies.



Interhigiene – Company that specializes in the production and distribution of cleaning products for both domestic and professional use. Interhigiene is considered to be at the forefront in its line of activity due to the company's commitment to innovation and to the diversification of its products.



JORDÃO – Company that specializes in cooling systems for medium-size and large businesses. It's only of the main suppliers for this type of equipment in Europe, having worked with several well-known companies to create new, innovative solutions.



Lameirinho – Textile company founded in 1948 and based in Guimarães which produces home textiles for internationally well-known brands.



Sebastião & Martins SA – Company established in 1980 that presently has a consolidated position in the corrugated board and packaging industry. With a strong emphasis on innovation, creativity and the qualification of its workers, over the last 40 years the company has managed to approach new markets, and to expand into segments with higher demands.



Segurança Social – The Social Security System is responsible for ensuring the fundamental rights of the citizens, equal access to opportunities, as well as promoting social cohesion and the overall well-being of the population.



Soguima – Food processing company that specializes in fish products. With over 30 years of experience, the company is internationally renowned and currently exports to more than 30 countries worldwide.



Têxteis J.F. Almeida, S.A. – Textile company that specializes in the processes of spinning, dyeing and weaving. With a team of 625 qualified workers and considerable production capacity, the company activity is largely oriented towards exports and the international market



TMR FASHION CLOTHING – TMR is a textile company founded in 1998 and specialized in clothing design and manufacturing. With a strong focus on quality and sustainability, the company managed to enter new markets over the years and currently exports 100% of its production, catering to clients in several countries across the globe.



VIMAPONTO, Equipamentos e Serviços Informática, S.A. – Company founded in 1986 that specializes in IT equipment and services, with particular focus on Industrial Production Software. It's one of the leading companies in its field in the region, with over 35 years of experience and a roll of more than 700 current clients, including globally renowned brands.

Action Plan



2. Action Plan

2.1. Objectives and Expected Results

Based on the ULG meetings that we've organized throughout the project and internal meetings with the technical team of the project, we identified a common need: "approach and articulate two (2) ecosystems that must dialogue on an effective and proactive way to deal with specific social challenges".

The identification of the problem is an essential step in the design cycle of the Integrated Action Plan, being dependent on an adequate analysis of the local context. In the case of Guimarães Municipality, "the lack of connection between the Entrepreneurial Network and the Social Network existing in the municipality" was identified as the target problem.

After analyzing the results of the two perspectives of the Problem, the "social perspective" and the "business perspective", it was possible to build a consolidated version of the Problem Tree, which interconnects these two dimensions in a common set of Causes and Effects:

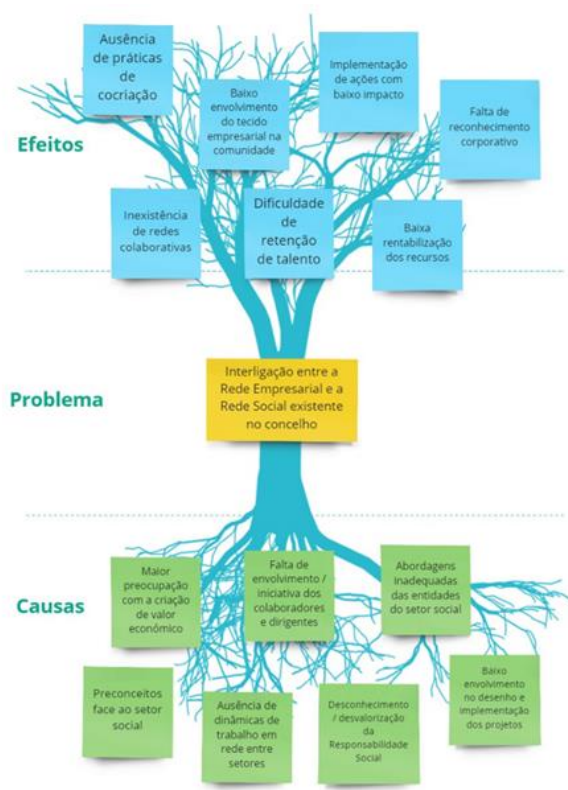


Figure 6. Problem Tree - Causes and Effects identified by the ULG



Main Causes identified	Main Effects identified
<ul style="list-style-type: none"> • Lack of networking dynamics between sectors; • Greater concern with the creation of economic value; • Lack of involvement / initiative from employees and managers; • Lack of knowledge / devaluation of Social Responsibility; • Inadequate approaches by social sector entities; • Low involvement in the design and implementation of projects; • Prejudices towards the social sector. 	<ul style="list-style-type: none"> • Absence of co-creation practices; • Low involvement of the business sector in the community; • Non-existence of collaborative networks; • Difficulty in retaining talent; • Lack of corporate recognition; • Implementation of actions with low impact; • Low profitability of resources.

As stated previously, our IAP’s will be an important instrument to “unlock” this institutional barrier namely by influencing two main policy instruments managed by the municipality of Guimarães regarding the “Corporate Social Responsibility” (CSR) topic:

- “Guimarães Branding Strategic Plan”;
- “Social Development Plan”.

One Vision:

Corporate Social Responsibility in Guimarães:
Building Bridges between Business & Social Organizations

4 Strategic Objectives:

The 4 strategic objectives were outlined based on the discussions within the ULG, by using URBACT tools. From knowledge and awareness to material and behavioral changes, through the implementation of a set of actions that combined will promote strategic changes and “quick wins”.

- **Strategic Objective 1:** To Match actions between “Business” and “Social institutions” for boosting CSR in Guimarães.



- **Strategic Objective 2:** To Capacitate both ecosystems (business and social institutions) for a robust and effectiveness policy regarding corporate social responsibility on methodologies of engagement, public procurement.
- **Strategic Objective 3:** To Increase knowledge and recognition for Corporate Social Responsibility in Guimarães territory.
- **Strategic Objective 4:** To Mainstream Corporate Social Responsibility in planning and policy instruments and procurement procedures defined by the City.

Small Scale Actions (SSA):

SSA 1. Guimarães UNE Platform

The “Guimarães UNE Platform” is a digital platform that will cope with the mismatching between social demands that solidarity social institutions (SSI) indicates and “social supplies” that the business sector can provide.

It is important to refer that this platform is currently a prototype, only for the usage of the ULG members. For that, it will be under constant improvement for its optimization with its potential users: social solidarity institutions and companies from the economic fabric of Guimaraes.

It was within the ULG that the main key ideas behind this specific SSA were defined, considering that this is a first test, it is important to work closely with both ecosystems, namely the companies, since it is intended that the Platform extend its range of action to the entire “economic landscape” of the municipality.

Therefore, the platform must be:

- **Significant:** it is important that the platform creates an impact among the social and economic actors of the Guimarães territory in order to boost the number of users and naturally the results of this effective articulation between companies and social institutions.
- **Informative:** The platform must have all the basic information for its users about Corporate Social Responsibility (CSR), namely an operative path for companies that want to develop a CSR program within their productive chain;



- **Objective:** It is important that the platform clearly and objectively explains its purpose, with particular emphasis on the issue of corporate social responsibility in terms of concept, dimensions of analysis and the selection of business case studies, at a local scale, which highlight the potentialities of adopting business policies conducive to corporate social responsibility.
- **Attractive:** the platform should be vivid and agreeable for the user, namely about the process of finding symbioses between the two ecosystems so that when the exchange of goods/resources takes place.
- **Multifunctional:** The Platform should provide a robust range of menus to enable those who joins the platform a quick registration by facilitating a quick choice of options to select, such as:
 - ✓ Do you want to volunteer?
 - ✓ Do you want your company to adopt responsible social policies?
 - ✓ Are you an entrepreneur and want to help?
 - ✓ Do you want to know about corporate social responsibility?
 - ✓ Benchmarking cases (local, national and International) on Corporate Social Responsibility.

The process is being carefully managed by the Guimarães municipality and will subsequently be reported through the proper communication challenges (local and national press) in order to enhance its range of action.

Expected results:

- Boost and disseminate Corporate Social Responsibility policies within the local companies;
- Bring together two ecosystems that must collaborate together;
- Promote an effective, integrated and sustainable social intervention;
- Effectively activate and engage a network of stakeholders around societal challenges;
- Generate notoriety for local practices on Corporate Social Responsibility.

It is possible to establish 6 stages for the SSA:

- Co-design process in terms of concept and definition of the platform with a special focus in the governance model;



- Inscription of all the ULG members (business and social institutions) in the Platform;
- Selection of potential social symbiosis between companies and social institutions;
- Survey of relevant legislation on corporate social responsibility
- Public ceremony for opening the Platform to all the local stakeholders;
- Communication Plan for mainstreaming the Platform.

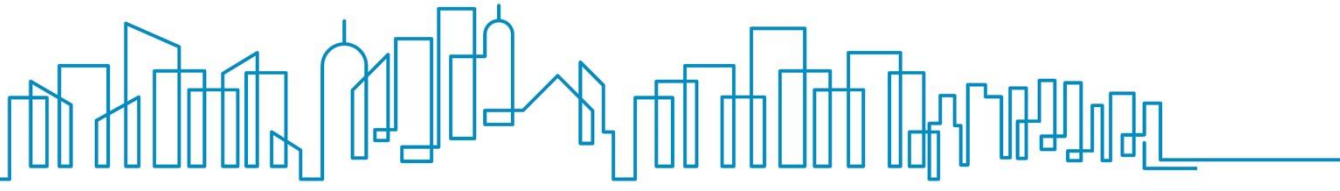


Figure 7. GUIMARÃES UNE" Platform

SSA 2. Social & Business Local TALKS on CSR

Considering the gap of information on Corporate Social Responsibility (CSR), it was emphasized by our ULG members that it would be important promoting a set meetings and sessions about the multiple dimensions of CSR that have been discussed. Bearing this in mind, two sessions were implemented, with a specific selection of institutions and personalities that gave their vision and expertise on two main topics: (i) Corporate Social Responsibility: State of the Art and (ii) Patronage Procurement: State of the Art.



Figure 8. Session 1: Corporate Social Responsibility: State of the Art




Figure 9. Session 2: Patronage Procurement: State of the Art

SSAs Learning Lessons:

Through the implementation of this small scale actions it was possible to outline some valuable lessons and suggestions on procurement and stakeholders to the work plan that will be described in the next chapter. Here are some key ideas:

- As expected, the SSA's (platform and the sessions) had a good attendance by the ULG members and the community. It is important to highlight the presence of many



technical staff from the municipality and social institutions but there is a “long road” to attract companies;

- The two sessions had valuable contributions from the selected speakers based on recommendations and ideas on procurement and administrative processes that will be transposed to the IAP in the form of actions;
- "It is not a question of size but of willingness on the part of companies". "The link between the two sectors should be ensured by the Municipality and its social network". "It is important to make SMEs aware of the importance of CSR, since this work is already usually done in large companies". These are all strong statements from the participants in the sessions that clearly sets the guidance and pace for our actions;
- The fact that it's not possible to promote change in the social sector without involving all stakeholders in the ecosystem (private entities, public sector, community) and that is precisely the basis of the *Portugal Inovação Social* programme (see funding chapter). The concept of “Social Investors” may be quite interesting (private entities that finance or accompany corporate social responsibility projects);
- The importance of empowering all stakeholders was highlighted as a key factor for the success of projects and the added value of creating a specialized social responsibility program compared to the “old practices” like “making a sporadic contribution to a particular association”;
- The concept of the “Social Innovation Fund” was presented as an idea to address the possibility of creating a "Corporate Social Responsibility Fund" (allocate an amount in the municipal budget, every year, to support social responsibility projects. It could be operationalized through partnership applications, between companies and associations, with the Municipality acting as "Managing Authority");
- Producing a "Whitepaper" in the Social Responsibility area as a "product" of both sessions, with recommendations to guide the revision of the Social Development Plan;
- The direct relationship that many companies have shown between social responsibility and financial performance.



- The importance of certification for companies in Social Responsibility was a strong statement/conclusion. Within the IAP, the creation of a “seal for socially responsible companies” within the Guimarães Branding project should be enticed. An annual prize could be created associated to this seal, rewarding the companies in the Municipality that stood out the most in this area;
- The importance of networking between the companies and the social sector as a major factor for the success of the actions within the IAP;
- Companies providing an “hours bank” of the annual workload so that employees can participate in volunteering activities;
- The Auchan Group (main economic group on retail business) suggested the creation of a Local Sustainable Development Committee, where companies must report, on an annual basis, on progression to achieve SDGs.

During the timeline of the project, the municipality of Guimarães internal team and the ULG members, have taken good note of these significant suggestions and recommendations to put together a concise but effective range of actions and activities that will be presented in the next chapter.

2.2. Actions Tables

Action 1.		"Guimarães UNE": A Platform for coordinating Business & Social Ecosystems	
Main Objective	Promote the articulation between supply and demand relationships for boosting corporate social responsibility actions: <ul style="list-style-type: none"> • Companies • Social solidarity institutions, • Cultural and sports organizations. 		
Owner	Guimarães Municipality		
Short Description	<p>The "Guimarães Une, PT) is a digital platform that will cope with the mismatching between social demands that solidarity social institutions (SSI) denotes and "social supplies" that the business sector can provide.</p> <p>It will be developed 6 stages:</p> <ol style="list-style-type: none"> (i) Co-design process in terms of concept and definition of the platform with a special focus in the governance model; (ii) Inscription of all the ULG members (business and social institutions) in the Platform; (iii) Selection of potential social symbiosis between companies and social institutions; (iv) Survey of relevant legislation on corporate social responsibility (v) Communication Plan for mainstreaming the Platform. (vi) Public ceremony for opening the Platform to all the local stakeholders. 		
Link to other city Strategy	"Guimarães Branding", "GUIMARÃES: Social Development Plan"		
Stakeholders to involve	Project Team; ULG members (as a pilot group to validate)		
Action Readiness Level	Low	Medium	High
Risks	Available of resources; Time availability; COVID restrictions.		
Finance & Resources	Estimated Budget: 21.000€ URBACT and Municipality support; Municipality Resources and External Expertise;		

Activity	Outputs	Timeframe	Problems / Concerns
A1.1. Definition of objectives of the platform	Framework for implementation	March-May 2022	The need to ensure a constant dynamic, namely in terms of (i) new members, (ii) updated contents and (iii) results achieved through the support of companies;
A1.2. Definition of platform requirements	<p>“Mock Up”/Framework Accessible via web</p> <p>Matching of interests between social entities and companies</p> <p>Functionality Flow</p>	March – May 2022	
A1.3. Entity Selection	All stakeholders from ULG	May 2022	
A1.4. CSR MATCHING and MAPPING	Selected joint initiatives for social purposes	May 2022	
A1.5. Presentation of the Platform	Event with political representation	June 2022	
A1.6. Communication of the Platform throughout the territory	Communication Strategy	2022-2025	



Action 2.	Training & Qualification on CSR for Business
Main Objective	Development of a training program that provides a set of skills and tools for companies that on a “voluntary basis” wish to implement a more effective CSR policy.
Owner	Board of the “Guimarães Branding”
Short Description	<p>This training course assumes that the activities of a company have results that go far beyond generating profit. The effects of the activities performed by an organization can be felt in various areas of society. This is because each process, strategy and business model leaves its mark on the environment in which it operates. Therefore, Corporate Social Responsibility is a topic increasingly discussed in the business world.</p> <p>By providing this course it will be possible for companies to consolidate concepts and questions, like?</p> <ul style="list-style-type: none"> • What is corporate social responsibility? • Why adopt corporate social responsibility practices? • How to apply corporate social responsibility? • What should be analyzed? • How to apply new practices? • Examples of corporate social responsibility practices and activities • From the inside out: How to invest in the well-being of your employees? <p>After the course is completed, all companies that attended must complete an exercise about the internal and external situation of the company in order to develop and apply effective actions to make social responsibility part of the company's culture. Although this is something very particular to each company, several examples of good corporate social responsibility practices will be presented in order to promote at least one as a result for concluding the course:</p> <ul style="list-style-type: none"> • Draw up a Code of Conduct • Verify that the company is in compliance with the legislation • Stimulating the local economy. • Develop an organizational culture that considers the well-being and development of employees • Create communication channels between the company and the community



Action 2.	Training & Qualification on CSR for Business		
	<ul style="list-style-type: none"> • Participating and sponsoring social events and projects • Encourage feedback and periodic performance evaluations to understand employee satisfaction • Create campaigns that encourage habits aligned with sustainability. For example (save water in the office, dispose of waste conscientiously, bring your own mug from home, etc). • Review production and distribution processes • Use renewable energy sources • Partner with small producers and local suppliers 		
Link to other city Strategy	"Guimarães Branding", "Social Development Plan"		
Stakeholders to involve	Project Team; ULG members; Companies;		
Action Readiness Level	Low	Medium	High
Risks	Availability of resources; Time availability from companies; COVID restrictions.		
Finance & Resources	Estimated Budget: 15.000€ PT 2030 funding and Municipality budget; External Expertise;		

Activity	Outputs	Timeframe	Problems / Concerns
A2.1. Definition of objectives and contents	Number of modules	2023 - 2025	Resistance of companies management to allow their human resources and marketing staff to attend training courses on corporate social responsibility
A2.2. Communication for the GUIMARÃES BRANDING ecosystem	Communication Tools (Brochure, FlashNews...) for make the course known in the Guimarães Branding business ecosystem	2023 - 2025	
A2.3. Selection of Companies Participants	20 staff members from the Guimarães Branding business ecosystem	2023 - 2025	
A2.4. Evaluation & Certification	20 staff members dully certified on understanding the processes of corporate social responsibility, (namely on reporting, assurance tools and standards and the link to core business practice)	2023 - 2025	
A2.5. GUIMARÃES UNE: Mainstreaming	Reports	2023 - 2025	



Action 3.		Training & Qualification on CSR for CLAS of Guimarães (social network)	
Main Objective	Development of a training program that provides a set of skills and tools for the social ecosystem namely the social network of Guimarães, CLAS to work closely with companies towards a robust synergies in corporate social responsibility.		
Owner	Guimarães Municipality/CLAS		
Short Description	<p>The implementation of this Training & Qualification program for social institutions in CSR wants to promote a change in mentality or culture in social solidarity institutions making them to promote a proactive attitude in order to obtain the commitment company's relationship network, namely making them believe and internalize social ethics as the only way of doing business and achieving sustainable results.</p> <p>By providing this course it will be possible for companies to consolidate concepts and questions, like?</p> <ul style="list-style-type: none"> • What is social responsibility? • Why adopt corporate social responsibility practices? • How to apply corporate social responsibility? • What should be analyzed? • How to apply new practices? • Examples of corporate social responsibility practices and activities • From the inside out: How to invest in the well-being of your employees? 		
Link to other city Strategy	"Guimarães Branding"; "Social Development Plan"		
Stakeholders to involve	Project Team; ULG members; CLAS: Social Network of Guimarães		
Action Readiness Level	Low	Medium	High
Risks	Available of resources; Time availability; COVID restrictions.		
Finance & Resources	Estimated Budget: 15.000€ PT 2030 funding and Municipality budget; External Expertise;		



Activity	Outputs	Timeframe	Problems / Concerns
A3.1. Definition of objectives and contents	Number of modules	2023 - 2025	<p>Motivate employees of social institutions to learn "out of the box" methodologies to engage companies in corporate social responsibility, in an ecosystem highly dependent on public sector support;</p>
A3.2. Communication for the CLAS Members	Communication Tools (Brochure, FlashNews...) for make the course known in the CLAS ecosystem	2023 - 2025	
A3.3. Selection of Social Institutions for Participation	20 staff members from the CLAS ecosystem	2023 - 2025	
A3.4. Evaluation & Certification	20 social institutions members dully certified on understanding the processes of corporate social responsibility, (namely on reporting, assurance tools and standards and the link to core business practice)	2023 - 2025	
A3.5. GUIMARÃES UNE: Mainstreaming	Reports	2023 - 2025	



Action 4.	Guimarães “CSR Week_Initiative”
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Main Objective	Promote an open week fully dedicated to CSR for exchange of experiences between companies and social/cultural/sport institutions based on a wide set of activities (company and social institutions visits, TED talks, CSR awards...)		
Owner	Guimarães Municipality		
Short Description	<p>The Guimarães “CSR Week_Initiative” intends to be an annual action promoted by the Municipality of Guimarães through its Social Network and Guimarães Branding ecosystems in order to showcasing projects on CSR that are or have been happening in the municipality of Guimarães.</p> <p>The event aims to disseminate projects, promote its knowledge among the community, strengthen and consolidate the culture of open and effective partnership with companies through the exchange of best practices and methodologies between institutions, provide increased skills and performance of companies and social economy organizations and celebrate, honor and empower all those who work daily for the benefit of the community.</p>		
Link to other city Strategy	“Guimarães Branding”, Social Development Plan;		
Stakeholders to involve	Project Team; ULG members;		
Action Readiness Level	Low	Medium	High
Risks	Available of resources; Time availability; COVID restrictions.		
Finance & Resources	Estimated Budget: 10.000€ PT 2030 funding;		



Activity	Outputs	Timeframe	Problems / Concerns
A4.1. Selection of projects for CSR Week Initiative	Participation Criteria Pack	2023 - 2025	TBA
A4.2. Workshops on CSR for awareness/promotion of CSR	Workshops/Seminars Calendar	2023 - 2025	
A4.3. Guimarães Branding Gala for CSR	Awarding Package	2023 - 2025	
A4.4. GUIMARÃES UNE: Mainstreaming	Digital Catalogue of Good Practices on CSR	2023 - 2025	



Action 5.	Guimarães Policy Instruments & Procurement 4 CSR
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Main Objective	Consolidate Corporate Social Responsibility as a domain to be fostered and implement within the scope of public policy instruments and public procurement		
Owner	Guimarães Municipality		
Short Description	<p>The Social Development Plan of Guimarães and the economic development strategy of <i>Guimaraes Branding</i> are currently being reviewed according to the next period of the European Union's cohesion policy guidelines.</p> <p>In this context, through this action of this IAP we intend to promote a close articulation with both technical teams responsible for the review of the mentioned public policy instruments.</p> <p>On the other hand, the municipality of Guimarães intends to adopt CSR principles in terms of public procurement.</p>		
Link to other city Strategy	"Guimarães Branding", Social Development Plan,		
Stakeholders to involve	Project Team; ULG members; Minho University; Government Ministries;		
Action Readiness Level	Low	Medium	High
Risks	Available of resources; Time availability; COVID restrictions.		
Finance & Resources	<p>No financial value is needed;</p> <p>Human resources of the municipality of Guimaraes, namely the social, and legal department, (...);</p> <p>External expertise (Minho University)</p>		



Activity	Outputs	Timeframe	Problems / Concerns
A5.1. Social Development Plan for CSR	CSR Specific Axis	2023	This action needs a way of working based on vertical and horizontal integration, and its implementation may be complex due to the institutional barriers that may arise and the "top down" logic normally associated with public procurement.
A5.2. Guimarães Brandig 4 CSR	CSR Specific Axis	2023	
A5.3. Public Procurement for CSR: Local Guide	Guidance Manual on CSR Procurement	2023-2024	
A5.4. GUIMARÃES UNE: Mainstreaming	Dissemination of public policy instruments and public procurement on corporate social responsibility	2023-2025	



Action 6.		Guimarães Local Pact for CSR	
Main Objective	Promote an institutional commitment, a local Pact, between the city, Business & CLAS		
Owner	Guimarães Municipality		
Short Description	<p>Local Pact for Corporate Social Responsibility – political document, strategically concerted among territorial stakeholders, namely companies and social institutions, thus creating the basic conditions for its joint implementation, follow-up and evaluation.</p> <ul style="list-style-type: none"> • Principles and Priority Areas for CSR; • Articulation with Local Planning Instruments, namely the Social Development Plan and the Guimarães Branding strategy; • Multi-Sectoriality - Fields of action involving the intervention of multi-sector and/or inter-institutional partnerships; • Programming: Development of a Corporate Social Responsibility Action Plan defining operational objectives and goals, anchor projects and initiatives, ¾ year execution timetables and governance model. 		
Link to other city Strategy	“Guimarães Branding”, Social Development Plan		
Stakeholders to involve	Project Team; ULG members;		
Action Readiness Level	Low	Medium	High
Risks	Available of resources; Time availability; COVID restrictions.		
Finance & Resources	Estimated Budget: 10.000€ PT 2030 funding;		

Activity	Outputs	Timeframe	Problems / Concerns
A6.1. XXXXX	Signature	2023 - 2025	The need to provide a working dynamic to motivate all the entities that are part of the Pact, namely through the periodic presentation of concrete results.
A6.2. Organizational Model	Governance Model (Steering committee & Monitoring Committee)	2023 - 2025	
A6.3. GUIMARÃES UNE: Mainstreaming	Dissemination of results	2023 - 2025	



2.3. Framework for Delivery

Vision: CSR in GUIMARÃES: Building Bridges between Business & Social Organizations						
Strategic Objectives	Actions					
	"Guimarães UNE" Platform	Training & Qualification on CSR		Guimarães "CSR Week_Initiative"	Guimarães Policy Instruments & Procurement 4 CSR	Guimarães Local Pact for CSR
		Business	CLAS (social network)			
1. To Match actions between "Business" and "Social institutions" for boosting CSR in Guimarães	★ ★ ★	★	★	★ ★	★	★ ★
2. To Capacitate both ecosystems (business and social institutions) for a robust and effectiveness policy regarding corporate social responsibility (methodologies of engagement, public procurement)	★ ★ ★	★ ★ ★	★ ★ ★	★	★ ★	★ ★
3. To Increase knowledge and recognition for Corporate Social Responsibility in Guimarães territory	★ ★ ★	★ ★	★ ★	★ ★ ★	★ ★	★ ★
4. To Mainstream Corporate Social Responsibility in planning and policy instruments and procurement procedures defined by the City;	★ ★ ★	★	★	★ ★	★ ★ ★	★ ★ ★

2.4. Resourcing

The aim of this chapter is to identify potential funding instruments for the range of actions identified in chapter 2.2.

In order to achieve a wide range of objectives, we will follow a rationale for developing links between the different funding sources and how they can be combined, based on a suggested 5 step approach:

Step	Action	Commentary
1	Make the participation in EU funds a constant priority	Due to the limited budgets of the municipality and the ULG partners, it is very important to have a proactive monitorization to address all possible opportunities for funding actions at IAP level
2	Get informed	Addressing the lack of information on EU and structural funding opportunities (and to a certain extent complex administrative rules managing funds) and explain/locate where to find such information.
3	Explore co-financing possibilities	Addressing the barrier of co-funding requirements and lack of resources and <u>give tips</u> on where to look for possible co-finding.
4	Get connected and learn from others	Addressing the lack of information on finding and limited technical capacity. It gives examples of different sources of funding and link to other cities in a similar process.
5	Establish partnerships and foster cooperation	Addressing difficulties in establishing adequate partnerships and proposes ways to foster cooperation with the different stakeholders.

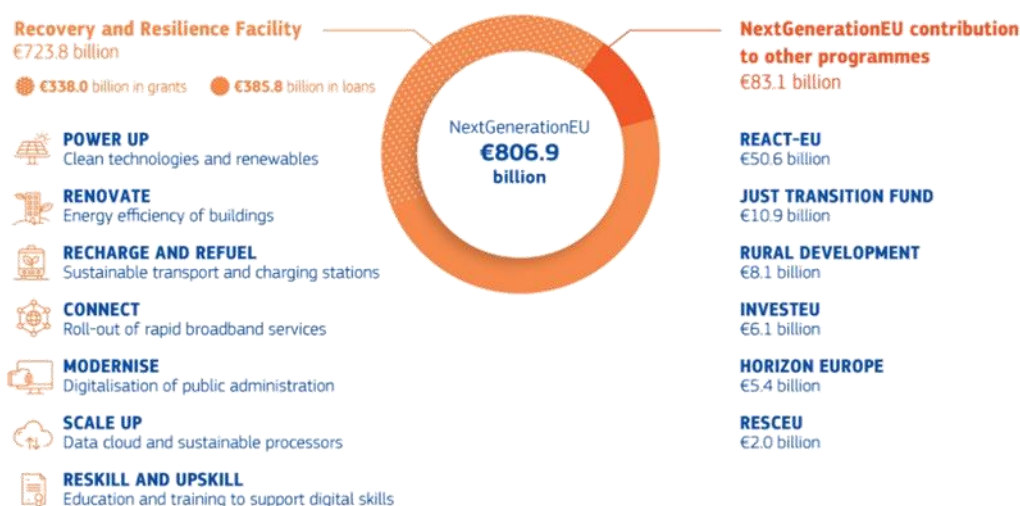
In this context, it is important to mention that we are in a transition period between the current Community Support Framework 2014 - 2020 and the next period of the cohesion policy 2021 - 2027, which will lead to the next Portugal 2030.



The European Council created the Next Generation EU, an instrument to mitigate the economic and social impact of the crisis, helping to ensure long-term sustainable growth and meet the challenges of the dual climate and digital transition.

The majority of funds from NextGenerationEU (€723.8 billion in current prices) will be spent through the Recovery and Resilience Facility (RRF) programme. The RRF consists of large-scale financial support to public investments and areas such as green and digital projects.

The support will be given out in the form of grants (€338.0 billion) and loans (€385.8 billion). The grant component of the RRF is divided among EU countries according to several allocation criteria.





Recovery and Resilience Plan



The Recovery and Resilience Plan (RRP) is a nationally applicable programme, with an implementation period until 2026. It will set a number of reforms and investments aimed at restoring sustained economic growth after the pandemic, reinforcing the objective of convergence with Europe over the next decade. It is an investment plan for all Portuguese people, based on three structuring dimensions: Resilience; Climate Transition; Digital Transition. For the IAP it is particularly relevant the **Resilience dimension**.

The Resilience dimension is associated with an increase in the capacity to react to crises and to overcome current and future challenges associated with them. This dimension emerges to promote a transformative, long-lasting, fair, sustainable and inclusive recovery, being understood in the context of RRP in all its aspects: social resilience, economic and productive fabric resilience and territorial resilience.

In the Resilience dimension, 9 Components were considered in order to strengthen the social, economic and territorial resilience of our country. These components include a robust set of interventions in strategic areas, namely health, housing, social responses, culture, innovative business investment, qualifications and skills.

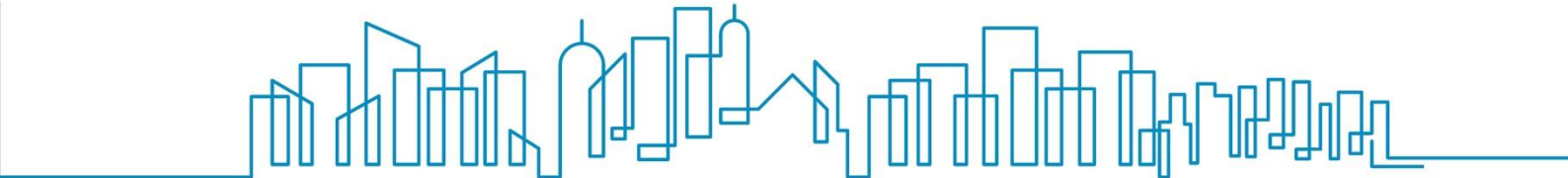
Portugal 2030



Portugal 2030 materializes the Partnership Agreement to be established between Portugal and the European Commission, setting the major strategic objectives to be applied between 2021 and 2027. For the IAP it is particularly relevant the **Priority +Social**.

The **Priority +Social** will support education, equal access to healthcare, quality employment, lifelong learning and social inclusion, in line with the priorities set out in the European Pillar of Social Rights.





Portugal 2030 is implemented through 12 programmes: four thematic programmes, namely the “**Demography, qualifications and inclusion**”, Funded by ESF+, that can be a major source of funding for the IAP.

Norte 2030



Within the Five Regional programmes corresponding to the NUTS II of the Mainland, in the case of Guimarães, we must highlight the future NORTE 2030, financed by the ERDF and ESF+. It is a Regional programme that will mobilize most Policy Objectives from Cohesion Policy. It is particularly focused on the territorial dimension of public policies, also including the Territorial Plans for a Just Transition, to be financed by the Fund for a Just Transition.

Portugal Inovação Social



Portugal Inovação Social is a public initiative to promote social innovation and boost the social investment market in Portugal. It mobilizes around €150 million from the European Social Fund under the Portugal 2020 Partnership Agreement.

It channels this money to the market through four (4) funding instruments aimed at financing projects that propose alternative and innovative approaches to respond to social problems.

This initiative is a pioneer experience in Europe, as Portugal is the only Member State that has reserved part of the EU funds until 2020 to experiment new funding instruments that aim to foster innovation and social investment. It is coordinated by the Mission Structure Portugal Social Innovation (EMPIS). Here are its objectives:

- Promote Innovation and Social Entrepreneurship in Portugal as a way to generate new solutions to social problems, complementing traditional responses to solve important social problems.



- Boost the social investment market, creating financing instruments better suited to the specific needs of the social economy sector and social innovation and entrepreneurship projects.
- Empower the actors of the social innovation and entrepreneurship system in Portugal, improving the response levels of social organizations and contributing to their economic and financial sustainability.



2.5. Communication Strategy

The cooperation and articulation among all the entities that constitute the ULG Group formalized for the elaboration of this IAP is a fundamental condition for an effective and efficient communication plan.

The CSR project in Guimaraes intends to be a project characterized by an innovative character at the institutional level and inducer of the active participation of the local companies and the community. This Communication Plan aims to implement a set of communication and dissemination measures in order to inform and, above all, to involve the local community of Guimarães, creating a robust link between the project and the final beneficiaries throughout the implementation period.

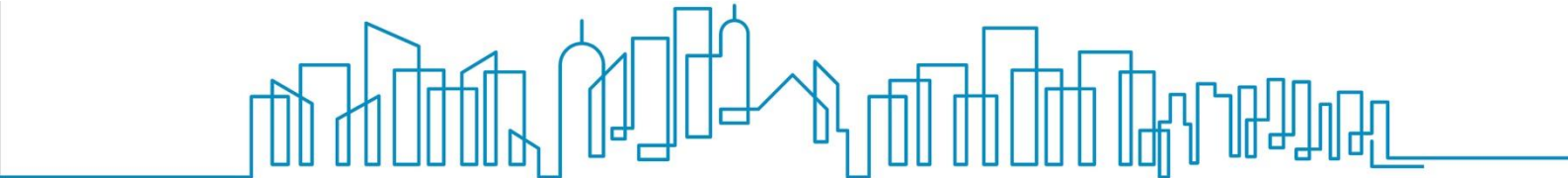
In this context, this Communication Strategy will be structured based on a methodology oriented towards the full achievement of the project's objectives, ensuring its visibility and notoriety.

The Communication Strategy will have a dual logic of implementation:

- Disseminate the project and its results;
- Promote innovative and interactive ways of raising awareness, coresponsibility and community information, in order to improve understanding of the importance of corporate social responsibility for the social cohesion in the city of Guimarães.

This dual logic shapes the strategic objectives of this communication strategy, namely:

- 1) Promoting effective and efficient communication, both internally (among the entities from the ULG) and externally (directed towards the local community).
- 2) To give visibility to all the actions and activities implemented by the CSR project;
- 3) To motivate the local community of Guimarães for an active participation in the multiple actions and activities of the URBACT project;
- 4) To disseminate the results achieved by the diverse range of actions and activities as a response to the social challenges identified.



The target public of this communication strategy can be typified in two typologies: External Public and Internal Public:

The External Public are all entities and actors external to the ULG partnership, namely:

- Local Community;
- School community;
- Local Entities;
- Public authorities (local, regional, national);
- Universities/ Community of RD&I;
- Media;
- Civil Society.

The Internal Public are the entities that make up the strategic partnership of the project, namely:

- Partner Entities from the ULG.

Based on these different target audiences, differentiated communication measures will be implemented and adapted to each audience, always seeking, in a transversal manner, to attract their attention for the distinctive impact of the project, responding to their communication needs and encouraging their participation in all phases of the project.

2.6. Risk Analysis

RISK	RISK TYPE	PROBABILITY	INTENSITY	MITIGATION PLAN
Lack of technical resources	Staff	Medium	Low	<ul style="list-style-type: none"> Reinforce the objectives and actions outlined in the IAP within the Guimarães social and entrepreneurial ecosystem Enlarge the current working group by involving experts from other sectors
Lack of commitment from the municipality political board	Political	Low	Medium	<ul style="list-style-type: none"> Reports at regular intervals to keep political representatives informed
Lack of participation and interest from the Community	Behavioral	Medium	High	<ul style="list-style-type: none"> Increase the number and reach of communication activities Organize public consultation and idea sharing forums
Lack of participation and interest from the ULG Members	Behavioral	Medium	High	<ul style="list-style-type: none"> Increase the number of strategic meeting relevant stakeholders Enlarge the current working group by involving experts from other sectors



RISK	RISK TYPE	PROBABILITY	INTENSITY	MITIGATION PLAN
Unavailability of funding sources for the IAP Action	Financial	Medium	High	<ul style="list-style-type: none">• Promote alternative sources for funding, namely among the economic ecosystem• Monitoring in a constant and active way, possible opportunities for funding by a constant dialogue with managing authorities

2.7. Monitoring and Evaluation Framework

The monitoring framework will be based on the following set of monitoring indicators (directly linked with the intended objectives previously described), as follow:

Strategic Objectives	Result indicator				Output indicators
	Designation	Baseline	Target	Source	
Matching and Coordinating actions between “Business” and “Social institutions” for boosting CSR in Guimarães	Companies registered in the platform "Guimarães Une" (number)	15 (2023)	30 (2025)	Statistical Information System of the municipality of Guimaraes	Number of innovation and experimentation social projects supported (n.º)
	Social institutions registered in the Platform "Guimarães Une" (number).	15 (2023)	40 (2025)	Statistical Information System of the municipality of Guimaraes	
Capacitate both ecosystems (business and social institutions) for a robust and effectiveness policy regarding corporate social responsibility like techniques, methodologies, (...)	Number of participants from companies in training actions on corporate social responsibility (n.)	30 (2023)	50 (2025)	Statistical Information System of the municipality of Guimaraes	Institutions (enterprises and social institutions) involved in a projects to promote institutional capacity building on

Strategic Objectives	Result indicator				Output indicators
	Designation	Baseline	Target	Source	
	Number of participants from social institutions in training actions on corporate social responsibility (n.)	30 (2023)	50 (2025)	Statistical Information System of the municipality of Guimaraes	corporate social responsibility
Increasing knowledge and recognition for Corporate Social Responsibility in Guimarães territory	Training and institutional capacity building actions to promote corporate social responsibility	3 (2023)	10 (2025)	Statistical Information System of the municipality of Guimaraes	Staff from companies and social institutions who consider themselves more knowledgeable about corporate social responsibility
Mainstreaming Corporate Social Responsibility throughout the planning instruments	Social and economic intervention strategies launched	2 (2023)	2 (2025)	Statistical Information System of the municipality of Guimaraes	Social and Economic Development Plans implemented