

Unlocking opportunities, improving cities

Harnessing territorial CSR to respond to urban needs





Integrated Action Plan

"My Dream Fátima"

A vision of a better neighbourhood generated through Corporate Social Responsibility in a balanced governance system that enhances local empowerment to transform a city

Molina de Segura
2022



AYUNTAMIENTO
DE MOLINA DE SEGURA



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Executive Summary

“Mi sueño Fátima” (My Dream for Fátima) is an Integrated Action Plan (IAP) for the Fátima neighbourhood in Molina de Segura (Spain). The plan has evolved thanks to the participation of the Molina de Segura Municipality, citizens of the Fatima neighbourhood as well as many businesses and associations who together have cooperated to produce a vision for the transformation of an emblematic district of the city through corporate social responsibility.

The grassroots analysis and consultative process relied on the active participation of around 20 Urbact Local Group active members who together have identified 10 key actions to be implemented within the Fátima neighbourhood. These actions relate to three focus areas: urban planning, socio-education, and health and sanitation. Each of the three working groups have identified problems which can be solved through the prism of CSR by engaging local businesses to participate in and lead an integrated urban intervention.

The proposals include the creation of a connective green itinerary that will improve integration, well-being and the physical aspect of the neighbourhood as well as a citizen health school that will improve physical and mental health and a bio-health park that will support intergenerational interaction. A large number of building improvements will help create better living conditions for citizens and visitors and a social centre that will help forge a shared sense of identity leading to urban acupuncture interventions such as green squares and further pedestrianization. The citizen appropriation of currently unused urban spaces will help to generate the provision of new services. Furthermore, job activation workshops will enhance the connection between local companies and citizens, a sports Programme will support the strengthening of social relations and inspirational workshops will help in the re-skilling adapting new generations to local company needs.

The tool for this interaction will be the newly developed CSR platform that matches citizen needs with the potential cooperation of companies, the public local authority and the Corporate Social Responsibility municipal strategy that will take on board the pioneering activity in Fátima to escalate the replication of future interventions in other city areas.

The plan will be delivered over the next 3 years with an estimated budget of 3.5 million euros by the Municipality of Molina de Segura, in collaboration with the citizens and the companies.



Presentation of Context and Process

City Context and Definition of the initial Policy Challenge

City Context

Molina de Segura is the 4th largest municipality in Murcia Region. It counts with more than 73,000 inhabitants and is one of the most industrialized cities in South-East Spain, being located in the metropolitan area of Murcia capital and having a unique strategic communication location. Molina de Segura combines tradition and progress, history and future, a place where the countryside, innovation and technology coexist.

It has a great industrial tradition with past commercial and export activity in the agricultural, plastic, ceramic, wood, textile and olive industries. Since the 20s, Molina de Segura is also famous for its canned food industry. Molina, at first, grew by expanding irrigated land and later by the proliferation of the canned food industry. The industrial activity generates more than 3.5 billion euros per year; making Molina the 1st economic income earner in the Region and the 2nd by gross generation. One out of every nine euros in the Region of Murcia is generated in Molina de Segura.



Figure 1. Location – Murcia Region and Molina de Segura

Policy Challenge Definition

The CITIES4CSR project focuses on the Fátima district located in the northwest area of the town. In 2019, Fátima neighbourhood had a population of 8.427 inhabitants, which represented 8% of the population. This district was developed in different phases; built in the 50s, Fátima began to connect to the rest of the town centre from the mid-80s onwards. Fátima is subdivided into 3 completely separate areas with different characteristics, which produces notable differences at social and economic level. This has led to disjointed communities and rising of public problems. Although there is an adequate level of public services, the population does not perceive it as such. There is little identification with the neighbourhood. More than 30 companies are located here, featuring a variety of business types with a dominance of SMEs.

The specific challenges identified in Phase 1 underlined were in the areas **of education, security, social integration and urban usages**. There was a social gap resulting from the lack of professional training for young people; the district safety was disturbed by addiction problems, family breakdowns and social exclusion; a distinctive community identity was present in different areas of the neighbourhood creating "parallel worlds" within the district; a need to expand the green areas of the neighbourhood was defined. These challenges were referenced during Phase 2 including new ones coming from the COVID-Pandemic situation that led to a series of actions related to the health sector.

The local action group (ULG) of Molina de Segura decided to entitle the Integrated Action Plan "*My dream Fátima*". This title is bearing meaning to the locals since it translates the pursue of a positive



collective vision to improve their neighbourhood, strengthening the community’s identity, its social and economic relations; and emblematically beautifying Fátima.

Integrated Action Plan

Strategic Goal

Molina de Segura’s Integrated Action Plan (IAP) aims at **improving the actual Fátima neighbourhood as a pilot area by meeting the local needs and development goals through innovative, strategic and sustainable CSR initiatives.** The municipality is implementing its plan through citizen participatory collaboration, sustainable urban development and integrated planning of the neighbourhood in order to be the most adapted and relevant to the local context. Furthermore, it intends to raise awareness around the CSR concept and its added-value, and is aligned with the 2030 Agenda of the city, its future Urban Agenda and the 11th SDG.



Figure 2. Location – Spatial and Land-Use features of Fátima

Molina de Segura’s plan outlines the defined local actions that will be carried-out by the municipality with the crucial input, support and participation of local stakeholders such as citizen volunteers, local private and public entities, non-profit-making organizations, associations, local businesses and the CSR chair of the University of Murcia.

In addition, the municipality is taking advantages of already existing initiatives on CSR like the Regulation on Patronage, the Participatory Budgeting¹ and the inclusion of social clauses in contracts of the City Council together with the LIFE Adap3 project² on CSR for The Sustainable Energy and Climate Action Plan (SECAP) project to name a few.

Intervention Focus

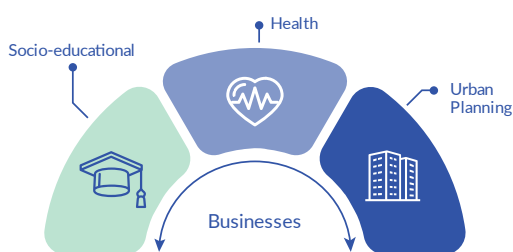


Figure 3. Intervention per pillar

Molina de Segura’s Integrated Action Plan is addressing these four areas of improvement via three specific pillars : urban planning; socio-education; health and sanitation with a common transversal aspect represented by businesses and CSR. Each pillar was analysed in depth by the extended local group and the corresponding key profiles to meet the needs of each one of them and to solve the stated issues through

¹ <https://participa.molinadesegura.es/budgets/>

² <https://www.lifecityadap3.eu/?lang=en>



adequate CSR initiatives. In addition, the local group paid special attention to the situation of COVID-19 with the aim of achieving a successful, but adapted local project.

Aspirations for the Integrated Action Plan

Molina de Segura' ULG hopes and desires that the development and implementation of the project in the Fátima neighbourhood will improve the mentioned areas and challenges in the long-term. It will be done with an increase in local awareness of the impact of CSR and training of key local stakeholders using the European URBACT Programme method through citizen participatory collaboration, sustainable urban development and integrated planning of the neighbourhood and therefore of the city, as well as being adapted to the local environment and context.

It intends to highlight the importance of the concept of CSR and its values to unlock opportunities for Molina de Segura. This would help assess and ameliorate the way the Municipality deals with local challenges through its municipal strategy and local plan, discovering and exploiting the value of partnerships with the private sector and relevant stakeholders. The aspiration is thus to connect the local government and businesses so as to share urban responsibilities to enhance the sustainable development of the district while taking into consideration the social, labour, environmental and human rights' concerns at local level arising from a transparent relationship and dialogue with its citizens and stakeholders.

This would turn around the district and make it a pioneer in CSR initiatives responding to Fátima's development goals through strategic and participatory urban planning. "*Mi Dream Fátima*" would, consequently, act as a blueprint to be extended to the rest of the city.

Description of the Process

Composition and Role of URBACT Local Group

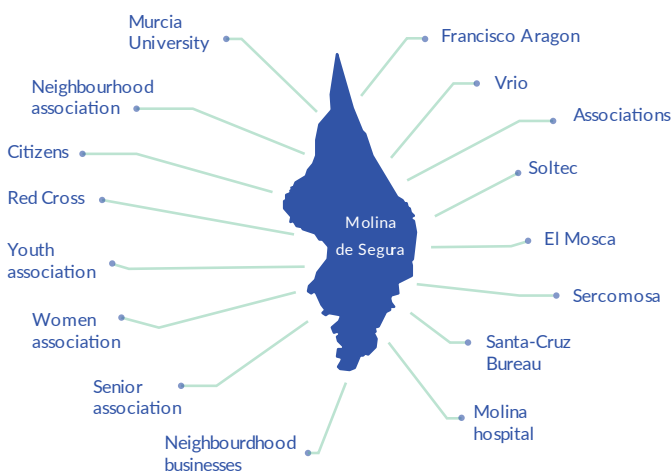


Figure 4. ULG members

The ULG is composed of approximately 15 to 20 key actors that possess different, but complementing profiles (citizens, entrepreneurs, neighbourhood associations, academics, Molina de Segura City Councils' staff for instance). The ULG is coordinated by Anthony Renton, CEO of Vrio, a transportation services' company committed to CSR and to Cities4CSR. He is supported by the Local Development Agent of the Municipality, Antonio Gomariz and his dedicated team with different departments that include Urban planning, Social Affairs and



Education among others, and in particular the Municipality's Business Office, a unique service that Molina offers to companies helping their integration in the territory.

Nevertheless, the ULG would not see the light of day without its great citizen volunteers that are making the project going at local level. Fátima neighbours, the youth, women, senior and neighbours' associations, the hospital of Molina, the architectural bureau Santa-Cruz, the local chemist, the Red Cross, large companies of the territory such as Soltec, Sercomosa, Francisco Aragón, other small local businesses and different non-profit-making organizations are making the change. Moreover, the group is counting on the Chair of CSR from the University of Murcia that provides pertinent guidance on CSR and EuroVértice, a consultancy specialized in European financing with expertise in urban development and strategies, that supports all the process including the transnational learning and the cross-fertilization.

Urbact Local Group (ULG)

The ULG is coordinated by a business ambassador with the support of the EU Project Officer of the Municipality and his staff. In accordance with the three specific pillars identified worked on within the project, 3 sub-coordinators are volunteering counting on their particular expertise in each pillar to lead the work on urban planning, socio-education, and health and sanitation areas in order to distinguish, analyse and define the actions to be carried-out. Lastly, the ULG relies on the expertise of the Chair of CSR from the University of Murcia.

The extended local group has been meeting approximately every 2 months in order to share progress, reflect on the actual situation, share the learned knowledge at transnational level and to define the next steps. Nevertheless, the core local group (ULG coordinators, sub-coordinators, Municipal staff and university) comes together more frequently in order to discuss the project's management and development at local level.

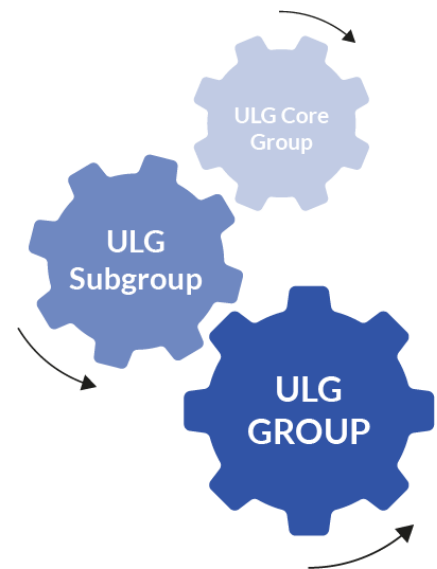


Figure 5. Coordination mechanism

Consequently, depending on the phase of the project and also on the relevance of the ULG members' profile to be involved, the ULG have been meeting distinctly.

Furthermore, the ULG dynamic is based around the 6 following aspects:

- ULG spirit and coordination with a mutual trusted collaboration among the neighbourhood, municipalities and local businesses, with the help of the University of Murcia;
- Strategic framework by working innovatively with existing initiatives and district's situation so as to improve it;
- Values highlighting inclusion, participation and flexibility within the ULG;
- Adapted sustainable plan with the backing of the municipality, citizens, businesses and investors;
- COVID-19 impact taken into consideration and;
- Evaluation and monitoring framework in order to implement a sustainable integrated action plan.



Composition of the URBACT Local Group

#	ULG-Target Composition	Mobilised	Name Stakeholders/Organisations
1	Different departments within the local administration	X	Molina de Segura Business Office; European project office
2	Elected people responsible for policies connected to challenge	X	Councillor – Economic Development
3	Different tiers of government in the relevant policy area	X	Municipal councils of education, sports and public health, culture, employment, urbanism; European project office, Business office
4	Beneficiaries of the policies	X	Citizens, businesses, associations and municipality of Molina de Segura and more specifically those belonging to Fátima's district
5	Private sector, business community, employers	X	The hospital of Molina de Segura, Soltec, Sercomosa, Vrio, Francisco Aragón and others
6	Business associations, advocacy groups, unions	X	Asecom, Asemol and others
7	Third sector, NGOs, social enterprises, foundations	X	Fatima neighbourhood association, senior, youth, women, neighbours' associations, Red Cross and others
8	Knowledge/research centres, universities, education providers	X	Murcia University, local schools
9	Media/Communication (traditional, social), Influencers	X	Municipal press department and media channels, project media channels, local businesses' media channels
10	Potential funders	X	Local businesses such as the hospital of Molina de Segura, Vrio, Soltec, Sercomosa, Francisco Aragón, regional authorities, the European Next Generation funds to recover from the COVID-19 pandemic, and other European programmes mentioned in the section of funding

Table 1. Table with definition of participants

Gender issue

Within the project, the gender equality and diversity in the workplace are one of the main pillars of CSR and a transversal theme considered and focused on. Molina de Segura Municipality already takes into account gender balance and equity within its departments and the policies it is elaborating and carrying out. It also develops throughout the year a wide range of activities and actions aimed at promoting effective equality between men and women, the fight against gender violence, training, etc. on issues of equality and gender. The following non-exhaustive list of actions carried out is an example of what is done at local level: sensitization and awareness-raising of the occasion of the commemoration of March 8, International Women's Day, International Day for the Fight against Gender Violence; training on gender equality for the City Council's staff; meeting of women's associations of the municipality, existence of an action protocol to deal with acts of harassment at work; elaboration of the VI Equality Plan of Molina de Segura³ as public policy; drafting of the equality plan of the City Council as entity; progressive implementation of parity in the collegiate bodies of the City Council; elimination of stereotypes in the training and employment activities of the City Council of Molina de Segura and the

³ V Plan de Igualdad entre Mujeres y Hombres 2021/2025 Molina de Segura



Youth Plan 2018-2023⁴, in which its included the objectives and measures in the field of Equality, Gender and Affective-sexual Diversity.

Moreover, and even though the local group is coordinated by a male, it is well balanced and is representing women at all levels (Municipality, academic, business, citizens, etc.) with an approximate percentage of 45% of women participation in ULG meetings. Lastly, the ULG members within their own activities are considering the gender equality and opportunities through their strategy, plan and training.

Impact of Transnational Exchange and Learning on local

Progress

General



Figure 6. Lead Partner meeting with local stakeholders

Molina de Segura believes that transnational learning meetings and thematic knowledge exchanges (CSR academy) provided during the CITIES4CSR project were very relevant and played a key role in delivering a toolbox equipped to help municipalities design, implement and measure CSR strategies that deliver real results.

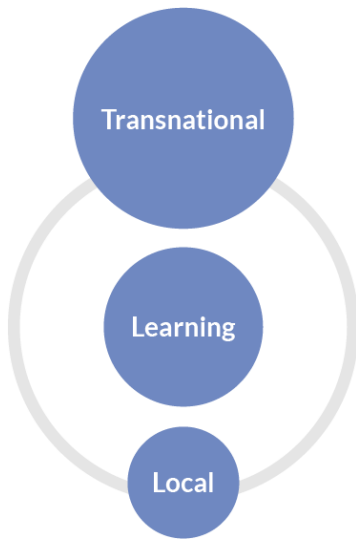
The transnational learning sessions helped Molina de Segura acquiring further knowledge about specific CSR topics and learning about the good practices of the network partners and how they manage the project at the local level. The peer-review meetings offered the opportunity to collaborate and exchange with peers and to tackle specific issues by creating tailor-made actions. Moreover, the learning lessons and improvements from project partners that could be applied in Molina de Segura were valuable in order to reflect on Molina de Segura's situation and what could be improved in that regard.

Furthermore, distinct aspect such as stakeholders' involvement and participation, community identity formation, trusted collaboration among businesses and key stakeholders, funding and resourcing strategies, risk assessment, COVID-19 impact and effective response to the posed challenges for instance were really beneficial.

⁴ *Plan Joven de Molina de Segura Estrategias de Juventud 2018-2023*



What Molina de Segura has learnt from the consortium and the CSR Academy



Molina de Segura has greatly improved its knowledge and experience by participating in the URBACT CITIES4CSR project. The peer exchange and collaboration with other project partners has been precious to enhance the CSR concept, application and awareness-raising at local level. For example, the enriching dialogue with Nantes about its CSR platform has considerably inspired and helped out Molina de Segura in order to create and develop its own pilot of a CSR platform.

Furthermore, the multitude of interventions of project lead partner and expert; and of external experts during transnational meetings have been a worthy opportunity to gain thematic knowledge and competences, but also to rethink Molina de Segura's approach and to open new perspectives.

Figure 7. Learning Process

In this sense, Molina de Segura would like to highlight the intervention of the lead expert of the GenderedLandscape network, Mary Dellenbaugh-Losse, on the network in question and the issues of landscape and gender during the transnational meeting of November 2020 that has been very relevant for Molina de Segura. Indeed, the role of gender in the perception of CSR is another key aspect for the Municipality. Finally, the CSR Academy session of June 2021 on responsible public procurement from environmental and social aspects with the participation of the expert Matthew Baqueriza-Jackson was highly valued by Molina de Segura. The Municipality was already taking into consideration the public procurement aspect for its IAP, but after the two sessions, it has become clearer that the public procurement (obstacles and challenges) is to be contemplated more in-depth.

What Molina de Segura has shared with the consortium

Since the beginning of the project, Molina de Segura intended to share and exchange on thematic knowledge from the local level and how the ULG is working and progressing. Molina de Segura shared on various occasion feedback about lessons learned and good practices with the project consortium. Indeed, Molina was solicited to present its ULG dynamics to the whole consortium during a transnational meeting since it was qualified as an exemplary model to take as referral. Moreover, Molina de Segura proposed a thematic intervention on CSR by inviting an external expert from the LIFE CITYAdaP3 project in which the municipality participates. The project focuses on financing cities adaptation to climate change through public-private partnerships and corporate social responsibility.



Action Plan

Objectives, Actions and Schedule

General

The general vision is to improve the district of Molina de Segura, Fátima, which possesses a great potential and heritage, and different communities that would enrich one another. The objective of the Integrated Action Plan is to fully **take advantages of all existing resources and capability to turn around the district and make it a pioneer in CSR initiatives responding to Fátima’s development goals through strategic and participatory urban planning.** Three challenging pillars will be enhanced, that is to say: urban planning, socio-education, and health and sanitation with a common transversal aspect represented by businesses and CSR towards an integrated urban intervention.

Link Transformation - Objectives – Action

Molina de Segura’s shared vision is to improve the four areas highlighted in the Baseline study through the three specific pillars via key CSR initiatives: **urban planning, socio-education and health and sanitation.** The Municipality is taking measures in the Fátima neighbourhood to address the addiction and youth vandalism problems; to expand green areas and create meeting points, to improve youth training and social integration and to forge a collective identity so as to create a homogeneous community.

To respond to each issue while respecting the neighbourhood context and being innovative in the urban planning of Molina de Segura, a participatory intersectional approach was adopted. Thanks to the work led at local level since the beginning of the project and later on by the 3 subgroups, actions were defined for each pillar in accordance with the local environment and with the neighbourhoods’ expectations and wishes. The work was divided in different phases: analysis, proposals and decision to consolidate a shared vision. A citizen consultation questionnaire listing the potential actions to be carried-out by pillar was circulated to identify the most adapted actions with the neighbours’ feedback to prioritise and select the most suitable to the local context.

Key Transformation Areas and Integrated Capacity Building Actions

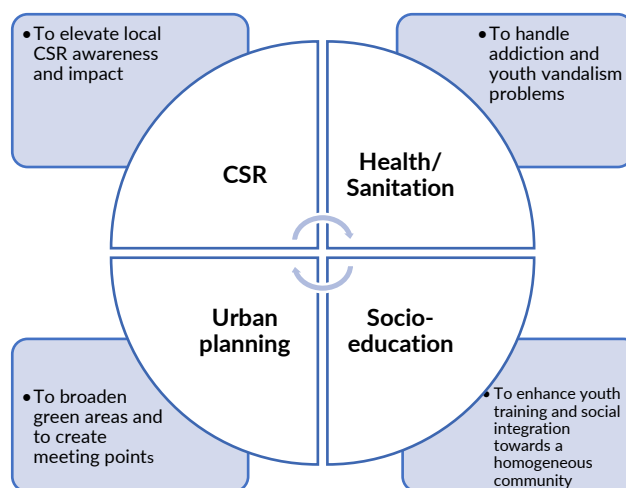


Figure 8. Interconnection Transformation / Objectives

Key Envisaged Overall Transformation

Molina de Segura is intending to create an across-the-board transformation within the Municipality including its staff, the local businesses, non-profit-making organisations, associations, but also citizens



regarding CSR concept and the urban sustainable enhancement of the district. The transformation will take into consideration raising awareness on CSR, but also providing CSR training and formation while responding to the challenges of the neighbourhood involving angles such as strategic urban planning, sustainability, healthy habits and educational training to name a few. Moreover, it will establish and foster a trust-based relation and collaboration between the municipality, private and public entities and citizens, that will support the forging and strengthening of the community's identity. The overall transformation will have an impact on the physical aspect of the district, but also on the community identity. Therefore, creating a new standpoint for Fátima and Molina de Segura as pioneer in the region in the use of CSR as a catalyst towards urban renewal.

Capacity Building – Urban CSR Eco-System

Key Transformation Areas	CAPACITY BUILDING – MUNICIPALITY	CAPACITY BUILDING – BUSINESSES and NON-PROFITS	CAPACITY BUILDING – CIVIC SOCIETY
1	CSR awareness and added-value, diagnosis and creation of CSR standards and norms, Green Public Procurement	CSR awareness and added-value, Corporate Sustainability Education, Support Communities, Green Public Procurement	CSR awareness and added-value, Identity formation and civic participation, soft law in social and community development
2	Mental and physical health's enhancement of the neighbourhood, community identity and healthy habits formation, distinct age groups of the neighbourhood's connection, social relations' improvement	Investment in the local context through CSR initiatives for the citizens' wellbeing in the area creating more security and less youth problems and vandalism	Mental and physical health's enhancement, community identity and healthy habits formation, distinct age groups of the neighbourhood's connection, social relations' improvement through civic support and participation
3	Greener and sustainable district, strategic urban planning, citizens' security, comfort and wellbeing; traffic and pedestrianization's improvement; meeting points' creation	Investment in the local context through CSR initiatives for a greener, safer and more sustainable district	Emblematic beautification, greener, safer and more sustainable district through civic support and participation
4	Employment and professional training paths of young adults' improvement, community identity formation, connection of local businesses and people in search	Investment in the local context through CSR initiatives regarding training paths and employment to boost education and generate employment opportunities	Enhancement of employment and professional training paths of young adults, community



	for employment, community wellbeing		identity and social integration improvement, connection of local businesses and people in search for employment, community wellbeing through civic support and participation
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Table 2. Capacity building

Changing the Status-Quo

	Key Transformation Areas	SOFT: Relation-ships	SOFT: Data, Information and Knowledge	HARD: Plans and Contracts	HARD: Institutions and Practices
1	CSR	To establish and foster a trust-based relation and collaboration between the municipality, private and public entities and citizens to create a CSR framework within the district and to boost communication, interaction and co-creation amongst all stakeholders	To raise awareness and create and increase understanding of CSR and its added-value, diagnosis and creation of CSR standards and norms, Green Public Procurement	Municipal CSR normalization and institutionalization through regulation, public-private partnership	Voluntary institution-building and generation of new CSR practices via trust-based and shared dialogue, cooperation and collaboration
2	Health/Sanitation	To establish and foster a trust-based relation, communication and collaboration between the local medical staff, sanitation institutions; and citizens to enhance and inform/train citizens about healthy habits and to create a safer environment	To increase mental and physical health perception and understanding within the neighbourhood, to forge the community's identity and healthy habits	Public-private partnership, health planning	Voluntary institution-building and generation of new healthy practices via trust-based and shared dialogue, cooperation and collaboration
3	Urban planning	To establish and foster a trust-based relation, communication and collaboration between the municipality, private and public entities and citizens to create a safer, greener and more sustainable environment	To renovate and enhance the district environment's aesthetic and safety by developing and broadening an understanding of global sustainability, security and strategic urban planning	Green public procurement, public-private partnership	Voluntary institution-building and generation of new urban planning practices via trust-based and shared dialogue, cooperation and collaboration
4	Socio-education	To establish and foster a trust-based relation, communication and collaboration between the socio-educational	To raise awareness on educational and employment's benefits for young adults and to	Public-private partnership	Voluntary institution-building and generation of new socio-



	institutions, citizens, the municipality and private and public entities to increase socio-educational relations and professional career paths within the district	increase career training opportunities while forging the community's identity connecting local businesses and citizens		educational practices via trust-based and shared dialogue, cooperation and collaboration
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Table 3. Key transformation areas

After the first phase of the project that provided a baseline study, in the second and the second phase that focused on elaborating an Integrated Action Plan for Molina de Segura based on the needs highlighted during the first phase and analyzed more in depths by the ULG subgroups of Molina de Segura, a citizen consultation questionnaire was conducted in June 2021 on the priority interventions for the Fatima Neighbourhood in order to improve services and strengthen its sense of belonging using CSR and citizen collaboration.



Figure 8. Consultation process

According to the results of the public consultation carried out within the Municipality and the priorities of the interventions for the Fátima's neighbourhood, a report was produced and the following proposals are to be executed within the framework of the Integrated Action Plan of Molina de Segura:



Figure 9. Graphic of sub-groups



Group on environment and urban planning:

- Project for the rehabilitation of facades, accessibility and acoustics of the historic blocks of apartments in the neighbourhood;
- Creation of a social center in the old priest's house, which will serve as a meeting place for neighbourhood associations;
- Improvement and remodeling of squares and gardens in the neighborhood and pedestrianization of some streets;
- Creation of park and other facilities in the vacant lots of the neighbourhood.



Group on socio-education:

- Program of activities, training and activation workshops for employment for people from 30 to 55 years old, connecting companies and people in the search for employment;
- Socio-sports program between educational communities, with sport as an incentive for social relations (sports activities in public spaces, e.g.);
- Pre-employment workshop program for young adults for motivation/training, connecting with companies.



Group on health and sanitation:

- Green itinerary connecting different areas of the neighborhood: parks, bus station, Plaza de la Cerámica, etc.;
- Citizen school of health: program of activities (face-to-face and online) to acquire healthy habits that improve the physical and mental health;
- Creation of a bio-healthy park in the Antonio García health center with areas for the elderly, young people and children.

These proposals were later on worked out by the ULG subgroups with relevant local key stakeholders in order to detail the action plan to be implemented through CSR initiatives and shared. They are listed in the tables that follow.

Action Table for Key Transformation Area 1 – CSR

Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
1. CSR awareness-raising and training strategy	CSR awareness and added-value, community support and corporate and civic participation	SSA budget University CSR experience and materials	CSR Chair of the University of Murcia	Molina de Segura Business Office Municipality Local businesses Associations and citizens	2023: Starting the works based on Cities4CSR experiences 2024: Development of the CSR Plan 2025: CSR strategic plan for the whole municipality



Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
2. CSR Platform	Cooperation of different actors involve: citizens, municipalities and companies innovatively with existing and new initiatives and district's situation to meet local development goals and district necessities through the CSR platform and create public-private partnerships	SSA budget Molina de Segura Business Office experience and relation with local businesses Nantes' experience and input	Molina de Segura Business Office	CSR Chair of the University of Murcia Municipality Local businesses and associations Asecom Asemol	2023: Platform running and funding of actions 2024: CSR platform running & evaluation 2025: Revision of the platform and new proposed version

Table 4. CSR table

Action Table for Key Transformation Area 2 - Health/Sanitation

Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
1. Green itinerary connecting different areas of the neighbourhood: parks, bus station, Plaza de la Cerámica, etc.	Creation of connection axes between green spaces and neighbourhood facilities, preferably for pedestrians; emblematic beautification, citizens' security, comfort and wellbeing; traffic and pedestrianization's ease in the district	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, Participatory budgeting; Fundación biodiversidad calls and LIFE programme Volunteering (businesses, citizens)	Municipality of Molina de Segura (department of urbanism)	Local businesses The youth, women, senior and neighbours' associations Parks and gardens maintenance companies The architectural bureau Santa-Cruz	2023 - reparation of works 2024: Implementation of works and finalization at the end of the year.
2. Citizen health school: program of activities (on-site and online) to acquire healthy habits that improve physical and mental health	Boosting the mental and physical health of the neighbourhood, forging the community identity, social cohesion and healthy habits, training and empowerment of families and educational communities, promotion of the culture of health and diseases and addictions' prevention, connecting medical	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, Participatory budgeting; Volunteering (businesses, citizens)	Municipality of Molina de Segura (department of sports and public health)	Ribera Hospital of Molina Health centre Antonio García Mental health centre of Molina de Segura Parents associations of educational centres Teachers' and physical education teachers' councils Immigration Platform	May 2022: socio-sanitary events May 2023/2024: Replication workshops and evaluation



Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
	staff and the neighbourhood			Neighbourhood Festivities Commission Local volunteer section Local businesses The youth, women, senior and neighbours' associations	
3. Bio-healthy Park at the Antonio García health centre with areas for all age groups	Boosting the mental and physical health of the neighbourhood, forging the community's identity, social cohesion and healthy habits, improvement of health through physical activity, connecting distinct age groups of the neighbourhood, strengthening social relations	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, Participatory budgeting; Volunteering (businesses, citizens)	Municipality of Molina de Segura (department of sports and public health)	Municipality of Molina de Segura (department of urbanism) Ribera Hospital of Molina Health centre Antonio García The architectural bureau Santa-Cruz Local businesses The youth, women, senior and neighbours' associations	May 2022: planning and budgeting May 2023: execution of work May 2024: Evaluation

Table 5. Key Transformation 1

Action Table for Key Transformation Area 3 - Urban planning

Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
1. Restoration of facades, accessibility and acoustics of several blocks of apartments in the district	Emblematic beautification, citizens' comfort and wellbeing	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, (Participatory budgeting); Next generation neighbourhood rehabilitation call Volunteering (businesses, citizens)	Municipality of Molina de Segura (housing department)	Municipality of Molina de Segura (departments of urbanism and social welfare) Local businesses and associations The architectural bureau Santa-Cruz Inter-neighbourhood Federation Caritas Red Cross Sponsoring and executing companies of study and project	September 2022: feasibility study June 2023: project 1 semester 2023: communication campaign: 2024-2026: execution of works and evaluation



Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
2. Creation of a social centre in the old priest's house, to serve as a meeting place for neighbourhood associations	Forging and boosting the community's identity, wellbeing and life with a shared meeting place where initiatives to improve the district's development goals and to meet the district's needs are welcome and strengthened	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, (Participatory budgeting); PIREP (programme to promote the rehabilitation of public buildings) Volunteering (businesses, citizens)	Neighbours' association	Municipality of Molina de Segura (department of urbanism) Sponsoring and executing companies of study and project Local businesses The architectural bureau Santa-Cruz The youth, women, senior and neighbours' associations Artists, groups, ULG people involved in the "My Dream Fátima" and the recovery of the neighbourhoods' memory construction companies	September 2022: appraised report June 2023: project June-December 2022 2023-2024: remodelling work June 2023: program and planning of the "My Dream Fátima" event May 2025: "Mi Sueño Fátima" event
3. Improvement and remodelling of squares and gardens and pedestrianization of some streets	Emblematic beautification, citizens' security, comfort and wellbeing; traffic and pedestrianization's ease in the district with well-qualified spaces in respect to their design and provision for social use, leisure, sports and recreation of the neighbours; urban naturalization by increasing the presence of nature and solutions based on nature	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, Participatory budgeting; Next generation neighbourhood rehabilitation call and Fundación biodiversidad project on the renaturalization of cities, Volunteering (businesses, citizens)	Municipality of Molina de Segura (department of urbanism)	Local businesses The architectural bureau Santa-Cruz The youth, women, senior and neighbours' associations Parks and gardens maintenance companies Local businesses	Second phase to be presented on May 25 th , 2022 and done by 2025.
4. Provision of park-and-ride lots and other uses on vacant lots in the neighbourhood	Strategic urban planning, citizens' security, comfort and wellbeing; traffic and pedestrianization's ease in the district	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, Participatory	Municipality of Molina de Segura (department of urbanism)	The youth, women, senior and neighbours' associations Local companies The architectural bureau Santa-Cruz	Second phase to be presented on May 25 th , 2022 and done by 2025.



Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
		budgeting; Next generation neighbourhood rehabilitation call Volunteering (businesses, citizens)			

Table 6. Key Transformation 2

Action Table for Key Transformation Area 4 - Socio-education

Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
1. Program of activities, training and activation workshops for employment for people from 30 to 55 years old, connecting companies and people in the search for employment	Boosting the employment and professional training paths of young adults, forging the community's identity, connecting local businesses and people in search for employment, community's wellbeing	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, Participatory budgeting); European Social Fund, Erasmus+ programme and the DUSI Strategy "Molina 2020 Avanza Contigo", Volunteering (businesses, citizens)	Municipality of Molina de Segura (departments of education and employment)	Municipality of Molina de Segura (department of social welfare and Business office) Local schools and businesses (Vrio, etc.) SEF (Regional Service of Employment and Training) CIFEA - Integrated Center for Vocational Training and Agricultural Experiences. Immigration Platform TEDIS (Association for the social integration of disabled people) University of Murcia The youth, women, senior and neighbours' associations	May 2022: Identification of the needs of unemployed people (all profiles) in the neighbourhood through a survey in collaboration with SEF June 2022: Informative mailing about the survey's results and the program of workshops to launch to create a directory of "collaborating" companies. June 2022: launch of the CSR platform June-December 2022: launch of workshops programme June 2022 onwards: creation of a mentoring system of professionals leading motivation, training and leadership actions to promote a better quality of employment in the neighbourhood
2. Socio-sports program between educational communities, with sports as an	Forging and boosting the community's identity and social cohesion,	Physical resources (materials, buildings, etc.) Human resources Existing resources	Municipality of Molina de Segura (department of	Municipality of Molina de Segura (departments of education, culture and employment)	2022: June - Programming and planning; December - Training



Action	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale
incentive for social relations	enhancing citizens' health and education trough sports and social relations, training and empowerment of families and educational communities, culture promotion	approximate budget Sources of funding (municipality, local businesses, Participatory budgeting); European Social Fund, Erasmus+ programme Volunteering (businesses, citizens)	sports and public health)	Local schools and businesses Parents associations of the educational centres Teachers' and physical education teachers' councils Antonio García y Jesús Marín Health Center Ribera Hospital of Molina Immigration Platform Neighbourhood Festivities Commission Clubs and entities that provide sports services in the neighbourhood Local volunteer section The youth, women, senior and neighbours' associations	May 2023: intercenter and neighbourhood sports meeting/Olympics
3. Motivation/training pre-employment workshop program for young adults, with acquisition of new skills and contact with companies	Boosting the employment and professional training paths of young adults, promotion of social and labour insertion, forging the community's identity, connecting local businesses and people in search for employment, community's wellbeing	Physical resources (materials, buildings, etc.) Human resources Existing resources approximate budget Sources of funding (municipality, local businesses, participatory budgeting); European Social Fund, Erasmus+ programme Volunteering (businesses, citizens) Programme "Activa Empleo" from Molina de Segura Integrated Sustainable Urban Development Strategy entitled "Molina Avanza contigo"	Municipality of Molina de Segura (department of youth)	Municipality of Molina de Segura (departments of employment, education, social welfare, business office) Local businesses (Vrio, etc.) SEF (Regional Service of Employment and Training) Immigration Platform TEDIS (Association for the social integration of disabled people) University of Murcia The youth, women, senior and neighbours' associations	2022: Identification of needs (questionnaire), information included in platform, list of collaborating companies and workshops' design 2023: Implementation of the workshops' programme and a mentoring system of professionals to lead motivational, training and leadership actions 2024-2025: Re-edition and evaluation

Table 7. Key Transformation 3



Small Scale Actions

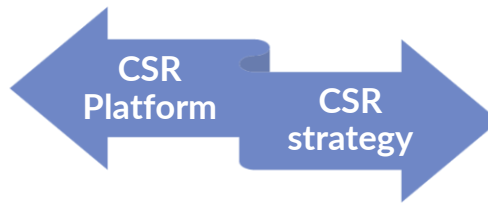


Figure 10. Key 2 Small Scale Actions

Small Scale Actions-Logic

Molina de Segura’s local group decided to develop two small-scale actions during the second phase of the project. The first one is a pilot of a CSR Platform based on the model from Nantes to promote public-private collaboration, to meet the local needs and goals responding through CSR proposals made via the said platform. The second is a CSR strategy that will be developed until a global municipal CSR strategic plan could be effectively and sustainably implemented. It intends to raise awareness around the CSR concept and its added-value, but it would also be aligned with the 2030 Agenda of the city, its future Urban Agenda and the 11th SDG.

Small Scale Actions-Details



Figure 10. CSR Pilot Platform

The first small scale action is a pilot of CSR Platform⁵ that is created to support the municipal CSR plan and that is managed by the Molina de Segura Business Office with the support of the CSR Chair of the University of Murcia and an external supplier contracted for its creation, GuellCom.

The CSR Platform displays distinct sections for the local audience such as the main page, the CSR, the proposals, the CITIES4CSR, the “My Dream Fátima”, news and contact sections. It presents to the audience the reason for the creation of the platform in the framework of the CITIES4CSR project and the various proposals for the Fátima’s district that were analysed and outlined during the subgroups work and selected during the public consultation carried out during 2021. The audience can thus discover what proposals are to be developed within and for the Fátima’s neighbourhood and how they can contribute to their development through CSR initiatives.

The second small scale action is a CSR strategy developed to stimulate CSR within the district with the support of the CSR Chair of the University of Murcia. It is aligned with the objective of the

⁵ <https://molina.miwebnueva.com.es/>



Municipality to establish a CSR strategic plan at local level. This action is aimed at both companies and entrepreneurs; and citizens of the neighbourhood. The first step was the organization of a workshop in October 2021 on CSR awareness, training and involvement with topics focused on the Barrio de Fátima's needs, aimed at companies and members of the ULG. The second one is the organization of an event in May 2022 at the heart of the Barrio de Fátima to give visibility to the project and its thematic; and raise awareness on CSR among the entire neighbourhood and beyond, in a dynamic and participatory way.



Figures 11-12. CSR Event on 28/11/2021

Small Scale Actions-Lesson learnt

So far, Molina de Segura Municipality can already highlight the benefits of the design, creation, and implementation of the two small-scale actions developed at local level within the framework of the CITIES4CSR project. The Municipality's staff as well as the local entrepreneurs and citizens awareness of CSR and knowledge have increased making real the implementation of some actions and will bear its fruits onwards.

The session dedicated to the local businesses and ULG members on the concept of CSR and its added value took place on October 28th, 2021. The event was well received and local companies showed their interest in the thematic. It was the opportunity for local companies that do not possess a CSR plan to grasp the overall notion of managing their business while taking into consideration their environmental, social and economic impact and responsibility about human rights. Moreover, the testimony of the ULG coordinator and founder of VRIO, a local company dedicated to enhancing the mobility of road transport companies throughout Europe, was inspiring to other businesses. Their intervention highlighted the important role played by CSR and the reason why it is interesting from a company's perspective. This led to an enriching dialogue with the participants and the Municipality.

The local neighbourhood is at the heart of the project and is greatly valued by the Municipality. Since the first CSR session dedicated to the local citizens and associations did not exactly meet the results expected set out by the Municipality; another event was planned in to raise awareness on the CSR concept and its benefits for the local environment; and to present the progress of the Integrated Action Plan of Molina de Segura.

The 5 key lessons learnt from the small scale actions were:

1. A tailor-made communication towards the target group is key to reach the objectives and involve the different key stakeholders.
2. The visualization of "small results" and their dissemination can trigger the expectations.



3. The CSR Champion and sub-group leaders with strong involvement in the territory is fundamental to gather the consensus and keep the momentum.
4. Peer to peer cooperation among more experience and less experience partners is a great asset when piloting new methodologies and tools, especially in CSR systematization.
5. An adaptation to the local situation of the different experiences and a joint work with the stakeholders is crucial to make it sustainable.



Resourcing

Resources

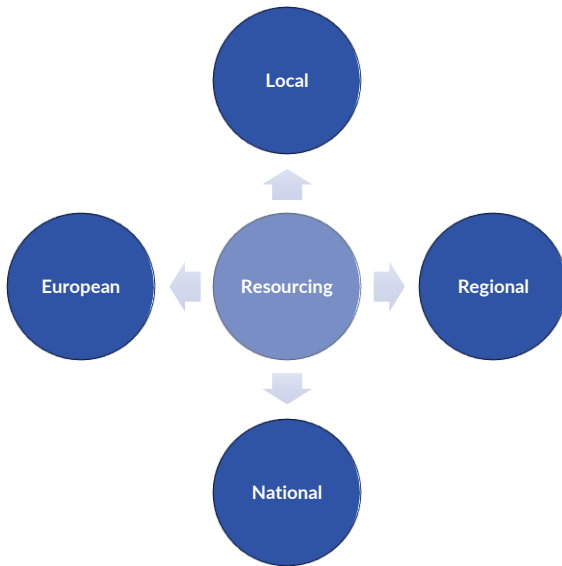


Figure 13. Mix-funding

The European Project/Business Office of the Municipality designed a funding strategy adapted to the CSR concept to examine and assess its local conditions and means available in the city to define a financing strategy adapted to the selected actions to be executed. The funding strategy is thus based on the city context, local market, the existing resources and initiatives already in implementation such as inclusion of social clauses in contracts of the City Council. The municipality is also developing a pilot framework for public procurements since it is an opportunity to address a multitude of different issues at the local level in order to improve the context of cities from a social, sustainable and ecological point of view.

Public procurements are intrinsically linked to CSR and are an opportunity to properly shape the city business model according to its local environment.

Sources of Funding

Concerning the potential sources of funding, Molina de Segura is taking advantage of all initiatives already underway on CSR like the Regulation on Patronage, the Participatory Budgeting and the inclusion of social clauses in contracts of the City Council.

The Municipality is also considering the funding by local businesses through financial and in-kind contribution. Furthermore, other programmes and plans can be useful to the project: relevant plans, measures and municipal aid, the SECAP, the Sustainable Urban Mobility Plan (SUMP), the Integrated Sustainable Urban Development Strategy (DUSI Strategy) "Molina 2020 Avanza Contigo", Municipal program for the prevention, monitoring and control of absenteeism and school dropout or the Inter-University Open Chair of Innovation and Participation from the Polytechnic University of Cartagena and the University of Murcia.

In addition, Molina is considering potential funders of the actions, such as local companies, Ministries linked to investments like the Treasury and Urban Agenda in the case of Spain or regional entities that will manage recovery funds and European funds under direct management (Next Generation recovery package for instance) as well as other municipalities at European level since Molina de Segura participates in the RIU Urban Initiatives Network via DUSI Strategy and since new forums for collaboration will be created in the new period with the Ministries. Lastly, the city will also count on potential funding from the new Operational Programme of the Region of Murcia 2021-2027, the European Social Fund + for the Region of Murcia or the new Rural Development funds.



Links to other European Programs

Molina de Segura will make the most of other European programmes relating to the activities of the project such as EU Urban initiatives like Urban Innovative Actions, Erasmus+, Interreg and Horizon Europe for example. Moreover, the European Asylum, Migration and Integration Fund (AMIF), the Citizens, Equality, Rights and Values Programme (CERV) and LIFE programme that is the funding instrument for the environment and climate action will be considered as they correspond to the context of several of the actions outlined in the Integrated Action Plan.

Framework for Delivery

Roles and Responsibilities of Stakeholders

Molina de Segura proposed and established a framework for the implementation of the plan and actions by setting roles and responsibilities within and beyond the local action group. This framework is defining who is in charge of delivering actions, but also provides details of governance during and after the project. In this regard, the city is thankful for the enthusiast, active participation and commitment of the local stakeholders that are willing to envision a new Fátima by proposing and implementing innovative ideas and projects. The Municipality represented by its Business Office is taking the main lead with the support of the ULG coordinator and the whole local group. Nevertheless, the governance structure in place will remain flexible according the needs at the stage of development.

Further Important Information on Delivery

As mentioned, since the beginning of the project, the ULG structure is already well defined and adaptable in order to be as relevant to the project and its implementation. The local action group main asset is its heterogeneity since it gathers distinct key actors from the neighbourhood; from public to private entities and the citizen volunteers. The ULG is coordinated by Anthony Renton who directly collaborates with the EU Project Officer of the Municipality, Antonio Gomariz and his dedicated team with different departments that include in particular the Municipality's Business Office. Additionally, in accordance with the three specific pillars identified, 3 sub-coordinators are leading the work in their particular expertise in each pillar.

The ULG also relies on the pertinent guidance of the Chair of CSR from the University of Murcia. Consequently, each action to be implemented will be supervised by an elected responsible with the support of the ULG group and the Municipality. The ULG core group conducts continuously an internal follow-up, working closely to keep records on the participation, implementation and adaptation, respect of deadline and framework established, and monitoring and risks of the action on the short, medium and long term of the project. Onwards, the monitoring will mainly be in the hand of the Municipality EU Project Office with the support of interested local stakeholders willing to make the project sustainable.



Monitoring

Monitoring Framework

The European Project/Business Office of the Municipality established a core group within its ULG to be in charge of the monitoring and risk assessment of the project. This particular task is taking into consideration the proper delivery of the actions on the long-term and all steps and measures that are to be carried out or adapted in order to run a successful project. In order to follow-up on the general progress and to measure its proper and promising implementation, the municipality defined and used a set of qualitative and quantitative monitoring indicators that are in line with the identified actions and goals. In the framework of this Integrated Action Plan, a brief and global monitoring framework is stated. The Municipality created another more specific plan at local level containing further characteristic monitoring details for each action. Both documents will help the Municipality to reach and execute its plan properly.

Key Output Indicators

Action	Definition	Baseline Value (2022)	Target Value (2025)	Source of Information
Green itinerary connecting different areas of the neighbourhood	Number of green itinerary square meters connecting distinct neighbourhood areas	0	650 m ²	Municipal council of urbanism
Citizen health school	Number of activities undertaken to to acquire healthy habits within the Citizen Health school	0	10	Municipal council of sports and public health
Bio-healthy Park	Number of bio-healthy park in the municipality	0	1	Municipal council of sports and public health
Project for the restoration of facades, accessibility and acoustics of the historic blocks	Number of restoration work undergone to enhance the facades, accessibility and acoustics of the historic blocks	0	4 facades 10 homes	Municipal council of urbanism
Creation of a social centre	Number of social centres in the municipality	0	1	Municipal council of urbanism
Improvement and remodelling of squares and gardens	Number of remodelled squares and gardens	0	1 1 ^o Mayo Park	Municipal council of urbanism
Creation of parks and other facilities on vacant lots	Number of park creation in the municipality	0	1 (1.500 m ²)	Municipal council of urbanism



Action	Definition	Baseline Value (2022)	Target Value (2025)	Source of Information
Program of activities, training and activation workshops for employment for people from 30 to 55 years old	Number of training and activation activities addressed to 30-55 undertaken	0	3 (activation programmes for employment, services and environment brigades)	Municipal councils of employment and education
Socio-sports program between educational communities	Number of socio-sports activities undertaken in the municipality	0	6	Municipal council of sports and public health
Pre-employment workshop program for young adults	Number of pre-employment workshops' activities for young adults (18-35) undertaken	0	3 (activation programmes for employment, services and environment brigades)	Municipal councils of employment and education and youth

Table 8. Outputs

Key Results Indicators

Specific Objective	Definition	Baseline Value (2022)	Target Value (2025)	Source of Information
To increase visibility and community awareness on the CSR concept	Number of CSR strategic plans at municipal level/ Number of CSR activities undertaken to promote CSR	0	1 Municipal Plan 3 activities to promote RSC	Municipal council of education/CSR Chair of the University of Murcia
	Evaluation on CSR value due to the actions	0%	+50% positive views on the people and companies	Questionnaire
To improve healthy habits	Number of activities undertaken to improve and promote healthy habits	0	10 activities	Ribera Hospital of Molina Municipal councils of sports and public health; and education
	Opinion on the impact on their health to participants	0%	80% good remarks	Questionnaire
To boost the youth social inclusion	Number of activities undertaken to promote social inclusion	0	3 activities (20 young people)	Municipal council of education, social welfare, culture, youth, sports and public health
	Evaluation of participants on the contribution to their health	0	20 positive replies	Questionnaire



Specific Objective	Definition	Baseline Value (2022)	Target Value (2025)	Source of Information
To enhance educational training	Number of educational training activities undertaken	0	3 (Construction Professional Card / ICT Literacy / Professional user of phytosanitary products, basic)	Municipal councils of employment, youth and education
	Evaluation of participants on the contribution to their job employment	0%	90% satisfaction	Questionnaire

Table 9. Results

Evaluation of Monitoring

Molina de Segura, with the support of the ULG members, is closely assessing the project monitoring on an on-going basis. It allows the municipality to evaluate and investigate the interventions' impacts in relation to the identified socioeconomic challenges to be addressed. In this regard, monitoring indicators have been set-up for the following aspects: increase visibility and community awareness on the CSR concept; improvement in healthy habits; social inclusion and educational training among the youth and increase in green areas and meeting points for the locals and creation of a homogeneous community. Furthermore, for each action, a specific measuring criterion will be designed in order to guarantee the effectiveness of the action in question as well as the added-value it brings to the community. Key local stakeholders and businesses will thus be reassured their investment is in good hands. This monitoring process will constrain the municipality and the people in charge of implementing the plan to respect as far as possible the set deadlines and framework agreed upon. The Integrated Action Plan can only be achieved through a well-thought monitoring system, ensuring both quality and value. Lastly, the monitoring will also give the opportunity to update the IAP based on the lessons learned from the actions already implemented and to produce potential improvements to reach local goals in due time and manner. This task is led by the European Project/Business Office of the Municipality.

Risk Analysis

Description of Type of Risk

The European Project/Business Office of the Municipality studied and proposed a risk analysis in line with its integrated action plan as a whole by identifying potential threats. The analysis was carried out in connection with the overall intended goals based on the following aspects: types of risks (financial, technical, staffing, operational, legal, behavioural) and their classification (low, medium, high impact). The Municipality created another more specific risk analysis at local level containing further characteristic of risks for each action. Both documents will help the Municipality to reach and execute its plan by minimizing and mitigating the potential threats to its execution.

Categorisation into Low, Medium or High Risk



Risk	Impact	Mitigation
Poor communication of the project and integrated action plan resulting in poor and inadequate participation of the citizens, organisations, associations, businesses and Municipality staff in the execution of the plan.	High	To create a communication strategy to get the attention, attract interest, create desire and convince local key stakeholders and the wider public to act and make a change.
Loss of interest and participation after the project implementation (operational, financial, staffing and technical): low level of interest and participation in the actions and CSR platform due to ending of the project.	High	To keep the ULG alive and backing up of the Municipality as their role is crucial for the proper implementation of the action plan and small-scale actions created. To include that monitoring in the future CSR Municipality Strategy.
Poor establishment, institutionalisation and awareness-raising of Municipal CSR framework of agreed standards to be followed.	Medium	Municipality to ensure a proper understanding of the integrated action plan and the CSR concepts to be followed throughout the plan's implementation. To envision possible misconception and define them in a proper way.
Delays in the implementation of the actions since the execution depends on a set of distinct factors such as the human, financial, operational and technical ones.	Medium	To reconsider systematically the plan and its timeframe to readjust it within realistic time frames.
Increase in investment costs (financial, operational, technical, staffing) from an inadequate estimation of resources.	Medium	To review regularly the plan and its foreseen costs (financial and in-kind contribution) in order to adjust it to the circumstances.
Unfortunate changes and/or impact in local context such as COVID-19 pandemic resulting in priorities' shift at local level.	Low	To keep an eye on the local environment and to organize additional meetings with stakeholders involved in actions' implementation to discuss the changes in circumstances and to define an adaption of the plan accordingly. For instance: to plan most of outdoor actions' implementation during spring, summer and autumn to avoid poor weather conditions for the execution of the said actions.

Table 10. Categorisation into Low, Medium or High Risk

Risk Mitigation Strategies

The European Project/Business Office of the Municipality prepared a risk mitigation scheme considering the potential threats of the project and its execution. The scheme is a proactive step taken by the city to list measures for each potential risk that could be used to reduce significantly their probability and repercussions. It will allow the city to control, minimize, decrease and eliminate possible risks, but also to be ready to deal with them when they occur and tackle them adequately.