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to respond to urban needs

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# INTEGRATED ACTION PLAN



*Transformation from Recipient to Participant*

CITIES4CSR

CITY OF RIJEKA



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## Introduction

Since 2019, the City of Rijeka has been a partner on the CITIES4CSR project – Comprehensive municipal strategies to foster and stimulate corporate responsibility in urban areas. The project, funded by the URBACT program, aims at promoting sustainable urban development in European cities.

The CITIES4CSR network consists of 10 cities: lead partner Milan, Nantes, Molina de Segura, Sofia, Vratsa, Kekava, Guimaraes, Bratislava, Budaors and Rijeka. The cities have had the opportunity to learn on building municipal capacities for implementing CSR practices, and to share their best practices and experiences. The overall aim of the project is to establish a dedicated partnership consisting of cities or municipalities, businesses, and the civil society that will work together on the development of a sustainable urban environment.

In the early project phases, the project partners each established a local Urbact group – ULG, with the aim of pursuing an integrated approach in planning project activities and the Small Scale Action that is the Urbact tool for testing the model approach for CSR implementation. In Rijeka, the ULG consist of representatives from the City of Rijeka, local businesses and companies, NGOs, associations and institutions.

The activities carried out in Rijeka aim at promoting social inclusion of socially vulnerable individuals and groups. This will be done by establishing a new model of cooperation that will be different from the usual one sided donations and humanitarian events. The new csr model in Rijeka, will see an established long-term collaboration of stakeholders who will be cooperate on raising awareness and increasing visibility of socially vulnerable citizens through planned and targeted actions. The model also includes participation of beneficiaries on planning activities with the members of the ULG, so that the csr activities planned in the integrated action plan, can have the best foundations for implementation.

The aspiration of this action plan is to ensure that the dialogue of stakeholders on activities promoting social inclusion, incorporates lessons learnt from the project's Small Scale Action detailed in this Action plan, and keeps momentum for planning new actions, that will promote the social transformation from recipient to participant.

# 1. Presentation of Context and Process

## 1.1. City context and definition of the initial Policy Challenge

### City Context

The City of Rijeka is located in the western part of the Republic of Croatia. It is situated on a relatively small space of 44km<sup>2</sup>, with its 108.622 inhabitants (2021). Rijeka is the third largest city in Croatia, and has the highest population density (2468/km<sup>2</sup>). A total of 1775 associations with a variety of interests, activities and services are active in Rijeka. The national rate of the poverty risk is 19.4% (2018). This unfavorable percentage shapes the daily activities of many associations dedicated to meeting social needs of citizens in Rijeka.



Image 1 – City of Rijeka

Because of the decentralization of provided social services, since 2005., the City of Rijeka has regularly contributed resources for developing and improving volunteering networks.

There are **19** forms of social benefits available:

**13%** provided under national provisions – financial support for housing and soup kitchens/

**87%** provided above the national standard

**6619**

**Recipients of social services**

**13347**

**Measures realized**

**450**

**Residents of temporary (necessary) accommodation**

**1854**

**Households in social residences**

## Policy Challenge Definition

The Croatian Law on Accounting requires non-financial reporting for companies of public interest who employ 500 people on average, in their annual report. This must include information vital for understanding the development, business results, and the position of entrepreneurs, and the effect of their activities on at least, environmental, social and personnel issues, human rights, corruption and issues which arise from it. The legislation regulating the social system is in the jurisdiction of the national government, and the local administrations are limited in their powers.

Projects that can bring a better level of support than the one provided by legislation, are encouraged.

The challenge that the city administration is tackling, is how to build a regular CSR communication bridge between the community and businesses. Cooperation is largely achieved through individual activities such as sponsorship and charity. So, the small scale action carried out by the URBACT local group in Cities4CSR will test the CSR model for creating new headway.

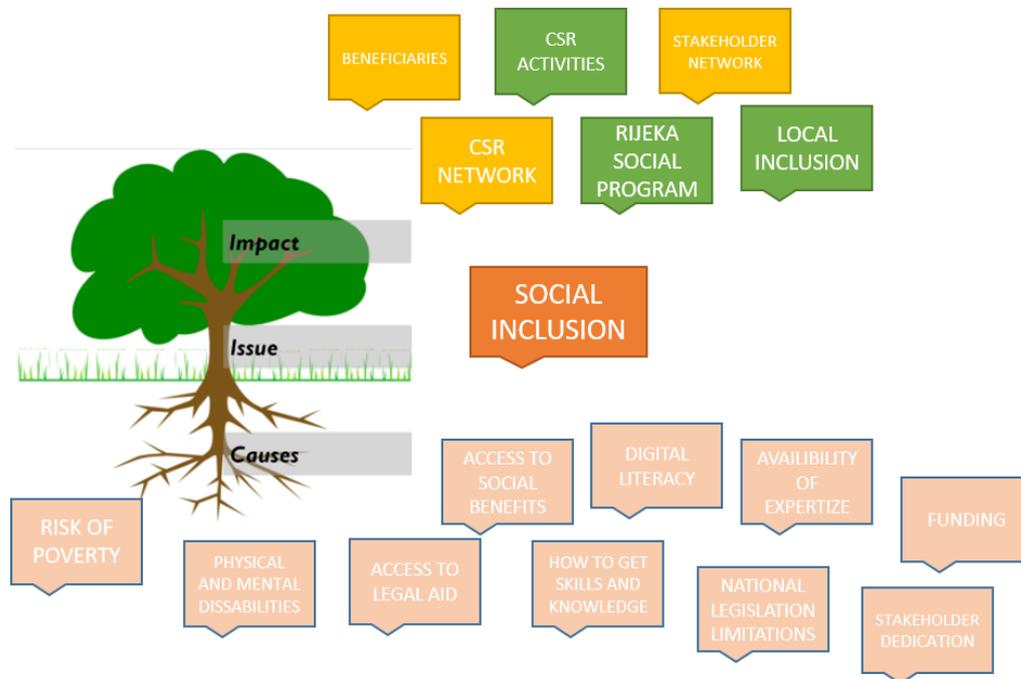


Image 2 – Problem tree depicting Challenges in Social inclusion in Rijeka

## 1.2. Integrated Action Plan – Focus

### Strategic goal

The issue of social inclusion that is affecting a lot of our citizens is not the only inclusion issue that CSR is facing. The issue is to insure the “inclusion” of stakeholders and funders, in the position of giving a helping hand. To strengthen capacities of the local administration and to encourage further support

and commitment to change, the City of Rijeka will organize a Small Scale Action, and bring more awareness of the benefits of this kind of engagement.

The project goal is to test a model which can be used for different beneficiaries and can be easily replicated and adapted for the purpose of social inclusion.

#### TO ESTABLISH COOPERATION

- a commitment between stakeholders and target groups, as oppose to one – way donations, in which the usual recipients can become active participants

#### INCREASE VISIBILITY

- to increase visibility of social groups who need support, and social needs that need addressing

#### STRENGTHEN PROBLEM SOLVING CAPACITIES

- who can benefit from lessons learned

#### REPLICATION

- use tools to define solutions

#### WIDE SCOPE

- the potential number of people in need who can benefit from a good cooperation model is far wider

## Intervention focus

### *Transformation from recipient to participant*

The City of Rijeka will carry out a Small Scale Action for engaging stakeholders and raising awareness on CSR practice, as an available model for cooperation with the City of Rijeka on activities dealing with social inclusion. The city of Rijeka aims to support a long-term collaboration to provide a channel different from one-sided donations.

The City of Rijeka will act as a facilitator in setting up a cooperation between the stakeholders in its first project. The City's Department for Health and Social Services has experienced employees who dedicate themselves to the cooperation with a wide range network of social and health institutions and associations in the area, and who often cooperate in together in providing social services.

Experiences show that by including socially vulnerable people in the process of planning, development and execution of an activity, individuals are more likely to obtain skills, knowledges and make social connections that will support the goal of better social inclusion. It is feeling useful, and appreciated that is important.

## Aspirations for the integrated Action Plan

The intention is to create a helpful roadmap for city departments and stakeholders, for cooperation on corporate social responsibility activities. The goal for the Action Plan is to become a handy tool in planning and carrying out activities for better social inclusion of our citizens. This document should be revised after short term activities are completed, and be in accordance with the social program of the City. The document should always contain lessons learnt from recent projects, in the sense of good practice examples.

It should also demonstrate the City's active involvement in improving the social circumstances for the citizens in need, by actively participating and supporting individual corporate social responsibility projects.

Also, the document can provide, as an annex:

- catalogue of short-term, mid-term and long-term needs,
- funders map
- stakeholder list



Image 3 – Aspirations for the Rijeka IAP

### 1.3. Description of the Process

#### Composition and Role of the URBACT Local Group

The URBACT Local Group in Rijeka is composed of representatives of city departments, associations, businesses, and institutions with dedication to helping the people in need. The prominent members of the ULG are from the Association for the Homeless and Socially Vulnerable Persons Oaza , whose head of activity is one of the two URBACT Local Group Coordinators for Cities4CSR in Rijeka.

The URBACT Local Group discusses and plans the activities for Cities4Csr project in Rijeka, but also shares knowledge and experiences from other active projects with social thematic, to develop the best approach for carrying out the small scale action in Rijeka, and to plan the development and content of the Integrated Action Plan.

## Structure of the URBACT Local Group (ULG)

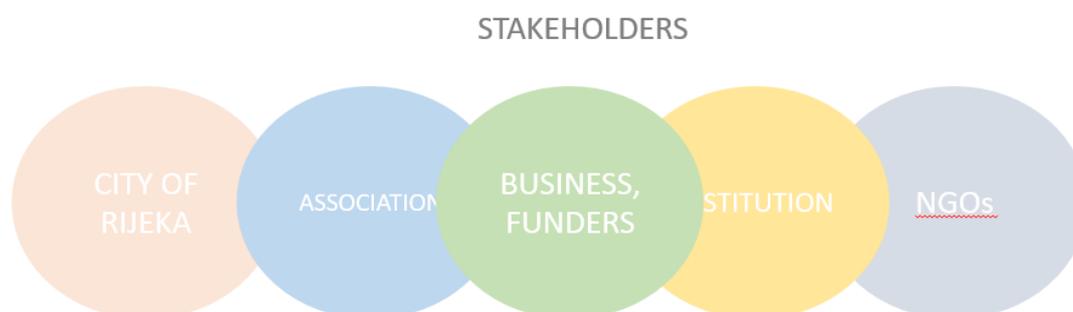


Image 4 – Stakeholder structure of the URBACT Local Group in Rijeka by origin

Besides the members of the URBACT Local Group that was established in the beginning of the project's Phase 1, the local network grew and included new supporters and future stakeholders.

#	ULG-Target Composition	Mobilised	Name Stakeholders/Organisations
1	Different departments within the local administration	x	City Office Department of Health and Social Welfare Department of Finances
2	Different tiers of government in the relevant policy area	x	Center for Social Services
3	Beneficiaries of the policies	x	Citizens, socially vulnerable persons, youth, Institution for mentally challenged people, Associations for the homeless and socially vulnerable people
4	Private sector, business community, employers	x	kuHarmonija, Plodine, Hospitality sector, SmartRi, Mydonia consulting
5	Third sector, NGOs, social enterprises, foundations	x	Moje mjesto pod suncem, Foundation Vincero
6	Knowledge/research centres, universities, education providers	X	Teachers involved in Civil classes
7	Media/Communication (traditional, social), Influencers	x	HKD Sušak
8	Potential funders	x	Hospitality providers, Local business, Local and regional authorities, private donators, City budget, European programs

Table 1 – ULG composition

### Gender equality in the City of Rijeka

The department in charge of managing the project Cities4CSR is predominantly female, and women are fairly represented as heads of departments. The City of Rijeka strongly supports women's equality to men in terms of employment and equal wages. The two elected Vice mayors are female and male, and take positive roles in supporting and promoting the development of civil society, associations raising awareness on the status of women's rights in our community, and our country. In our ULG, the two coordinators are again female, and male. The City of Rijeka has not once taken steps to ensure

beyond national social standard benefits for its citizens, and has done this also in terms of gender equality. In the year 2022, the City of Rijeka, and its Vice mayor, has raised the question on menstrual taxes, imposed on women. The City has started the initiative to supply girls with female hygiene products in schools and has promoted these actions on national level.



*Image 5 – ULG coordinator Dejan Travica, Head of the Association for the homeless, speaking on ULG meeting organized with the IN SITU, Interreg CE conference*

Another initiative started in Rijeka, was the introduction of civil education in higher classes of elementary school. It is an extra – curricular class that offers students learning on proactivity, seeking information, taking initiatives, and participating in the community development. Children are thought that they are equally valuable and important members of our society. Thanks to a good national promotion of Rijeka`s program, other Croatian cities have started providing this class with free use of educational handbooks developed for the civil education class. Efforts continue to implement this class as a regular curricular activity for all schools.

The ULG team also supported the IN SITU project, Interreg CE, final conference in Rijeka. The IN SITU project dealt with social innovation and young and older, long-term unemployed people. The Rijeka ULG coordinator, Mr. Travica, of the Association for the homeless and socially vulnerable people, lead the wide ULG meeting. The issues discussed included the risk of poverty due to unfavorable social circumstances and the challenges that older women face to get new job opportunities as oppose to men.

### *Public procurement*

The City of Rijeka, as a local public authority, is subject of public procurement in terms of the Law on Public procurement, when procuring goods, work or services. The City of Rijeka also has an Ordinance on Public Procurement which is in accordance with the Law and a Department for Public Procurement. Before the procurement starts, the City of Rijeka opens 5-day consultations with interested companies and subjects, and these consultations are published online in the Electronic Public Procurement ad. All interested are invited to share suggestions, remarks or other contributions that can support the quality of the procurement process. Large procurements have to be published in the Official Journal of EU – Tender Electronic Daily. The registry of contracts resulting from tenders, are published in the Contract register on the Official public procurement Journal of Croatia.

The City of Rijeka also promotes green public procurement. The government issued the Nacional Action Plan for green public procurement 2015-2017, with a view up to 2020. The goal of the plan was to make 50% of all processes of public procurement a part of green procurement on some level, and to encourage public bodies, and local and regional authorities to procure goods, services and work that have a lighter impact on the environment, save resources, lower green gas emissions and support sustainable development. The priorities of the National plan have been put on procurement of printing

paper, motor vehicles, office and informatics supplies, electric energy, telecommunication services, and mobile phone services as well as cleaning and maintenance supplies. The city of Rijeka takes into consideration these priorities in the procurement process and takes care to follow these priorities.

On the implementation of European projects, the City follows also the procurement rules of project programs, and takes into consideration the green suggestions for supplies` procurement.

## Role/Impact of Transnational Exchange and Learning on Local Progress

### *General*

Corporate social responsibility is recognized by the City of Rijeka as a good way to harness practices sensible to the community with local stakeholders who want to give back. With the ongoing difficulties caused by the 2 year pandemic of Covid 19, and followed by the severe energy impacts and economic disturbances on a global scale, the risk of poverty and exclusion from society is more alarming. It is therefore necessary that Rijeka makes efforts to raise awareness on CSR activities and promote them to regular practice.

### *Lessons learnt from Cities4CSR*

It is important to connect to experts and plan activities and timetables together with stakeholders. In this way, stakeholders involved can plan the time they will dedicate to the actions, and it doesn't interfere with daily business. It also stimulates cooperation, connection, and commitment to a goal.

The commitment is stronger when stakeholders are involved, not only in donations, but in development and execution phases as well. The Urbact network also offers the E-university, webinars, one to one talks with experienced experts, and a toolbox to support partners on projects. Some experiences and knowledge have proven themselves to be very useful – tips on creating a funders map, stakeholder map, organizing regular CSR breakfast sessions to keep momentum of stakeholders etc.

### *Knowledge that we can build on*

The whole journey of the City of Rijeka on the project Cities4CSR, has been learning from partners who have experienced staff and have already incorporated successful CSR practices. Our partners have been our stakeholders and had supported our growth in sharing their knowledge, successes and issues they challenge still. We were able to share some good practices and details on cooperation that is well regarded in our community:

Local partnerships - Small community actions - Social grocery store - Homeless shelters and necessary accommodation - Rijeka European Capital of Culture 2020



## 2. Action Plan

### 2.1 Objectives, Actions, Schedule

#### General

This Integrated Action Plan drafts actions and activity leaders for corporate social responsibility driven initiatives in the local community of Rijeka. It will obtain actions in which the City of Rijeka will take role in establishing a csr network of local stakeholders. The actions planned in the document will take into scope the activities which are supported by the City budget.

#### Link transformation – Objectives – Action

The main objective is to introduce corporate social responsibility to as a practice that will be regularly planned, carried out and promoted by the City of Rijeka and its companies. The activity will also be incorporated in good practices and local partnerships that have a good response from the local business community, and the civil society. Although the City of Rijeka regularly supports humanitarian initiatives, these are not regarded or promoted as csr. Our objective is to incorporate csr as a regular practice in the City of Rijeka and raise awareness on this activity. We also plan to share knowledge from the experience of the project Cities4CSR and to build municipal capacities for managing future actions.

#### Key Transformation Areas and Integrated Capacity Building Actions

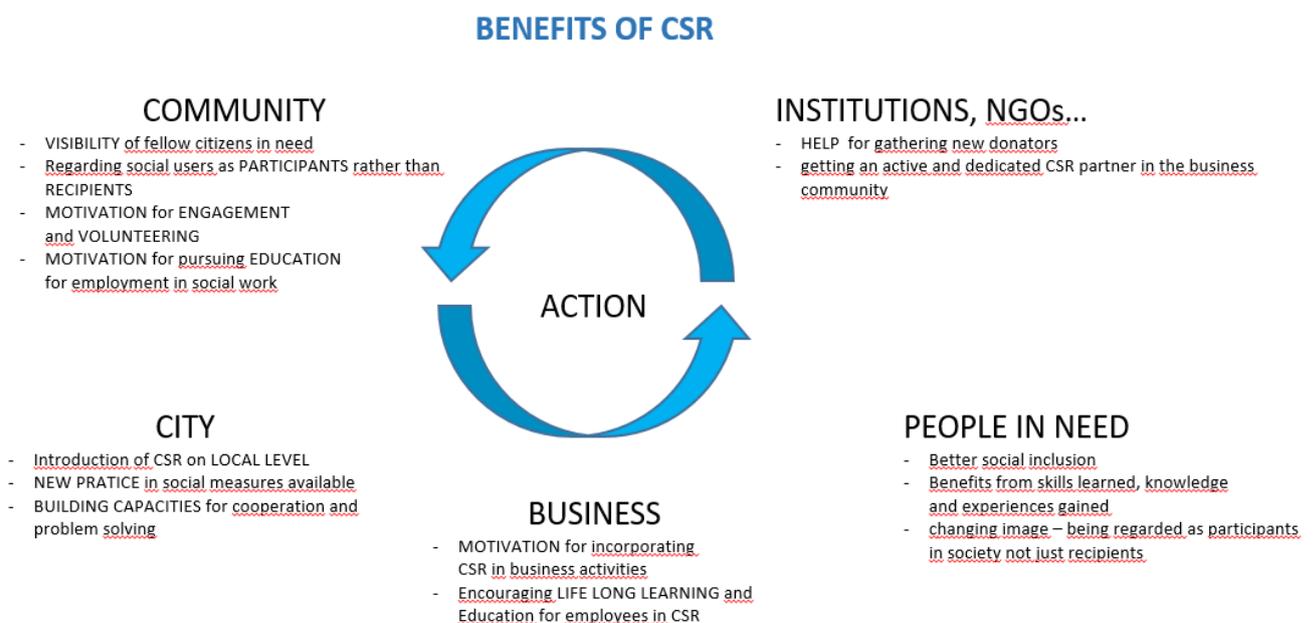


Image 6- Goals for new csr practice in Rijeka

## Key Envisaged Overall Transformation

Number	Key Transformation Areas – What will URBACT specifically change in our city
1	<p style="text-align: center;">CSR</p> <ul style="list-style-type: none"> <li>➤ creating a framework for regular csr practice in the City of Rijeka</li> </ul>
2	<p style="text-align: center;">CO – CREATION OF PRACTICE</p> <ul style="list-style-type: none"> <li>➤ giving csr activities a position next to participatory budgeting</li> </ul>
3	<p style="text-align: center;">SOCIAL INCLUSION</p> <ul style="list-style-type: none"> <li>➤ reaching out to socially vulnerable persons and other citizens in need of inclusion - targeting issues of donation and securing meals</li> </ul>
4	<p style="text-align: center;">SOCIO - EDUCATION</p> <ul style="list-style-type: none"> <li>➤ youth education on being an active member of the community and proactivity</li> </ul>

Table 2 – Key Transformation areas for the Rijeka IAP

## Capacity building – Urban CSR Eco – System

Key Transformation Areas	CAPACITY BUILDING – MUNICIPALITY Municipal CSR- Attitudes, Interfaces, Toolbox and Strategies	CAPACITY BUILDING – BUSINESSES and NON-PROFITS Local CSR-Sector, Activities, Initiatives, Campaigns....	CAPACITY BUILDING – CIVIC SOCIETY Citizens, Communities, Neighbourhoods, Networks, Associations, Movements...
1 CSR	IAP providing framework for incorporating CSR as a practice	Building capacities, supporting more initiatives, sharing good practices, strengthening the network capabilities for effectiveness	Inclusion/participation in solution planning and execution, gaining perspective of benefits of co-creation and long term involvement
2 CO-CREATION OF PRACTICE	Learning from URBACT how to develop and test a model for engaging and mapping stakeholders and set a good example by engaging city companies and building on good practices	Awareness /understanding of possibilities for giving back to the community; benefits from positive feedback form the community	Direct visibility of social groups in need, easier access to solutions and resources for associations and volunteers, help in defining problems, resources and schedules
3 SOCIAL INCLUSION	Decisions that are in accordance with local jurisdiction, enriching the City's social program with a new practice, integrated approach in	Enable local businesses to nominate and engage in small scale action, or csr activities closer in their micro community, make	Enable citizens to nominate and engage in small scale action, or csr activities closer to their residence and participate in them

	problem solving with other departments and bodies	material donations or work	
4 SOCIO-EDUCATION	Teaching youth on csr activities that resulted from successful projects	Promotion and support for the volunteer community, businesses and companies that engage, event and workshop participation	Raising awareness on the importance of civil engagement, volunteering efforts and values

Table 3 – Capacity building goals

### Changing the Status – Quo

Key Transformation Areas	SOFT: Relationships	SOFT: Data, Information and Knowledge	HARD: Plans and Contracts	HARD: Institutions and Practices
1 CSR	IAP framework for csr cooperation among stakeholders and the City	Soft policy accessible for public	Definition of future strategies, financial resourcing	Capacity building, inclusion of different beneficiaries and participants, motivation for creating new practices
2 CO – CREATION OF PRACTICE	Connecting the city, business community and citizens in co-creation of problem solving solutions and new projects	Building on existing initiatives and good practices, practices and benefits from active participation in co-creation	Anchoring csr with existing participatory budgeting	Sustainability of actions with an established network for development
3 SOCIAL INCLUSION	Transformation from recipient to participant improving inclusion of socially vulnerable people	Co-creational integrated approach to planning urban development allows all involved to be part of the learning and sharing process	Public procurement, green procurement, donation flow	Voluntary cooperation, capacity building, securing human resources/staff/volunteers
4 SOCIO – EDUCATION	Raising awareness on benefits of early engagement in community activities	Workshops, fundraisers, educational events and practice	Encouraging engagement and professional education in civil studies	Promoting the long term positive effects of raising a new generation of young urban developers

Table 4

*Action table for Transformation Area 1 – CSR*

Action	Inteded result	Resources/Assets	Lead Agency	Key partners	Timescale
1 IAP	Creation of the first planning document for csr activities by the City of Rijeka	Cities4CSR budget	City of Rijeka	Cities4CSR ULG	January – June 2022
2 Digital campaign	Digital coverage of completed projects from the action plan, Cities4csr project, shared on City`s website, and local media	City of Rijeka budget	City of Rijeka, Local media, Social media	City of Rijeka	2019 - 2027
3 Events to raise public awareness	Raising awareness on csr projects by the City, to gain positive feedback from the citizens, and to promote stakeholders, businesses and companies involved	City of Rijeka budget, EU Project budgets, SSA budget, national funds	City of Rijeka,	Local and regional public authorities, NGOs, Associations, Institutions	2019-2027

Table 5 – What will the csr practice change in Rijeka

*Action table for Transformation Area 2 – CO-CREATION OF PRACTICE*

Action	Inteded result	Resources/Assets	Lead Agency	Key partners	Timescale
1 CSR breakfast sessions	Monthly or by-montly round tables discussing the progress on the IAP actions` execution and planning new activities	City of Rijeka budget	City of Rijeka, ULG stakeholders	ULG stakeholders	2022-2027
2 Sinergy with eu and other projects	Sharing best csr practices to help implement other projects, and to build on completed projects, expand network etc.	City of Rijeka budget, EU programs	City of Rijeka, Local public and regional public authorities	City of Rijeka, Local public and regional public authorities, Associations, institutions etc.	2019 - 2027

Table 6 – Action table for Co-Creation of practice

*Action table for Transformation Area 3 – SOCIAL INCLUSION*

Action	Inteded result	Resources/Assets	Lead Agency	Key partners	Timescale
1 SSA	Free Cooking workshop on the Porto etno festival of national minorities, afterwhich the food will be shared	SSA budget	City of Rijeka	ULG stakeholders, KUharmonija, HKD Sušak	June 2022
2 Cookbook for independent living - translation	English translation of a cookbook designed to help Mentally challenged Adults leaving Institution for organized living, learn how to cook. The Cookbook will be offered to hospitality providers and they will offer it to tourists for a reasonable price to raise funds.	SSA budget, City of Rijeka budget	City of Rijeka, Institution for Mentally challenged adults Turnic	Hospitality providers	2022 - 2023
3 Cooking workshop	Cooking classes for socially vulnerable persons – adults with mental issues, senior citizens in need of company etc	City of Rijeka budget, Cookbook sales, businnes donations in materials, food and finance	KUharmonija	City of Rijeka, Instituion for mentally challenged adults, Senior citizens association, food donators – green market salesmen, local businneses	2022-2023
4 How to buy on green markets workshop	Walking tour and class for cooking workshop participants on how to buy food in the local market, how to buy effectively and favourably	City of Rijeka budget, Cookbook sales, institution/association budget	KUharmonija	City of Rijeka, Instituion for mentally challenged adults, Senior citizens association, food donators – green market salesmen, local businneses	2022-2023

5 CSR Small Scale Actions	Part of the Local partnership model	City of Rijeka budget	Citizens, local bussineses	City of Rijeka	2022-2027
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Table 7 – Action table for Social inclusion goals

#### Action table for Transformation Area 4 – SOCIO - EDUCATION

Action	Inteded result	Resources/Assets	Lead Agency	Key partners	Timescale
1 Rijeka healthy city joint activities	Rijeka is the only Croatian city in the 7th phase of european healty cities network, and obliged itself to promote healthy living through numerous activities and events in which engages youth in workshops, events and projects	EU funding, City of Rijeka budget	City of Rijeka	Social and Health institutions and Associations, Schools, educational institutions	2019-2025
2 Civil education	Raising a young generation of urban developers by teaching on being an active member of the community from a young age and strengthen the civil society on extracurricular classes; Promotion of participation in the work of Civil associations and NGOs	City of Rijeka budget	Teachers, volunteers, associations, NGOs	City of Rijeka	2022-2025

Table 8 – Action table for Socio – Education activity

## 2.2. Small Scale Actions (SSA)

As a partner in project, Rijeka plans to test the URBACT CSR model in the small scale action. The logic is to actively participate in co-creation of the action, secure involvement of available resources in knowledge, capacities and good practices and to set an example of model efficiency.

If successful, the action shall increase the visibility of a socially vulnerable group, raise awareness on possibilities for donating financial and non-financial help to ones in need, and to promote a group of



socially disadvantaged people as valuable partners in society. This should result in better opportunities for inclusion for these people, used to being more likely overlooked or forgotten by the majority.

A successful model that could be used for different social actions would not only be useful to direct beneficiaries of action results, but to a wider circle of citizens. The project activities were announced in late 2021 on an event for the Urban Agglomeration Rijeka which gathers 14 local cities and municipalities surrounding Rijeka. After the event, the food was catered to the Association for the Homeless and Socially vulnerable Persons Oaza, who have been ULG members since the Cities4CSR project's activation phase. Plans for the SSA were also shared on the final conference of the project New path, for better conditions of the necessary accommodation in the city. A part of this project was to set the play Black wool, in which homeless citizens took part in the planning, organization and acting roles, and the play was hosted by HKD Sušak.

### SSA Detail

The City of Rijeka team organized the SSA as part of the Porto Ethno festival in Rijeka. The festival celebrates the social inclusion of national minorities living in Rijeka, through traditional music and gastronomy. The SSA took part in the gastronomy day of the festival with a cooking workshop on cooking healthy and cost favorable meals from leftovers. The idea is to teach citizens of preparing meals at a low cost, and to allow free access to learning. This way, citizens who could not afford to participate, or are also struggling with household costs in these challenging times, could get free knowledge, and a meal.



The workshop was allowed free access, and everyone who tried out the food prepared by KuHarmonija, could learn about the project Cities4CSR, and other valuable information on social inclusion from City representatives and volunteers. The food was shared free after the completion of the workshop.

Image 7 – SSA Rijeka Cooking workshop on Porto Ethno festival

### SSA Lesson Learnt

The execution of the SSA took longer than planned, due to the Covid – 19 pandemic, and the restricted number of people allowed for gathering. Nevertheless, the ULG team managed to communicate through digital meetings, and in person, and to speak about csr practice on similar themed events. Thanks to a joint dedication to project progress and a successful SSA, the ULG members managed to bring together actors who would eventually demonstrate to wide audience the importance and benefits of csr. The gastronomy event that took place on the Porto Ethno festival, was successful because of the 6 year tradition of the event, and well branched team behind the organization. This allowed us to reach to local companies that provided part of the food donation, and to boost the impact of the action with music and the attention of a large number of citizens who showed interest

and appreciation for the csr action. People also showed interest for future activities and positive reaction to possible engagement.



Image 8 – SSA Rijeka - citizens gathering around the Cities4CSR booth

The key challenge that we will face in the future, is how to keep momentum with the stakeholders, and strengthen capacities for a dedicated csr practice.

### 2.3. Resourcing

The Action plan details short-term actions with a clear funding mechanism, medium – term actions that will be part of events, which have projections for future funding, while the long term activities will be discussed for resourcing after the Action plan is revised.

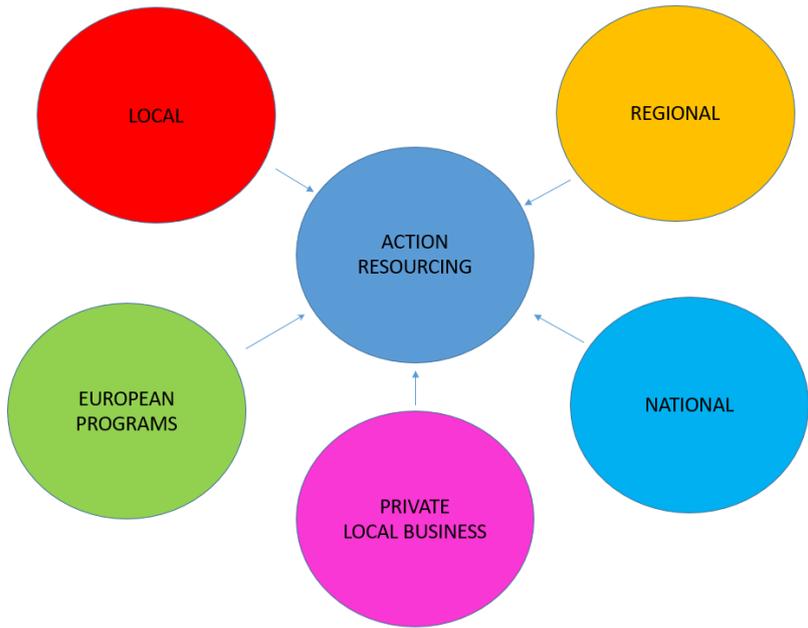


Image 9 - Resourcing scheme for Rijeka IAP

## Resources

The activities are planned with the support of the Department for Health and Social Welfare, Department for Local self –government and Administration and the City Office who are dedicated to the cooperation with associations and institutions specialized for certain social groups in need, and it is with careful planning and dedication that the SSA activities are planned.

The resources required for the SSA included: expert guidance and know - how, European funding, donations in food, material and tools, volunteer work and diverse professions in the project team. Some of the initiatives and events that can incorporate raising awareness on csr have secured mechanisms for funding. The plan is to create a funders map, that will be a first step to planning resources for the medium-term, and long-term activities. This should provide a pool of private companies who can be reliable partners on future actions. The city of Rijeka is well experienced in the Local partnerships program, which is planned and funded through participatory budgeting. The feedback from the citizens is good each year, the open call results in successful small scale actions. Csr actions could also be linked to these activities in the future.

In the future, when the csr practice in the City is well established, the City should develop a dedicated csr strategy defining stable financing on local level.

## Sources of funding

ACTIVITY	SOURCES OF FUNDING
SSA	European program – project Cities4CSR budget
SHORT – TERM	City of Rijeka budget, private citizen donation, hospitality providers, Institution, Association
MEDIUM – TERM	Local and regional public funding for existing initiatives, events, European programs, National funds
LONG - TERM	Local and regional public funding, European programs, National funding, Strategy for funding csr

Table 9 – Funding scheme for IAP actions

## Links to other European Programs

The csr practice can be promoted through well - established initiatives and programs organized by the Department of Social Welfare and Health. Rijeka is the only Croatian city that joined the 7<sup>th</sup> phase of the European network of Healthy cities 2019-2025 by the World Health Organization. The activities that will be priorities for Rijeka in this phase include early intervention, healthy aging and social inclusion, and mental health issues. Some of the successful initiatives that were organized with partners include projects for the social inclusion of socially and mentally challenged individuals.

The communication activities that were carried out during the duration of Cities4CSR, included presentations for project IN SITU – Intergenerational Social Innovation Support Scheme, funded by Interreg CE, supporting improvement of gender equality on the employment market, the New path



conference, funded by the European social fund, knowledge exchange with project Fusilli – about Urban food planning from the program Horizon, and lastly the Small Scale Action. Project Porto Etno was raised to a higher level thanks to the program of Rijeka – European Capital of Culture 2020. This enabled the Cities4csr project to reach a large range of citizens and introduce them to project progress.

## 2.4. Framework for Delivery

### Roles and Responsibilities of Stakeholders

In the project's activation phase, the City of Rijeka established the Urbact local group, to plan the small scale action. The plans were modified and prolonged due to the pandemic of covid 19. Nevertheless, the team continued cooperating with a clear division of roles ranging from project management, coordination, communication and ssa operative tasks.

It is clear that the ssa is in ownership of the city as lead partner, and that the City made an effort to initiate actions for improving social inclusion of socially vulnerable people and drafted a budgeting scheme for the foreseeable time. For the actions that have the perspective to achieve sustainability in budgeting, such as the cooking workshops for socially vulnerable people (see above), the ownership of actions can be taken over by a managing body dedicated to those individuals.

### Further important Information on Delivery

As described above, the City of Rijeka established a strong, gender well balanced ULG that collaborated together for 3 years 2019-2022, in planning the small scale action for Cities4CSR, on the development of the Integrated Action Plan, and the actions that will be developed on the basis of lessons learnt from this project. The ULG had a temporary working form for the purposes of planning the SSA, and will not continue its work in this form, beyond project duration.

The intention of the City is to keep the core team of city representatives, who will follow the execution of the entire action plan, and to have associates joining in on CSR breakfast sessions, who will be responsible for specific actions.

## 2.5. Monitoring

### Monitoring framework

The Urbact E-University in February 2022 has demonstrated the positive effect that CSR Breakfast sessions have on keeping momentum of the execution of the IAP, and of the opportunity for pitching new projects and initiatives. Rijeka has therefore decided to start regular CSR breakfast sessions after the ending of the project Cities4CSR, to continue with engagement, commitment and interest in csr going.

The core team of the ULG will be in charge of monitoring of the execution of actions and timely delivery. The same group will be in charge of risk assessment, but supported by persons who will be in charge of specific action delivery.



The same team will be in charge of the IAP revision by drafting a report supported by stakeholders' inputs and remarks.

### Key Output Indicators

Action	Source of information	Baseline Value	Target Value	Source of information
Events to raise stakeholders awareness	The city will organize events and/or take part in events and initiatives with social thematic and open to the public to raise awareness of csr practice and IAP actions	0	5	IAP core team, City of Rijeka Departments for Health and Social Welfare, City Office
CSR breakfast sessions	The city will organize round tables to keep stakeholders engaged in planning and updated	0	6-10	IAP core team, City of Rijeka
CSR website section	Success stories published on a individual section of the official City website, and shared with local media and social media	0	1	Stakeholders will provide content, short videos, interviews, photos to promote activities and stakeholder engagement
Cooking workshops for mentally challenged Adults and Senior citizens	Workshops for obtaining useful skills and social inclusion by socializing	0	20	Cooking School KUharmonija, Institution for mentally challenged Adults, Association of Senior citizens
Cookbook for independent living translation	Translation into English language offered for sale by hospitality providers to tourists and citizens for raising funds	0	50-	Institution for Mentally challenged Adults Turnic
How to buy on green markets workshop	Workshop including walking tours on the city market for participants of cooking workshops on how to buy effectively	0	2	Cooking School KUharmonija
Joint action with other initiatives/projects/programs	Rijeka healthy city – synergy with events and initiatives targeting social inclusion	0	3	Department for Health and Social Welfare
Educational classes for youth	Organized classes as part of extra – curricular activity to teach the students on the importance of citizen engagement and taking a	0	5	Department for Education

	proactive role in the community in an early age			
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Table 10 – Key output indicators

## Key result indicators

Specific objective	Definition	Baseline Value	Target Value	Source of information
1 Raise awareness of CSR practice	Number of projects completed and presented to the public, news published on website	0	7	City of Rijeka, IAP core team
2 Social Inclusion of socially vulnerable citizens	Number of activities planned and executed	0	22	City of Rijeka
Education of youth on community engagement	Number of education classes given to students	0	4 classes	Department for Education
Increase of financial resources	Number of stakeholders from the business community engaged on new projects	0	1 Funders map drafted	IAP core team

Table 11-Key result indicators

## Evaluation of monitoring

The City of Rijeka plans to have a core team from the city Office for IAP implementation to be in charge of monitoring activities. The core team will implement the CSR breakfast sessions, a tool from the Urbact Toolbox to ensure implementation momentum and planning of new projects. This team will follow all activities and elements of the Rijeka IAP, and organize breakfast sessions that will gather public and private stakeholders.

Goes without saying, that the success of the implementation of actions planned in the IAP, will be the determining factor in getting the buy-in of new business community partners and keep present ones interested in further cooperation. This can only be achieved if the added value created by the actions is visible enough. The actions planned in the IAP, will therefore be promoted regularly on official City website, on the social media of the City and, the social media and websites of stakeholders involved.

The IAP lists actions and activities for short-term, medium-term and long-term implementation. It is planned that after year one of IAP implementation, the core team will engage in the IAP revision. The team that monitors the implementation of project activities will create a report on IAP implementation. The report will present the projects completed, challenges encountered, and measure the key results indicators from the IAP.

## 2.6. Risk Analysis

<b>COHERENCE</b>	<b>COMPLETENESS</b>
<b>CONCERNS</b>	<b>CONTINUATION</b>

Table 12 – The 4 „Cs“ of Urbact tool

The 4 Cs of Urbact is a tool used to self - check our activities and plans, and to self-evaluate our work. Demonstrated as an exercise for self-evaluation of the Urbact E-University, it has been used several times since, to check the direction and plausibility of IAP actions. This tool will be used in the implementation of the IAP actions, but for planning future activities as well.

The risk analysis is also one of the factors that is important for buy - in of future stakeholders from the business community. As private entrepreneurs and companies, they are especially interested in determining the: schedule, ownership of action and sustainability of projects, and financial construction.

RISK	CATEGORISATION	MITIGATION STRATEGY
Loss of engagement and interest after project implementation, insufficient citizen and civil society participation	<b>HIGH</b>	Digital activities to raise awareness of citizens – news published in local media, social media and invitations to project events
Lack of participation from the business community, companies, entrepreneurs	<b>HIGH</b>	Using events to promote stakeholders engagement and the benefits the companies have given back to their community, praising the role of responsible partners
Communication issues with stakeholders, resulting in coordination issues	<b>MEDIUM</b>	One representative of the City to be in charge of communication and coordination as head of core team
Delays in execution of IAP actions	<b>MEDIUM</b>	Planning the schedule of execution of projects, and contractual agreement regulating deadlines for delivery
Pandemic restrictions – Covid 19	<b>MEDIUM</b>	Adjusting the number of participants according to limitations in gatherings, increasing the number of workshops, digital meetings
Insufficient funding	<b>MEDIUM</b>	Increasing the financial support of the City in unexpected circumstances

		resulting in a loss of finances, searching in funders map for new partners
Issues with operative staff within the City	LOW	The City will provide staff in charge of staff and ensure smooth IAP implementation from the organizational and coordination aspect

Table 13 – Potential risks to IAP’s implementation and mitigation plan

### Risk mitigation strategy

As demonstrated in Table 13, the City of Rijeka representatives, listed potential risks to IAP implementation, and developed an action strategy to meet potential risks. For the most risks recognized, the City of Rijeka can itself mitigate a major part of assessed impacts. This is noted especially with securing qualified staff from the City who will be in charge of following the IAP implementation. Qualified staff will also take care of proper communication with stakeholders, activity leaders, and coordination of each project and action.

The highest risks involve ensuring the engagement of stakeholders from the business community, entrepreneurs, SMEs and other companies, because of the lack of incentives that the City can provide. The City has no jurisdiction or authority to provide the business community with incentives that could produce financial benefit. The IAP core team, will therefore use opportunities on established initiatives, events and other activities, to actively speak of the contribution that these companies have given to csr projects, promote their engagement in csr practice, and present project results that were achieved, due to the collaboration with the respective entities.

### Covid 19 - Pandemic in Rijeka

One of the potential risk that will possibly have to be managed again is Covid -19.

In late winter of 2020., the City of Rijeka was planning activities for the second Phase of Cities4CSR. The ULG composition was established, and the project focus was on social inclusion of the homeless people in Rijeka. In early stages, the team had planned for a theatrical play to be staged, with the participation of the homeless in all planning activities. However, in early spring 2020., the world, and Rijeka, had gone into strict lockdown, and the pandemic of Covid-19 was declared. This has utterly deterred project plans for 2020. The restrictions imposed, meant that there would be limited face to face meetings of the management team with the participants, and that we could not plan activities in person.

Luckily enough, the ULG was composed of experts used to managing challenging situations, and had turned to digital meetings. The ULG meetings were helpful for members to introduce themselves to social projects and plans of each other’s organizations. This allowed us to participate in each other’s workshops, and to be a support by participating in project events with social thematic.

Initial ideas for Cities4CSR were picked up for the project New path with a later start date, and the team from Cities4CSR in Rijeka, participated in the final event and presented the project's progress.

The ULG members, started planning activities that would not be subject to restrictions in gathering, since those were imposed for a long period of the pandemic. The Covid-19 restrictions were especially difficult for those in need of social inclusion and with health issues. The situation



Image 10 – ULG meeting in Rijeka, during the pandemic restrictions

produced positive and negative effects that we learnt from, and can reflect from in the future. The negative effects were the slow project pace, prolongation of planned activities and losing the face to face connection with stakeholders and participants. This was important for keeping momentum. The positive aspect was the established cooperation of the city administration with the stakeholders – associations and individuals, who have experience in csr, and who were not firstly

involved in planning the small scale action.

Since the City is building its capacities for corporate social responsibility, it is still in the process of learning about the steps that have to be respected to achieve project results. In terms of social inclusion, the approach has to be guided by professional activity leaders. The stakeholders that were more experienced in csr activities, have welcomed and supported the City's team in fostering a new cooperation.