



CHANGE!

social design of public services

CHANGE!

AMARANTE
2018/2020

MUNICÍPIO DE AMARANTE
Alameda Teixeira de Pascoaes
4600-011 AMARANTE
Telefone: (+351) 255 420 200
Fax: (+351) 255 420 201

 www.cm-amarante.pt

 [instagram.com/municipio_de_amarante](https://www.instagram.com/municipio_de_amarante)

 [facebook.com/municipiodeamarante](https://www.facebook.com/municipiodeamarante)

TECHNICAL FILE

Heading | To Build Collaborative Capacity in the Municipality of Amarante

COORDINATING ENTITY | Municipality of Amarante

PARTNER CITIES

País	Cidade Parceira
1. Denmark (DK)	Aarhus
2. Portugal (PT)	Amarante
3. Ireland (IE)	Dún Laoghaire Rathdown
4. Netherlands (NL)	Eindhoven
5. Italy (IT)	Forlì
6. Poland (PL)	Gdańsk
7. Hungary (HU)	Nagykanizsa
8. Latvia (LV)	Riga
9. Sweden (SE)	Skåne

URBACT LOCAL GROUP (ULG)

Partner Entity	Nominee
1. Adesco	Rosário Santos
2. Aventura Marão Clube	Miguel Pinto
3. Câmara Municipal de Amarante	Rute Silva
4. Centro de Saúde de Amarante	Graça Duarte
5. Cercimarante	Daniela Teixeira
6. CLAP	Augusta Vieira
7. CPCJ	Verónica Pinto
8. CSF Portas do Concelho	Alexandra Sampaio
9. Infantário Creche O Miúdo	Mafalda Coelho
10. TEIA+	Lara Costa
11. Cidadão	Pedro Portela

Local Coordinator of the ULG | Elisabete Macedo

Design | Tiago Mota

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Foreword

Strengthening the collaborative capacity in the municipality of Amarante

Amarante embraced the challenge of integrating Change! Network in February 2016 and became a member in the second phase of the Change! Project in May of that year.

Therefore, it integrates a network with 8 other European cities: Nagykanizsa (Hungary); Gdansk (Poland), Forli (Italy); Riga (Latvia), Aarhus (Denmark), Skaane (Sweden), Dun Laoghaire Rathdown (Ireland) and Eindhoven (Netherlands).

The goal of the transnational project Change! is that based on the exchange of experiences among the nine countries with different cultures and socio-economic structures it is possible to build collaborative public structures and services, with clear evidence of the active participation and involvement of the citizen in this process, where the governance model is *bottom up* and not *top-down*. Sharing experiences and different methodologies used to (re)design public social services with and to citizens has been the focus of transnational visits experienced.

Putting people at the center of planning is a clear paradigm shift where the word "change" should be a process and not an event.

A URBACT Local Group (ULG) was formed by partner entities that operate in different areas of social, educational, health, youth and local development. This URBACT Local Group (ULG) has strategically and voluntarily accepted this challenge and meets monthly to work on the project's mission.

The City Council in accordance with the actions set forth in the Action Plan is committed to support the development of actions with *Urbact Local Group* partners and Social Network entities in a broader manner.

The political commitment is to (re)design public services with the effective involvement of citizens - and this will only be possible by listening to people, relying on their capacities and skills, creating synergies, building projects based on opinions, ideas and the knowledge of all.

The major challenge is to establish a relationship of trust between leaders/organizations and citizens by involving them in the processes of change and replicating this new paradigm from the *bottom up* in the whole territory, starting from the services of the local autarchy.

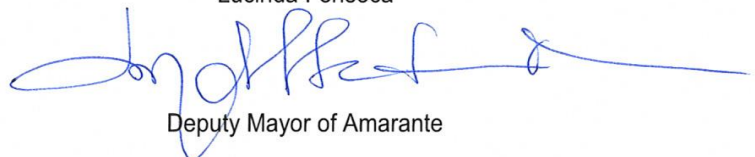
Main challenges:

Building a model of collaborative governance and promoting mechanisms which allow us to unlock the collaborative capacity and to have greater community involvement;

Promoting a change of mentalities to promote and build collaborative services, challenging traditional ways of thinking and working, promoting co-creation and social innovation, and creating the conditions for collaboration, volunteering and social action to take place.

With sincere thanks on behalf of the Municipality of Amarante to the different entities that have accepted the challenge of integrating the project,

Lucinda Fonseca



Deputy Mayor of Amarante

EXECUTIVE SUMMARY

The Municipality of Amarante in 2016 decided to apply for the URBACT III Program.

The main goal was integrating the International Project Change !. URBACT's mission is to create conditions for cities in different countries to work together and develop integrated solutions to urban and societal issues. In a network, and in a transnational partnership, cities establish exchange of experiences and good practices, in order to promote and enable the transfer of good practices.

The Change Project! integrates URBACT III's web of projects and aims to identify, foster and disseminate good practice projects in the area of social innovation, particularly at the level of the development of public services by people, to people and the involvement and capacity of people, in the promotion, development and evaluation of public social services and the capacity of relationships between people / citizens and institutions.

This challenge includes a network of 9 European partner cities: Eindhoven, the Netherlands, lead project entity; Nagykanizsa, Hungary; Gdansk, Poland; Forli, Italy; Riga, Latvia, Aarhus Denmark; Skaane, Sweden; Dun Laoghaire Rathdown, Ireland and Portugal, Amarante.

According to the URBACT methodology, a network of partners was set up in Amarante, with intervention in several domains in the territory, responsible for the dynamization of the project, namely by explaining the diagnosis and problematization, defining the intervention focus, developing and streamlining the proposed actions, participation in transnational exchanges, design of the Local Action Plan and sharing of results with policy makers.

Through the contributions of the CHANGE! Network, it was possible to design the Local Action Plan, whose actions are focused on the definition of mechanisms and models of citizen participation in the construction and promotion of public social services,

following the theoretical model of the Collaborative Framework of Henry Kippin (2015).

With the implementation of the Action Plan, it is intended on the one hand to bring citizens closer to local institutions / organizations and, on the other hand, to increase the confidence of local institutions / organizations in citizens. The process will involve the recognition and involvement of local representative groups in the different geographic areas of the county, promoting the holding of informal meetings and spaces for reflection. With the collaboration of these local-based associations, it is intended to involve citizens more widely in processes of participation and decision making, creating a network of public participation.

Through associations, citizens can organize themselves and be partners in the processes of political decision-making and local governance, narrowing the relationship between people / citizens and political power.

1. CONTEXTUALIZATION OF THE MUNICIPALITY OF AMARANTE

The municipality of Amarante is located in Northern Portugal, in the sub-region of Tâmega and Sousa (NUT III). It is the municipality with the largest geographical area of the District of Porto (301 km²), currently has about 55,000 inhabitants and embraces territorial realities with distinct socioeconomic profiles, namely: (i) the Urban Center of Amarante (markedly urban and centred on services and retail trade); the Urban Centre of Vila Meã (predominantly tertiary, but with specialization in the clothing industry); (iii) the right bank of the river Tâmega (heavily industrialized and ruralized) and (iv) the left bank of the river Tâmega (mountain economy with high population exodus). The last decade was marked by significant demographic, social and economic changes that took place due to the economic slowdown, especially since 2009.



Official data shows a decline in the resident population (-5.7% between 2001 and 2011 and -3.4% between 2011 and 2015 - forecasted data), triggered by a significant decline in birth rates and, in particular, by increased emigration to other countries of Europe and the PALOP. This dynamics was accompanied by a change in family structures, with a high proportion of isolated and single-parent families with a significant aging population.

The territory has an aging rate higher than the young population. Growing aging has contributed significantly to the increase in the dependency ratio of the elderly compared to the active population, with a high dependency ratio of young people, which is a double burden for most families in the municipality.

Although Amarante, like Tâmega, does not reveal levels of aging as worrying as the North and the Continent, the fact that this population is significantly isolated, especially in deeply rural areas, therefore also isolated from a significant set of public

responses and social rights, deserves an important reflection on welfare policies suitable to this population.

Unemployment levels were overtly worrying between 2009 and 2014, with higher rates than those at national level and in the North of the country. An economic recovery and a registered emigration from 2014 have substantially reduced unemployment levels, however, structural unemployment has increased in a worrying way, representing more than 55% of unemployment. Contrarily to Europe and the country, Amarante has a more worrying level of unemployment among the elderly than the younger generation. Indeed, about 1/3 of the unemployed people are over 55 years old.

It should be stressed that long-term unemployment has been particularly significant in women. The extension of an unemployment situation maximizes the behavior of accommodation, disqualification, disaffiliation and economic deprivation.

However, it's important to highlight that the county's social economic organizations and associations have created important dynamics and have been playing an increasingly central role in social / local development and providing crucial support to the socially disadvantaged population particularly the needy families.

In fact, social organizations and associations have been a privileged space for social integration and consequently for social/local development, not only because they promote a variety of activities and services useful to the community, often involving a large proportion of the population, especially women, who find it more difficult to be absorbed by the labor market, but also for people who may wish to volunteer.

Given their proximity to the local community and knowing and recognizing their characteristics, the enormous potential to value and foster the potential of their areas of intervention can provide acceptable levels of social and economic well-being, fostering local social development.

Amarante comprises a structure of diversified economic specialization. It registered job losses of 13% between 2008 and 2012 and a recovery of 18% by 2015 (official data). It stands out regionally in the subsectors of the construction and the metal-mechanic

industry. The agro-industrial sector represents a productive activity with a high value for the family economy and has registered a greater focus on temporary crops of high added value.

Amarante stands out in Tâmega and Sousa for its touristic potential. It effectively provides a diverse set of material and immaterial assets linked to religion, culture and nature that attract a growing demand with high purchasing power, mainly from Central and Northern Europe.

As in Portugal and the North, Amarante registers levels of literacy of the active population that reflect an incipient creative and productive "atmosphere". Only one third of the population between the ages of 20 and 59 has a qualification equal to or higher than secondary education. At the same time there is a clear mismatch between the qualifications of the labour force and the needs of the productive system. The persistent valuation of regular education, largely geared to the tertiarization of the economy, to the detriment of a commitment to vocational education in a heavily industrialized and construction dependent territory, has made it difficult to adjust job offers and job search.

<p>Demography</p> <p>In 2011 there were:</p> <ul style="list-style-type: none"> ➤ 56,262 inhabitants - 5,6% (between 2001 and 2011) ➤ 10% Single-parent families ➤ 14% of isolated families, with 54% being over 65 years old 	<p>Economic activity</p> <ul style="list-style-type: none"> ➤ Between 2008 and 2012 - Net destruction of 13% of employment ➤ Between 2012 and 2014 - Net creation of 18% of employment ➤ Tertiary - 38.9% ➤ Construction - 38.55% ➤ industry - 20%, of which 35% is represented by the metal-mechanical industry
<p>Unemployment</p> <ul style="list-style-type: none"> ➤ Between 2008 and 2012 ? 30.3% ➤ Between 2012 and 2017 ? 37.5% ➤ Long-term unemployment (structural) 54.4% in 2017 ➤ 30% people over 55 years old and 12.4% people <25 years old ➤ 48.8% people with qualification level 0 and 1 	<p>Education</p> <ul style="list-style-type: none"> ➤ 67% of the population between the ages of 20 and 59 has a level of education lower than upper secondary school - (2011) ➤ Number of students in primary and secondary education ? 16.9% between 2011 and 2017 ➤ Professional education accounts for 40% of secondary education.

1.1 DEFINITION OF THE PROBLEM, POLITICAL CHALLENGES AND FOCUS OF THE ACTION PLAN

Since 2003, the municipality of Amarante has promoted a networking process through the implementation of the Social Networking Program. It is a program that encourages public sector organizations (deconcentrated services and local authorities) and private institutions, solidarity institutions and other entities



MANUEL CATÃO | PHOTOGRAPHY CONTEST WINNER “A LOOK AT AMARANTE” | INTER-SCHOOL WEEK 2017

working in the area of social action to combine their efforts to prevent, mitigate or eradicate situations of poverty and exclusion and promote local social development through partnership work.

The Amarante Social Network has about 54 entities that are part of the Local Council of Social Action and which operate in health, social, educational, economic, training and local development areas. Based on diverse participatory methodologies, social diagnoses are built and the priorities of action are planned, agreed upon by the various actors and perspectives, through the construction of strategic documents for local development, namely the Social Diagnosis (2013), the Social Development Plan (PDS) 2015-2020 and the Annual Action Plans (PA).

The Social Diagnosis makes the geographic and socioeconomic picture of the municipality in what concerns the problematization of the quantitative and qualitative data, as well as presentations of constraints and territorial potentialities. In addition, it defines the main strategic axes of intervention: Axis I Education / Employability; II Aging and III Family Relationships. The Social Development Plan was designed based on the Strategic Axes. This constitutes a guiding document in the joint and negotiated definition of the great priorities of action by the entities that act in an economic and

social level in the municipality, as well as of the great goals that are intended to reach in the several areas, expressed in terms of purposes and objectives (general and specific).



This process brings with it countless advantages, first of all by the effort of articulation between several sectors and several partners, allowing the rationalization and adequacy of resources and initiatives in progress, the profitability of the knowledge and technical knowledge of local organizations in the identification of problems and in the strategies for its resolution. On the other hand, it is worth noting that it allows the integration of the measures and policies defined at the various levels of Local, Regional, National and European Administration. Finally, as the last instrument of the strategic planning methodology there is the Action Plan which shows the projects and actions aimed at the operationalization of the strategies and guidelines defined in the PDS and with a shorter time horizon (one year).

Being the autarchy the promoter entity it has assumed an important role of mediator in fomenting and mobilizing the partnerships.

Notwithstanding the recognition of this important work, the evaluation of the strategic documents emphasized, as a challenge and at the same time an opportunity, the need to promote strategies that enhance the participation, in the network, of civil society associations with greater proximity to the population, the extension of the actions to other groups of the population not referenced or directly followed by the organizations and the construction of more collaborative public services that could be constituted through participatory processes.

Effectively, the actions and activities foreseen in the strategic documents were not conceived neither promoted with the citizens in a logic of co-creation and accountability.

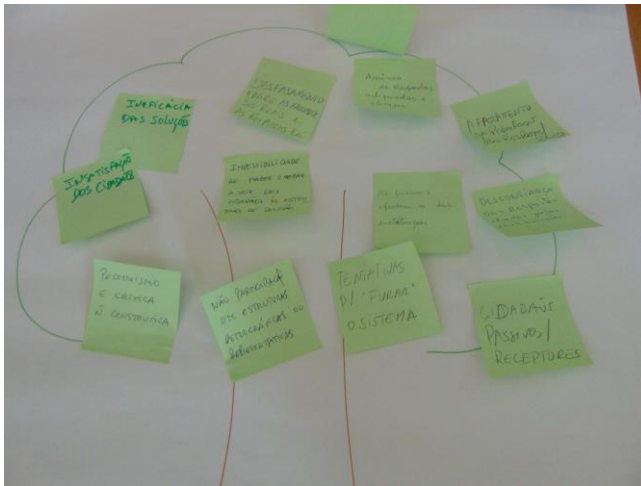
Thus, if it is clear that networking and the close interinstitutional relationship have effectively functioned as a potentiality, it does, however, require a broader vision, that of the citizen.

Recognizing this structured and consolidated work, members of the local support group (ULG) considered that in this process there was a clear absence of citizen participation.

In addition to this evidence is the fact that the voluntary sector in Portugal is one of the poorest in Europe, only 12% of adults are involved in volunteering activities (Eurobarometer study). The value of the economy from volunteering is also very low, below 1% of GDP, which is a parameter linked mainly to post-socialist states. The World Value Survey website (<https://ourworldindata.org/trust>) reveals interesting facts about Portugal. If on one hand it is among the most important countries in what concerns institutional trust (only Finland and Denmark show better numbers), on the other hand, it is the worse European result in what concerns general confidence that is confidence in people. If these data represent a trustworthy framework regarding the attitude of trust in people, the municipality of Amarante faces the challenge of promoting greater community involvement, restoring people's expectations and trust in order to build a collaborative process.

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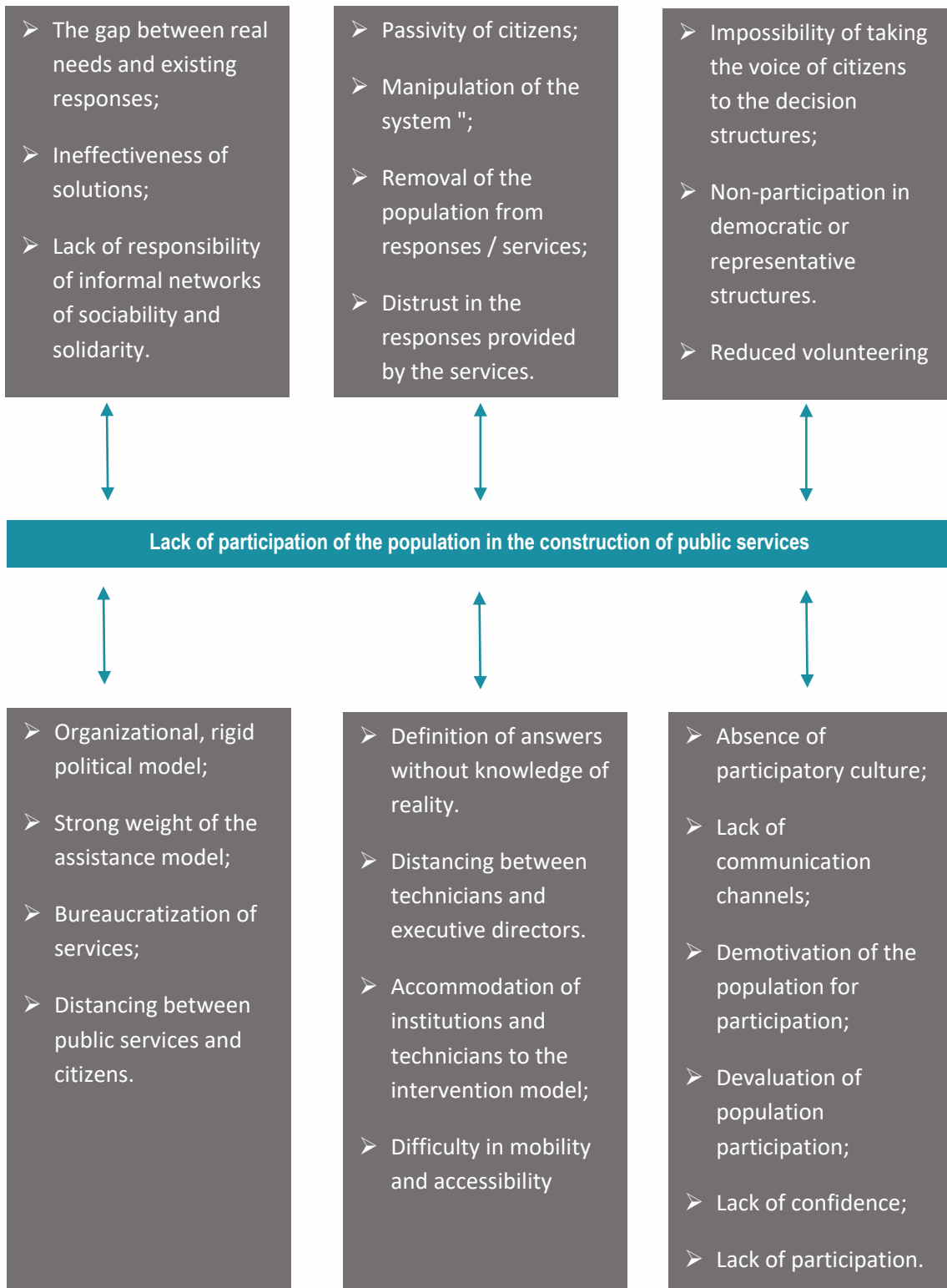
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involvement, restoring people's expectations and trust in order to build a collaborative process.

In this way, the municipality faces several challenges that involve the construction of a model of collaborative governance, to promote mechanisms to unlock collaborative capacity and have greater community involvement, to promote changes of mentalities for the promotion and construction of collaborative services, to challenge traditional ways of thinking and working, promoting co-creation and social innovation, creating the conditions for collaboration, volunteering and social action to take place. In view of all the above evidence, the members of the local support group (ULG) defined that the focus of the Integrated Action Plan would be to develop actions aimed at increasing the level of citizen participation in the decision-making, construction and promotion of social services as well as the promotion of volunteering, in order to restore confidence in people and raise citizenship levels.



Tree of Problems



1.2 INTEGRATION IN THE URBACT NETWORK

URBACT is an European program for territorial cooperation, collective learning and exchange of experience on the promotion of sustainable and integrated urban development.

(http://www.dgterritorio.pt/ordenamento_e_cidades/projetos_em_curso/programa_operacional_urbact/) .

Integrating the URBACT Network has enabled the city of Amarante to widen its scope and strategic vision regarding the importance of promoting sustainable responses that integrate the economic, the environment and the social, promoting a sustainable development of the territory. The balance between these three domains will create conditions for Amarante to become a territory of well-being, where it is good to live!

For this, the methodology of planning, the experiences and exchanges that the URBACT Network has guaranteed have contributed a lot.

In fact, the Municipality of Amarante, by integrating this network of transnational partners, has created the opportunity to learn and have a set of methodologies and tools favorable to the development of projects capable of unlocking the capacity and collaboration of people, of citizens in the development of the territory.

In addition, joining the URBACT network has allowed the sharing of transnational experiences, knowledge and good practices, developing new approaches and solutions to common problems.

Being part of URBACT was a challenge in proposing a methodology that encourages the constitution of participatory forms of work, at the local and transnational levels.

It promoted the internationalization of the city of Amarante, integrating the mosaic of European cities, establishing the possibility of influence in the design and development of public policies with relevance for the sustainable development of the territory.

1.3 ROUTE THROUGH CHANGE! (RE) DESIGN PUBLIC SOCIAL SERVICES

The Municipality of Amarante when integrating Project Change! had as strategic objective to create conditions for the construction of a model of collaborative governance, promoting mechanisms that could allow to unlock the collaborative capacity and to enhance the community's involvement; promoting unlikely connections, especially in the social area.

To enter into a transnational experience, knowing good practices in this field, could bring significant value to Amarante. The project would challenge traditional ways of thinking and working, presenting new approaches and opportunities for the territory, creating a common language.

At the local network level, eleven entities accepted the challenge of integrating the URBACT Local Group (ULG) and streamlining all the actions inherent in the project.

Currently the ULG is composed of 10 entities. This group has been the operative nucleus that has been invigorating the project Change! in the municipality of Amarante since 2016. The ULG partners are part of a broader set of entities that make up the working group of the Strategic Axis Aging and Family Relations and the Strategic Axes Education and Employability of the Social Network of Amarante, and therefore have a strong dissemination responsibility. In addition, four of these entities experienced the process of mapping social innovation initiatives, and their projects were awarded by the Institute of Social Innovation (IES) as projects with high potential for social innovation.

Over the course of two years, 13 work sessions were held at the facilities of the partner entities. In these sessions the tree of problems, the matrix of influence of the stakeholders, the definition of the central problem, the tree of solutions, the actions to be implemented and the design of the Local Action Plan were worked out.

In addition, the group organized and implemented a "TeaTalk", three Change! Talk, an Aftermovie, two Knowledge Sharing Workshops, wrote and published 7 articles with themes related to Change!

Most of the ULG partners participated in study visits to international partner cities.

All this work was shared in the two meetings with the political decision makers, namely with the Mayor and the Social Action Councilor.

It should be noted that the first meeting was held in partnership with the City Center Doctor project, another project of the URBACTIII Program.



The proposal of the Action Plan was presented to policy makers on March 20, 2018, and there was full support and political commitment from the municipality for its implementation, both within the functional structure of the City Council and at the level of the territory, with the clear message from the Mayor that it will be necessary to accept risks and failures as integral parts of any process in the development of a project.



The International Study visits and the Staff Exchange were fundamental to the operationalization of the Plan of Action and served as a stimulus for the planning of other projects.

The CHANGE! network allowed to know about projects of good practices, where citizen involvement is an effective part in the development and sustainability of public social services.

The International CHANGE! network has created a reflective space of analysis on the roots of many problems that continue to be perpetuated by the lack of involvement and commitment of citizens. It fostered the ability to (re) analyze, (re) think and (re) evaluate projects in the light of collaborative structure and reorganize the networking process.

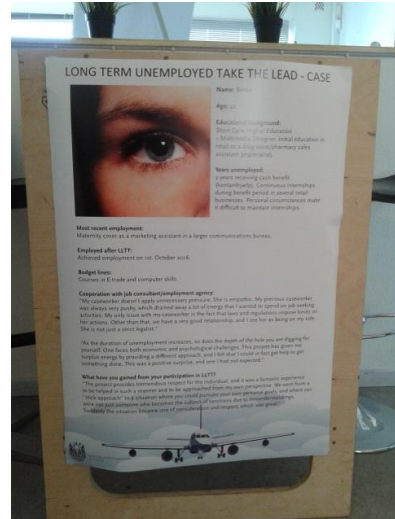
Sharing the experiences of the 9 transnational cities, analyzed on the basis of the collaborative structure, was extremely important and generated new ideas and good practices.

The Staff Exchange (Aarhus, Denmark and Dun Laoghaire Rathdown, Ireland) were instrumental in deepening knowledge of some projects in the area of activism, employability, civic participation, aging and volunteering.

Based on the Long-Term Unemployed Take Lead (Aarhus) project model, we applied to the Deloitte Pact Fund to develop a project to reduce female unemployment between the ages of 35 and 55. The application was not approved but the pilot project will be implemented in partnership in the local partner network.

The Dún Laoghaire Rathdown projects in the area of public participation, volunteering and aging, Public Participation Network, Volunteer Center managers and Age Friendly Strategy have been extremely important models that are aligned with the intervention priorities in the territory.

The Plan of Action of Amarante integrates as a priority action the implementation of a Network of Public Participation, however for its constitution it will be necessary to promote other actions, namely to identify and characterize representative groups of citizens and associations in the various areas and simultaneously mapping resources and community leaders that can positively influence citizens' participation. Subsequently, informal meetings and reflection spaces will be promoted to understand what model of Public Participation Network can be structured. It will be necessary to train the community leaders so that they can support this representation process with the political



decision-making bodies.

Another good practice pulled out of the partner city Dun Laoghaire Rathdown, Ireland, is the implementation and management model of volunteering. As such, the Plan of Action has prioritized the creation of a volunteer service that has a similar model, where it is possible to cross-check between people who are motivated to volunteer and organizations that wish to receive volunteers, allowing a greater consultation and rapprochement between public services and citizens. Still in line with this work, the Action Plan provides a set of forums to discuss public social measures with citizens, namely the Youth Participatory Budget measure, in order to understand how we can involve young people in social services and projects under volunteering. In this context, we also plan, with the Aging working group, the development of a volunteer project called "Repairs and Company", whose objective is to encourage volunteering for citizens, mainly for young people to make their time available to support the elderly in practical matters of the daily routine (changing a lamp, fixing a pipe, among others) but also establishing affective relationships, companionship, fighting isolation and solitude.

In addition, following the completion of the forums with citizens, young people, adults and the elderly, it is planned, like in Dún Laoghaire Rathdown, Ireland, to develop a strategy that is friendly to the elderly.

Moreover, in partnership with the City Center Doctor Project (URBACT III), with which we have been articulating locally, a project was designed "Amarante, friendly City to Children and Grandparents", whose objective is to promote a process of participation of citizens to define proposals for actions aimed at making the city of Amarante more suited to the needs of children and the elderly. An application was made to the Actors of Urban Change, a program of the Robert Bosch Stiftung in cooperation with MitOst e.V .. Although not contemplated, the project will be implemented by the Municipality. It should be noted that, in parallel, the transnational experience of Change! allowed the development of contacts and projects between the members of the ULG of the different partner cities, as was the case of the Casa da Juventude de Amarante,

through the Marão Aventura Association, which has been developing exchanges with the City of Forli, Italy.

In short, good practices and intervention models of the various projects of the transnational partners, according to the specificities and priorities of intervention for the municipality of Amarante, were appropriately applied to a greater or lesser degree.

2. STRATEGIC GOALS AND OBJECTIVES

Citizenship and politics must be mutually approaching so that both can produce together. Based on this conviction, Ubact Local Group (ULG) decided to promote the "Teatalk", in a market day and with a large number of people.

The main purpose of this initiative was to listen to citizens' opinions on public social services, which are the most used, how satisfied they are and what contributions they would like to make to



improve how they should be conceived and promoted and how they think could be involved in this process. The "TeaTalk" served as a moment of conversation and reflection, where the citizen was the speaker and gave his voice...

The broader challenge was to understand how citizens could be effectively involved in this process, allowing them to generate new ideas about the functioning model of public social services.

From the result of "Teatalk" it was possible to extract some topics that deserved attention. In a universe of 30 informal conversations, accompanied by tea and cake, it was possible to gauge a feeling of global satisfaction regarding the public



services and social responses available. Nevertheless, they emphasized that they were not accustomed to being heard, causing them some discomfort and distrust that intimate moment of informal conversation, confessing to be afraid to express

themselves in fear of reprisals. They were aware that they were passive in regard to the opinion of public social services.

They showed the distance between the citizen and the public social service employees and the disarticulation between the services.

As for the problems of the territory, they mentioned the problem of unemployment, emigration, depopulation and isolation, especially the elderly.

"TeaTalk" outcome	
identified problems in the territory	Unemployment
	Emigration
	Depopulation
	Insulation
	The accompaniment to these elderly people is momentary, lacking the company ... the companionship ...
Public Services opinion	Older people are satisfied with their situation. They are not accustomed to being heard. They have shown fear of expressing themselves in fear of reprisals
	Public social services are also not prepared for change and complaints
	Delays in responses to requests made by the citizen
	Poor service and reception of these services, waiting queues, privileged service
	Service bureaucracy
	People had difficulty linking the social services of IPSS to public social services
	Poor functioning of some public services
	Passivity of citizens
	People were not ready to be heard.
	They were aware that they were passive in their opinion about public social services and also expressed that giving their opinion could result in retaliation.

As such, recognizing the importance of shifting mindsets, challenging traditional ways of thinking and working, the challenge was launched to Social Networking organizations and members of the Urbact Local Group member's to "embark" on the intricacies of this new emerging paradigm.

In this context, the need to devise a training program in areas encompassing participatory methods and innovative management and governance models was identified. The structure of the program was developed based on Theory U - MIT 's Center for Organizational Learning. Six workshops covering Theory U, Systems Thinking, Art of Hosting, Dragon Dreaming, Sociocracy and Non-Violent Communication.

The Art of Hosting served to design the sessions, to open and to facilitate spaces of sharing, allowing that the sessions, besides the contents approached, could serve as opportunities of learning. As pointed out by Pedro Portela, CHANGE – Urbact Local Group member, this program serves as a prototype of a broader change process. It's not a watertight initiative, the goal of the Change! is to pave the way for "re-designing" long-term public social services. This systemic change does not occur automatically or can be "scheduled". The workshops serve as an ambitious step in the gradual move to collective and urban change on the worldview that should include all stakeholders with responsibility in the field of social services. The strategy is to raise awareness and create conditions for change to emerge rather than be imposed from the top down.



Actions ´ summary

Month	Topic
May	Training- Theory U
May	Training- Authentic Communication
June	Training - Art of Hosting
June	Training - Dragon Dreaming
July	Training - Sociocracy 3.0
July	Training - Mental Models and Systems Thinking

Total # training hours : **36 hours**

Trainers and Facilitators: **PP:** Pedro Portela / **LC:** Luisa Costa /

In line with this strategy, the central objectives of the Action Plan are, on the one hand, to bring citizens closer to local institutions and organizations and, on the other hand, to increase the confidence of local institutions and organizations in citizens.

With regard to the first general objective, it is intended to involve the main local change agents in the process of mediation between citizens and policy makers, through the identification of associations and representative groups in the various domains, social, environmental, local development, among others domains, since they represent specific interests of groups of citizens. These groups will be able to integrate a Network of Public Participation, in order to bring the municipality and local power closer to local organizations and citizens. They may elect community representatives or leaders to build close relationships with policy makers.

Through associations, citizens can organize themselves and be partners in the processes of political decision-making and local governance.

Another of the objectives is the promotion of forums throughout the territory which we call "Conversas fiadas" (*Spirited Conversations*) with the citizens who through a "blank agenda" can give us their vision as to what is right in the municipality of Amarante, what could be improved, what they could do to contribute to it and what others could do. For this, it is intended to get parish boards and local organizations involved in this process. In the first stage, they will be essentially aimed at the elderly,

so that, after these forums they can develop a strategy that is friendly to the elderly in the municipality.

As for the second general objective, it is intended to promote forums and training actions for leaders and technical directors with the objective of encouraging and promoting the development of collaborative social intervention models, where volunteering can



assume a central role of maximum expression of citizenship, where the citizen can contribute directly to the production of public goods and social services.

With the aim of disseminating this intervention model, it is expected to promote actions and events to share knowledge on good practice projects, based on these systemic and collaborative models, intra and between organizations, namely the local authority.

In addition, (re) designing public social services based on collaborative models requires rethinking existing social measures and responses.

In this way, it is intended in this plan to develop forums for reflection and discussion on existing social measures with organizations and citizens and to establish improbable connections and also possible solutions, namely in the interaction between young volunteering and support to the elderly population. Aligned with this issue will be given special space for reflection to the Young Participatory Budget.

Disseminating and sedimenting public social services that integrate volunteering is a goal of this plan for the municipality, as such provides for the establishment of a volunteer support service and the development of social support projects based on volunteering.

Identified Problems	Central Problem	Main Objective	Specific Objectives
<p>Non-participation in democratic or representative structures</p> <p>Impossibility of taking citizens' voice to decision-making structures</p>		<p>Bringing citizens closer to local institutions and organizations</p>	<p>To Involve key local change agents in the mediation process between citizens and policy makers</p>
<p>Lack of responsibility of informal networks of sociability and solidarity.</p> <p>Removal of population from responses / services;</p> <p>Lack of trust in responses provided by services</p> <p>Difficulty of mobility and accessibility to services</p>			<p>To involve citizens in processes of participation and decision</p>
<p>Definition of answers without knowledge of reality.</p> <p>Distancing between technicians and executive management.</p> <p>Distancing between technicians and service users</p> <p>Accommodation of institutions and technicians to the intervention model;</p> <p>Ineffectiveness of some public social services / responses</p> <p>Definition of social responses without actually knowing reality</p> <p>Devaluation of population participation</p> <p>Reduced volunteering</p>	<p>Lack of participation of the population in the construction of public services</p>	<p>Increase the confidence of local institutions and organizations in citizens</p>	<p>Promote actions that aim to sensitize and empower organizations to develop systemic and collaborative organizational models</p>
			<p>Promoting sharing actions and events knowledge of good practice projects, based on these systemic and collaborative models, between organizations</p>
			<p>Develop actions aimed at (re) designing existing public social services based on the structure of the collaborative model</p>

3. Actions and Schedule

General Objective	Specific Objectives	Action	Timeline	Responsible Entities	Where	Evaluation indicators	Impact indicators
1. Bringing citizens closer to local institutions and organizations	1.1. To involve key local change agents in the mediation process between citizens and policy makers	1.1.1 Identification and characterization of representative groups of citizens / associations in the various areas: environment, social, local development, cultural and others.	May to September 2018	ADESCO CLAP CMA CPCJ Erpi Cercimarante Infantário Creche O Miúdo TEIA+	All parishes	Number of representative groups / associations identified; Type and nature of representative groups;	Increase participation of 50% of associations and representative groups in decision-making processes and local governance
		1.1.2. Mapping resources and community leaders in the parishes of the county				Number of leaders identified; Number of resources identified; Type and nature of resources.	
		1.1.3. Informal meetings and spaces for reflection with these groups	October to December 2018			Number of meetings held; Number of participants; Number of partners involved;	
		1.1.4 Development of coaching programs to empower community leaders.	January to March 2019			Number of sessions developed; Number of participants; Participation Rate	
		1.1.5. Creation and implementation of the pilot project "Network of Public Participation" constituted by associations and / or movements of citizens that contribute to the definition of public policies and influence in the political organs	March to Decembre 2019			Number of representative groups and associations involved; Type of representative groups and associations involved;	
		1.1.6. Promotion of the pilot project "Network of Public Participation".	From January 2020			Number of proposals submitted; Type / area of proposals submitted Number of proposals approved and materialized.	
	1.2. To involve citizens in processes of participation and decision	1.2.1 Discussion and sharing forums with "blank calendars". "Conversas fiadas"	May to December 2018			ADESCO CLAP CMA CPCJ Erpi Cercimarante Infantário Creche O Miúdo TEIA+	

General Objective	Specific Objectives	Action	Timeline	Responsible Entities	Where	Evaluation indicators	Impact indicators
2. Increasing the confidence of local institutions and organizations in citizens	2.1. To promote actions that aim to sensitize and empower organizations to develop systemic and collaborative organizational models	2.1.1 Forums and training actions directed to managers and technical directors in order to promote and encourage the development of models of collaborative intervention in organizations	January 2019	ADESCO CLAP CMA CPCJ Erpi Cercimarante Infantário Creche O Miúdo TEIA+	Partner organizations facilities	Number of sessions held; Type of content developed; Number of participating entities; Number of participants; Participation rate.	Increase the number of collaborative projects designed by clients / users of the organizations' services to 50%
	2.2. To promote actions and events sharing knowledge on good practice projects, based on these systemic and collaborative models, between organizations	2.2.1 Holding Workshops to disseminate the collaborative methodology in the Social Network working groups: Education Hub; II Employability and Family Relationships	May to June 2018	ADESCO CLAP CMA CPCJ Erpi Cercimarante Infantário Creche O Miúdo TEIA+	In the facilities of the different partners	Number of workshops held; Number of Participating Entities; Number of participants; Participation Rate.	Increase the number of collaborative projects among institutions / organizations by 50%
		2.2.2. Holding Workshops to disseminate the internal collaborative methodology to the Municipality	May to October 2018	CMA	Divisions of the Municipality	Number of workshops held; Number of participating divisions; Number of participants; Participation Rate.	
		2.2.3. Holding workshops on knowledge sharing and good interinstitutional practices				Number of workshops held; Number of Participating Entities; Number of participants.	
	2.3. Develop actions aimed at (re) designing existing public social services based on the structure of the collaborative model.	2.3.1. Discussion forums on existing social measures with organizations and citizens	September 2018	ADESCO CLAP CMA CPCJ Erpi Cercimarante Infantário Creche O Miúdo TEIA+	Schools and Parishes	Number of forums held; Number of participating organizations; Number of citizens involved; Number of social measures under discussion; Number and nature of results and proposals	Increase by 50% the participation rate of citizens in the reformulation of public social services
		2.3.2. Discussion forums with young people about the Youth Participatory Budget				Number of forums held; Number of participating young organizations Number of young citizens involved; Number and type of amendments to the Regulation, Type and nature of the results and proposals.	
	2.4. Promoting volunteering in the territory	2.4.1 Creation of a volunteer support service	February 2019	CMA Social economy organizations	All parishes	Type of service created; Number of parishes involved; Number of entities involved; Number of volunteers; Type and nature of volunteering	Increase by 50% the rate of volunteering in the municipality of Amarante
		2.4.2 Project "Repair and company"				ADESCO Cercimarante CMA CSF Portas do Concelho League of Friends of the Hospital Senior University	

4. FUNDING STRATEGY

Perceiving the Action Plan goals, which intends to promote strategies to increase and develop mechanisms for citizen participation in public decision-making processes, namely in the (re) construction of public social services, a survey of possible financing funds was carried out. Subsequently, the following resources were identified:

- **Government Funding** - Understanding that European structural and investment funds (FEEI) will be targeted to projects in the area of Innovation and Social Entrepreneurship, in the period 2014-2020 - we will resort the Portugal 2020 Program and its Operational North program.

In fact, the Portugal 2020 Program took over the area of social innovation as transversal to all areas of European structural and investment funds (FEEI) <http://inovacaosocial.portugal2020.pt/index.php/portugal-2020/>; allowing the emergence of innovative solutions that, in a complementary logic to the traditional answers, allow new responses to pressing societal problems, namely in the social area. It is based on this systemic perspective that we intend to develop the actions, resorting whenever appropriate to this line of financing.

- **Foundations** – In Portugal there is a set of public-private foundations that finances social innovation projects, and can be an excellent resource for the development of the actions of the Action Plan, namely Manuel António da Mota Foundation, Calouste Gulbenkian Foundation, EDP Foundation, BPI (Senior Awards, Capacitar (Enable) and Solidário (Solidarity), PT Foundation, Montepio Foundation, Deloitte PACTFund, Fidelity Community and CASES (António Sérgio Cooperative for Social Economy).
- **International philanthropic foundations** - namely Robert Bosch Stiftung. It provides funding for the development and implementation of social projects and initiatives.

Proactively, an application was made to the Actor of Urban Change, which is a program of the Robert Bosch Stiftung in cooperation with MitOst e.V.

The application was made in conjunction with the City Center Doctor (URBACT III local project).

The challenges of this application include:

1) Promoting social inclusion (awareness): directing the project to two specific audiences, children and the elderly. We want to promote a more inclusive city that responds to the specific mobility and needs. Thus, in addition to training and adapting the city to the children's public,

promoting and encouraging a family friendly city, it also includes seniors as mentors, promoting their self-esteem, value and presence in the community.

2) Promoting urban regeneration: a large part of urban regeneration involves the creation of dynamic public spaces, turning them into more attractive and competitive places. So, the reactivation of public spaces through new uses - Reproduction - and new audiences - children and the elderly - is the main idea of our project.

3) Promoting capacity building and integrated urban development, with a scalability perspective: to believe in the long-term effects of ludic-based interventions as a way of developing social and emotional skills. It is intended to create a more dynamic, proactive and future-oriented community.

- **Private funds** – In Portugal, a set of private financing lines has emerged within the scope of the corporate social responsibility strategy, which will allow the monetization of funds for the development of the actions proposed in the Action Plan, namely BPI Seniors, Continente Mission and SIC Esperança (Hope).

The choice of sources and the most appropriate financing strategies will be determined according to the actions and projects defined in the Plan of Action.

Nevertheless, in addition to resorting to the different financing funds available and within the framework of the objectives of the



Action Plan, we will call upon the endogenous resources of the territory, from citizens, organizations, associations, parish councils and, ultimately, the autarchy.

5. FRAMEWORK FOR DELIVERY

In April 2018 the Change! Integrated Action Plan will be completed. The same will be approved, first of all, by URBACT Local Group and later submitted to the approval of the Local Council of Social Action of Amarante Social Network.

In May, the actions set forth in the Local Action Plan will begin, according to the timings foreseen in the schedule. The Plan will have a period of validity of three years, 2018-2020.

All actions will be organized and implemented by the organizations that integrate URBACT Local Group (ULG), in partnership with other key stakeholders for its implementation, namely the entities that integrate the workgroups of the Social Network and, in a way, the members of the Local Council of Social Action of the Social Network.

For the development of the actions and activities the endogenous resources of the territory will be used. However, where appropriate, the entities responsible for carrying out the actions will use the funding. The actions will be monitored bimonthly in the planned meetings with the purpose of organizing, implementing and evaluating. There will therefore be a systematic monitoring mechanism.

The choice of this monitoring methodology will allow on one hand, to recognize deviations and obstacles in the development of actions and establish new strategies for their continuation or reformulation and, on the other hand, to recognize the potential of networking and good practices based on the commitment of partners and citizens in the effective implementation of actions.

Regarding the evaluation, it will be carried out *on-going*, however, there will be annual evaluations. These evaluations should reflect the results and the impacts generated.

In operational terms, the evaluation of the actions and activities foreseen in this strategic document will cover three levels of incidence: operationalization (activities planning and intervention processes), execution (activities and intervention) and effects (results obtained with the activities and with the intervention).

The main indicators that will allow us to measure the results of the actions will be: number of actions developed, number of participants, number of participating associations, respective participation rate, number of stakeholders involved, citizen satisfaction rate and organizations, type and nature of the associations involved, number of proposals, rate of adhesion to volunteering, number of forums and workshops carried out.

The results and impacts generated by the actions of the Action Plan will be publicly disclosed to Social Network partners, through a public plenary, in a City Council meeting and through the Social Platform as well as in the media.

May to July
2018

- Presentation and public disclosure of the Plan of Action

- Initiation of the Local Action Plan actions

May 2018

May to December
2018
January to December
2019
January to December
2020

- On-going monitoring of the Local Action Plan

- Initiation of the Local Action Plan actions

December
2018,
2019
and 2020

December
2020

- Public Disclosure of the results and the impacts generated by the local Action Plan

6. DESCRIPTION OF RISKS

Risks in the social area are an inherent part of a process, since we work with people and social organizations, which are constantly changing. Unpredictability is a very present concept. Within the scope of the risks associated with the development of the Action Plan, we emphasize the high risk of the difficulty in the operationalization of some actions, due to their high degree of complexity, the slowness in the implementation process, and the need for great commitment and accountability on the part of organizations. In addition, legal and bureaucratic constraints may be factors that hinder the process of implementing some actions. Medium-level risks go through the involvement of organizations, from managers to employees and also from citizens in the actions that will be organized and can therefore influence the results.

In addition, if there is no involvement and commitment from citizens, associations and organizations some of the actions may be compromised. The involvement of the partners is fundamental, since it is the Social Network organizations that are close to the citizens and provide the public services of proximity, which are closer to the representative groups and associations in the municipality.

Therefore, in order to avoid these risks, it is necessary for each action to work on the recognition of these risks in each session, to carry out ex-ante steps that allow us to circumvent or control these risks.

Risk Matrix

	High	Medium	Low	
Difficulty in operationalizing some actions				
Difficulty in complying with the deadlines for implementing the actions				
Difficulty involving the heads and directions of organizations				
Difficulty in involving the collaborators of the organizations in models of intervention of collaborative base				
Difficulty managing partners' agendas				
Difficulty in involving Social Network partners in actions				
Difficulty in involving citizens in actions				
Difficulty of communication and disclosure				
Difficulty of social economy organizations in assuming the dynamization and management of some actions				
Difficulty in developing applications to community funds by organizations for the implementation and dynamization of projects				
Difficulty in circumventing bureaucratic and legal issues				
Integration of actions on the political agenda				

CONCLUSION

The municipality of Amarante has a strong vision in which community involvement, co-creation and social innovation play a crucial role. Therefore, it is its mission to lead the process to enhance the collaboration capacity of the territory and to obtain greater and better involvement of the community.

After two years of a path that does not contain a result in itself but that is configured as a process, putting people at the center of planning is a clear paradigm shift, where the word "change" should be seen as a process and not as a process event.

The Municipality of Amarante, in partnership with the members of the UBACT Local Group (ULG), assumes the responsibility of involving the entities of the territory that integrate the Social Network of Amarante, with the aim of disseminating this paradigm shift, this new way of thinking and work the social problems of the territory in an innovative way, fostering innovative social responses, designed from people to people.

It undertakes to enter on a process aimed at (re) designing public social services based on collaborative models, rethinking existing services, promoting new responses to old problems.

To challenge the old structures, to think and (re) to design new answers and solutions starting from the ideas, opinions, capacities and projects of the citizens.

To promote communication and participation mechanisms, strengthening relationships and trust between citizens and organizations, putting people at the center of planning.

Bringing the municipality, local power, local organizations and citizens together is a fundamental premise.

With the implementation of the actions proposed in the Change! it is intended as an impact to increase citizen participation in local governance projects, increase the

number of collaborative projects between institutions / organizations, increase citizens' participation in the reformulation of public social services and increase the rate of volunteer work in the municipality of Amarante.