

AGENTS OF CO-EXISTENCE

Integrated Action Plan
The city of Quart de Poblet



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Section 1

**Context,
and**

**needs
vision**

Overall theme

The main challenge of the "Agents of co-existence and open government" network is to embrace social innovation and inclusion in all fields of local governance by improving skills and capabilities of municipal staff and creating new organisational structures in order to further boost civic participation and create a more solid basis of democracy. As a result, empowered civil servants with proper skills and attitudes, and better organisational structures will encourage public service innovation.

By the end of the Activation stage, AoCE partnership agreed on focussing on the following themes:

Theme1 - Working together with citizens

Theme2 - Innovators coming into government

Theme 3 - Focus on staff, internal capabilities, and officials as innovators

Theme 4 - New working methods and rethinking the rules.

Inside each theme, partners have identified sub-themes, expressed their knowledge needs, and highlighted their good practices.

All partners are already applying different methods, tools, techniques, and approaches to citizen participation. At the same time, they are struggling **to find solutions to increase trust in government institutions**, tackle polarisation issues and mobilise the silent majority of their population improving the participatory culture of citizens. Fortunately, some partners have well-elaborated systems for cooperating with young people or other specific groups of citizens represented by NGOs. Also, many partners have extensive experience with and tested **tools for participatory budgeting**.

We can safely say that the partners already have a deep knowledge about 'working with citizens' but they have a lack of knowledge on **how to embed the results of citizen participation into the daily work of the administration**. Another important element is the innovations and new ways of thinking that citizens can bring to the table. Generally speaking, civil servants (very often experts in their field) find it difficult to embrace citizens' ideas as possible solutions for the policies being discussed.

Moreover, they struggle to follow up on citizens' ideas, whether the idea has been taken into consideration or explain why it could not be implemented. They are also looking for new ways to communicate these decisions to citizens in such a way that they can easily absorb them. To sum up, partners want to know how **to create transparency in decision-making**.

As mentioned before, AoCE particularly focuses on **improving the skills and capacities of civil servants** (theme 3) to implement citizen participation processes more successfully. Partners found the **communication and facilitation skills** the most important skills of civil servants to be improved. Some partner cities need to improve their civil servants' knowledge of citizen engagement methods. Further, partners wish to focus not only on civil servants in general but focus especially on the leaders of the municipality, to **achieve participatory leadership** in tackling power relation issues. Almost all partners expressed their willingness to **make changes in the attitude, and mindset of their civil servants** to overcome fear and increase motivation for innovation and citizen participation.

On top of upskilling civil servants, partners would like to **explore and establish new working methods** for and rethink the rules of citizen participation (theme 4). As with theme 3, the main questions for partners in this theme are: how to increase cross-department collaborations involving all departments in citizen participation; how to set up and run an internal platform for civil servants being a safe place for innovating and mutual learning; and how to create a clear legal framework for working with citizens. Half of the partners have already

set up a participation department or at least established a position for a participation officer. They will exchange knowledge about their working methods and support those partners who haven't created such a unit in their organisation yet but would like to do so in the future.

Current situation

Quart de Poblet locates in the **proximity of the city of Valencia** which played the main role in its growth. As Valencia expanded, the town became an attractive **suburban destination** for those seeking a more relaxed, yet accessible, lifestyle. Today, Quart de Poblet stands as a **thriving industrial town**, characterized by its robust economy, modern amenities, and a dynamic mix of residential, commercial, and industrial areas. It has a historical journey from a rural village to an industrial hub. Quart de Poblet has a **diverse community**. This diversity enriched the town's cultural landscape, fostering a vibrant and inclusive community. In recent years there has been, and is expected to continue to be, a large influx of new inhabitants due to the opening of new housing spaces. The municipality works to involve all target groups of this diverse community through the **Department of Citizen Participation**. Besides, there is also a **Youth Department** in the municipality that tries to involve young people in the project activities. On top of it, two **councillors** are assigned to citizen participation and open government while the rest of the councillors are also committed to transparency and participation.

This commitment has evolved from occasional collaborations in the organisation of activities of social, economic and cultural interest, and the consolidation of citizen participation councils in all areas (youth, children, women, sports, social...), to the signing of agreements for the management of specific programmes and services. Quart de Poblet has progressively strengthened its resolve to establish mechanisms and tools for ensuring citizen participation, thereby adopting a participatory approach to managing public resources and engaging all stakeholders.

For instance, Quart de Poblet **fosters citizen participation in urban development** through a multifaceted approach. This includes maintaining transparency in decision-making processes and ensuring **open access to information about development projects**. They utilize **online platforms** and **social media** which expands the reach of engagement efforts. Moreover, **civic education** and **information campaigns** are organized to empower residents to participate effectively. Furthermore, collaborations are established with community organizations and stakeholders who contribute to develop inclusive urban plans.

Quart de Poblet City Council is part of various networks of local and regional entities that converge toward the common goal of allowing the sharing of experiences and facilitating joint community revitalization efforts.

They are part of the "Xarxa Participa" (**Participate Network**) initiated by the Huerta Sur Foundation, where **civil servants** from different municipalities and organizations work in a coordinated manner to **strengthen** the associative network and **participation, share information, work on methodologies**, programs, and knowledge.

Also, they are affiliated with the "Xarxa de Governança Participativa Municipal" (**Network of Participatory Municipal Governance of the Valencian Community**), committing to enhance the actions outlined in the Letter of Adherence to the Network.

Finally, Poblet is working on the "Ajuntament Obert" (**Open City Council**) project to make **municipal management more transparent** and facilitate the **interaction of residents with the council** and the municipal government through **virtual tools** (social networks, online platforms), thus bringing municipal public management closer to the inhabitants of the town.

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Relevant existing strategies and policies

The Open Government Department has outlined a strategy with the objective of including a greater number of citizens in citizen participation and involving municipal officials in the different forms of participation.

With that strategy in mind, the "Ajuntament Obert" (Open City Council) project aims to build a more transparent municipal management and facilitate citizen interaction with local government. The objective is to draw up a plan to improve the department's participatory processes, such as the Participatory Budgets, giving them a new dimension where citizen participation fits in with the work of the council's technicians. Similarly, the web platform for the presentation of the Transparency Portal has been changed to have a tool that allows to incorporate new features that allow not only to comply with the obligations of information and transparency that marks the law, but also to create a clear, complete and truthful platform for communication of the work of management with the citizen.



The Department of Citizen Participation of Quart de Poblet is characterized by its commitment to fostering civic engagement. Over the years, the municipality has witnessed the growth of the associative movement, which has run parallel to the development of various avenues for participation.

This commitment has evolved from occasional collaborations in organizing activities of social, economic, and cultural interest to the signing of agreements for managing specific programs and services. Quart de Poblet has progressively strengthened its resolve to establish mechanisms and tools for ensuring citizen participation, thereby adopting a participatory approach to managing public resources and engaging all stakeholders.

The civic management employed by Quart de Poblet is a form of citizen participation in which a non-profit organization is entrusted with the management of municipal activities, facilities, and services that are amenable to indirect management. Its primary objectives include promoting the involvement of the community and/or associations in initiatives of public interest, including the very objects they manage.

As a result, non-profit civic entities, organizations, and citizen associations have the opportunity to participate in the management of services or facilities that are under the ownership of Quart de Poblet.



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This model of public management, involving organized civil society, is formalized through a collaboration agreement. Despite establishing mutual obligations, it does not fall under the legal nature of public sector contracts. Consequently, it does not constitute a form of contracting for public service management, and its scope should not conflict with the basic regulations in public sector contracting, nor the applicable European directives in this regard.



In the last two years, two European projects related to citizen participation have been carried out at the municipal level, such as:

-INCLUDE (CERV): The main target group of Include_EU are the officials of the participating municipalities in charge of managing the processes of citizen participation and social workers from associations linked with civic participation and democratic life. By raising awareness and spreading out European common values among these professionals, we can guarantee that citizen participation processes are carried out in which access is given to the second target group of this project: civilians from European municipalities participating in the project.



-Activism Against Ableism (ERASMUS+): Support European young citizens with disability to promote their social/political participation in issues related to disability and ableism through activism. It seeks to foster social awareness and differently abled citizens' empowerment so that they can voice their needs and contribute to policymaking in the area.



Problem identification

The ULG is composed of members of the 2 departments involved in the project objectives. On the one hand the Department of Citizen Participation and on the other hand the Department of Open Government and Transparency, being involved both the technical part, represented by the civil servants, and the political part, through the councillors in charge. On the other hand, citizens are represented by the Local Council for Citizen Participation, which works directly with the council to achieve the objectives of the IAP, both in the creation of the actions and in their elaboration, thus being an indispensable element in the IAP.

The strengths of the municipality of Quart, within the Open Government section would be its accumulated experience, being one of the pioneer municipalities in Spain in creating an Open Government department within the city council, the capacity of the municipality to reach the citizens and the web platform with the tools available to make a quantitative and qualitative improvement of the openness and transparency of information.

The weaknesses of the same would be originated by the difficulties in the management and discrimination of such information, which generally clashes with the availability and resources of civil servants when it comes to transmitting such information in a clear and understandable way. The deadlines within which the administrative structure operates are also a weak point in terms of the presentation of such information to the citizen.

The legislation establishes deadlines and contents that the municipality tries to comply with, but for which an additional effort is needed to have a true reflection of the current situation of the transparency portal (online platform from which the information is offered to the citizen), which are its weaknesses and which points need to be improved, reinforced and implemented in the future to achieve that objective, which is none other than the improvement in transparency.

As for the second focus of attention of the project, citizen participation, the municipality of Quart has as a great strength with the great associative trajectory it enjoys (in relation not only to the surrounding localities but with respect to the whole state), where 151 associations of different areas (sports, seniors, culture, women...) are registered and act as a bridge between the council and the citizenship, establishing strong participation links.

However, the associative sphere suffers from a lack of renewal, with no generational change having taken place, and there is a danger of a decline in the representation of associations and a future disconnection between citizens and the municipal government if the situation is not reversed.

On the other hand, as a strong point, the municipality has 13 local advisory councils that advise the municipal action in a sectorial way, each of them addressing the issues in which they are specialized and even planning actions that have great impact on the life of the town and constituting real achievements that, without this joint work, could hardly have led us to the current situation; which have led to a strong socio-cultural and participatory approach to the development of the municipality.

However, over time, these councils have become permeable to the influence of political parties and, moreover, have been configured in an endogamic way, affecting their representativeness. Fearing that this could put an end to the enormous usefulness of the Local Advisory Councils, a regulatory change is being formulated in their formations to increase participation, eliminate political influence and reinforce their value as a connector between the city and the municipality.

Quart de Poblet, as a town very close to a large city such as Valencia, is constantly facing the challenge of maintaining its identity as a municipality, its connection with its citizens and their participation in the issues that concern its inhabitants. The current construction of residential buildings within the area of the town, which will mean the incorporation of thousands of new citizens to the municipality, constitutes a colossal challenge for the integration of this new population. It is therefore necessary to create a strong and active associative and participatory network to meet the new needs that will undoubtedly result from the new local reality. Similarly, at the local government level, it is necessary to create a bond of trust between citizens and leaders that allows and encourages citizen participation, being Open Government and Transparency in information basic pillars to achieve it.

Quart de Poblet is interested in knowing how all members of its community can actively participate in decision-making processes that affect the municipality. What tools should we apply to include more people in citizen participation? How can we encourage citizens to actively participate in public affairs? In order to do this, it is necessary to establish stable resources to support the active participation of citizens, so this will be a point of focus in the coming years. In terms of human resources, we want to learn how to involve municipal staff in different forms of participation. Quart de Poblet also faces challenges related to communication with citizens. We would like to know how to ensure transparency, both in the information provided to citizens and in the clarity of the actions of public employees. In this sense, the city is aware of the importance of creating strategies for systematising information and monitoring the actions carried out.

Based on the lessons learned from AoCE partners, the focus of the Integrated Action Plan will be on developing and adapting tools, methods, practices, and processes which promote transparency, inclusivity, and empowerment within the local governance structure. This, to reach effective citizen participation which contributes to better decision-making, improved service delivery, and a stronger sense of community. It also aims to establish a system for welcoming and integrating new groups of citizens who join.

We would like to get inspiration to create a channel inside the municipality where all departments can communicate with each other and with citizens smoothly and effectively as their testing action. To do this, we will introduce changes to their website and communication channels (citizen service, offices, app, social networks...). Further, we wish to increase the possibilities of carrying out online procedures by incorporating training and accompaniment processes for citizens, organise and coordinate the council's internal information and carry out periodic open consultations.

Also, we want to innovate in reception and welcome systems to facilitate integration of new inhabitants. The civil servants will receive training to use the channel effectively without duplicating tasks or slowing down processes.

Strengths

- Experience in the associative and Open Government fields.

Weaknesses

- Difficulty in managing and discriminating data.
- Deadlines defined by the Legal Framework

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- Prepared platform (Transparency)
- Legal framework
- Significant number of associations at the local level.
- Structure of Local Advisory Councils

- Lack of renewal of the associative network
- Political influence on Local Advisory Councils

Opportunities

Threats

- Renewal and strengthening of the associative network and Local Advisory Councils.
- Improvement of participatory processes (Participatory Budgets).
- Promotion of the Transparency Platform

- Citizen distrust due to lack of access to reliable and clear information.
- Politicization of Local Advisory Councils.
- Disaffection of the population in the associative sphere.
- Lack of participation in participatory processes

Vision

"A more transparent, open, associative and renewed Quart de Poblet."

Bringing local government closer to citizens and involving them in decision-making are the basic pillars for increasing citizen confidence in public institutions as well as the best way to maintain social cohesion and participation.

In Quart we believe that transparent action, with truthful and understandable information, will encourage political participation and that a strong associative movement in the locality will help social participation, the two fundamental bases of coexistence.

Our vision is a future where citizens have quick, complete and understandable access to all relevant data on the actions of the local administration, which gives them a clear idea of the motivations and resources, and which encourages them to become more informed and to participate through the tools that civil servants make available to them. On the other hand, we also believe in a strong, active and dynamic social movement that, through associations, articulates the needs and demands of the citizens, that helps in the formulation of actions and that serves to create a basis for coexistence that maintains a sense of belonging to the locality.

Main integration challenge(s)

The situation of Quart de Poblet could be considered advantageous within the context of the region and the country, with an important associative movement, with trajectory, installed in the municipality and being pioneers in the management of open government and transparency, the municipality starts from more than acceptable levels of integration. However, as has already been developed in previous sections, the current situation reflects certain structural failures that need to be solved to maintain current levels of participation and action is needed in both areas to improve it.

In the area of Open Government and Transparency, the city council currently has the technical basis (the Transparency platform, created a year ago to replace the previous one, is a fundamental tool not only for the present but also for the future) to increase transparency and the flow of information with the citizen, however, the provision of data, the net contribution of the civil servant, does not have adequate channels to comply in form and time with the standard that the municipality is trying to achieve. The Participatory Budgets, on the other hand, which are now in their sixth edition, have the challenge of trying to significantly increase citizen participation in all their phases, from the formulation of proposals, their election and the fulfilment of their execution. This year, a reformulation process has been initiated that has achieved a significant increase in citizen participation in all its phases, which marks the way to refine the system and achieve ever greater levels of participation.

In the associative field, Quart de Poblet has a large number of associations that cover practically all social areas of life in the municipality, with strong roots in the social structure. Their structures constitute an important link between the local government and the citizen. The Department of Citizen Participation is the link between the different associations and the local government.

The department has detected a decline in the local associative movement, with a lack of generational renewal that can reduce the strength of the representativeness of the associations in the locality, therefore it tries to act as a promoter of the regeneration and revitalization of the local associations.

The Local Council for Citizen Participation, representing the citizens, the technicians and civil servants of the Citizen Participation and Open Government departments and the respective councillors of different political colours, work in a consensual manner to achieve the objectives of the Integrated Action Plan. These objectives could hardly be achieved if the strategies were not in line with the other actions of the different levels of government, beyond the particularities of the municipality, from the local to the national level. Unfortunately, the different political colours of these levels and the existing polarisation have repercussions on the coordination of strategies and objectives. In any case, from Quart de Poblet, we always try, in all areas of action, to carry out actions of a clearly supportive, participatory and inclusive nature, in line with the values of the Charter of Rights of the European Union.

The forthcoming construction of a large residential neighbourhood will mean the incorporation of thousands of new inhabitants to the municipality, which the municipality has to know how to include in its current social structure in order not to lose its identity as a town, this cannot be achieved if it is not possible to create a link between the municipality and its inhabitants, if spaces of coexistence are not created and if they do not participate in the political, social and cultural life of the town.

The actions to be implemented take into account their time projection. The Transparency Portal in the area of Open Government is expected to be a sufficiently flexible tool so that its use can be extended and adapted

over time, and the Citizen Participation actions are aimed at having a motivating effect that will lead to a sustained increase in the associative activity of the town.

It is clear that in order to achieve the integration of all these aspects, the participation of all interested parties is necessary. In Open Government our objective is to achieve citizen participation (at a much higher level than at present), through trust and training in the tools we make available to them, in the same way that the participation of civil servants is indispensable for everything to work. With regard to Citizen Participation, it is obvious that the fundamental weight of action falls on the associations in the municipality, and it is the job of the council's civil servants to motivate, support and advise them, carrying out the necessary tasks to keep the flame of associationism alive in the locality.

In the current social and economic context it is essential to carry out any action without losing sight of cross-cutting issues such as gender, trying to ensure that participation and representation are a true reflection of society without leaving any group out, promoting gender equality both in the local association movement and in the representation in the Local Advisory Councils and promoting the inclusion and non-discrimination of minority groups either by creating new associations and spaces or encouraging their inclusion in existing ones.

In a society in which the population pyramid is inverting, and where the cultural, economic and social weight of the elderly is increasing, it is very important to keep this group involved and active in associative and participatory issues. In a context where everything tends to be digital (due to the immediacy of mobilizing, involving and sharing information) it is important that the digital divide does not become an obstacle for the elderly while the administration is able to take advantage of the full potential of digital tools.

All these issues are going to be implemented in a stressful, tense and agitated social environment, with ideological positions confronted with immobile attitudes that do not invite to dialogue. Being able to propose actions to be taken without falling into continuous confrontation is perhaps the greatest challenge when it comes to addressing the measures to be taken.

Section 2

Overall logic and integrated approach

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Strategic objectives

The strategic objectives are framed in two areas, the first would be Open Government and the second would be Citizen Participation. We have established two objectives per area, as follows:

Open Government:

- To improve citizens' trust in the institution through greater transparency. To achieve this improving the quantity and quality of information presented to citizens will be necessary. The vision of the action is based on the idea that access to complete, accessible, and clear information will lead to an increase in citizens' trust in the local administration.

- Establishing better co-decision mechanisms in local policies by improving the relationship between citizens and civil servants. Aligned with the previous objective of improving citizen trust, this objective seeks to achieve an increase in citizen participation derived from that increased trust. It seeks both to train civil servants in the tools at their disposal to vertebrate co-decision and to inform the citizens of these tools so that they use them actively.

Citizen participation:

- Strengthen the associative movement of the municipality to make it representative of the social mass of the municipality. This objective is fundamental for the good health of the local associative movement, trying to keep it away from political interference and training a new generation in the associative sphere.

- To establish links between the associations of the municipality to improve their dynamics and produce synergies between them. It is a fundamental objective to encourage and favour the exchange of knowledge between associations to create a strong and resilient fabric capable of helping each other and not being dependent on the impulse and tutelage of the administration.

Actions

Due to the characteristics of the political organisation of the municipality, the areas of intervention are divided into two, Open Government and Citizen Participation, each of which has a different scope of action, with its own strategic objectives and therefore a series of actions linked to them. All of them have council staff and citizens as participants in the actions, with the difference that Open Government actions are aimed at citizens in general and Citizen Participation actions are aimed specifically at associative sphere of the locality.

There is a fundamental difference in the approach of the two areas of the IAP. While in Open Government the actions are carried out consecutively, one action follows the other, to achieve a clear path in which one objective depends on the success obtained in the previous one (increased trust leads to increased participation in co-decision); in Citizen Participation the coordination action is carried out simultaneously with the others, in order to articulate the actions so that both objectives can be achieved simultaneously, taking advantage of the synergies of the actions to be carried out.

Open government:

In open government we have differentiated three types of intervention: diagnosis/formulation, tool/material adequacy and training/implementation. The IAP orbits around the concept of transparency and develops sequentially through it. The first objective, aligned with the improvement of the citizen's perception of the institution, has the transparency portal as its central axis and is

associated with the most complex action of the IAP (which is, in turn, one of our testing actions). The improvement and adaptation of the transparency portal is to serve as the starting point of the Action Plan, and marks the path to be followed for the rest of the actions until the second objective is achieved, establishing better co-decision mechanisms in local policies by improving the relationship between citizens and civil servants.



At the moment, our main action within Open Government, the adaptation of the transparency portal, has crossed the halfway point of its implementation, leaving us with important lessons to be taken into account. We have realised that unifying information is a very difficult task, and there are even things that we have not been able to achieve because there do not seem to be areas responsible or they have been left somewhere unspecified. It is difficult to sort out all the information and there is a fear of what is officially obligatory (because of the extra effort involved).

The work of monitoring and insisting on the areas by the Open Government department has achieved a reactivation of the civil service, ensuring that action is adjusted to the previously determined deadlines.

One of the main lessons learned has been to become aware of the legal requirements and the need to activate the administration, make it dynamic in the management of information, automate the channels and avoid work overload. For all this, the Transparency Portal is proposed to be an open data portal, with a view to the implementation of AI, which will become an essential tool in the near future.

The action that has been completed was the Participatory Budgeting action. The first thing that was learned with this action is that the proposals in the hands of the citizens are sometimes

unrealisable, the technical part is too hard a filter for many of them. This year, however, the most important ones have been achieved thanks to the work of the technicians of the corresponding areas, making a double effort. We have learned to work at a technical level with the proposals from the public, which we assume will result in a lesser workload in future editions.

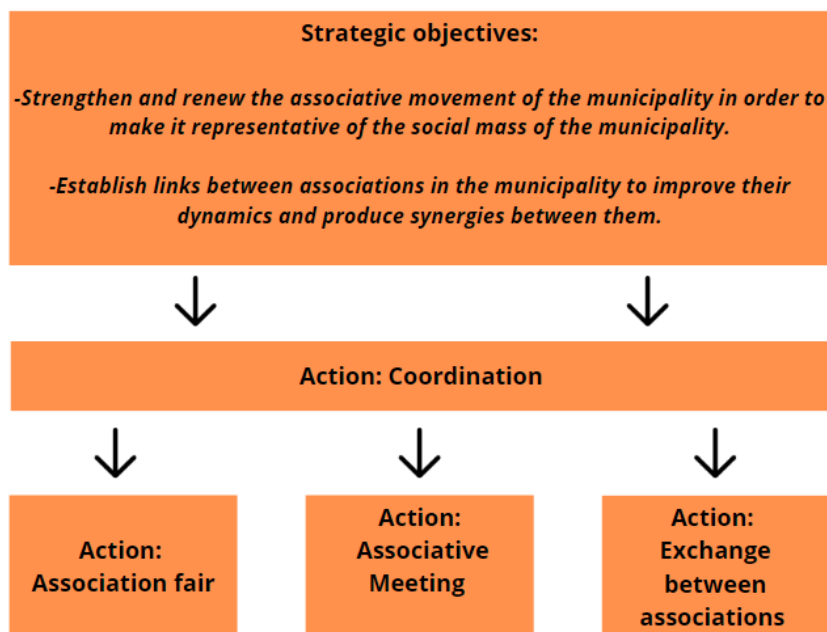
The idea behind the management of citizen proposals in this and future editions is that they should be linked to the Sustainable Development Goals of the 2030 Agenda. The new situation derived from the destructive effects of the DANA (Isolated High Level Depression, in Spanish acronym) will link next year's Participatory Budgeting to the rehabilitation, reconstruction and risk prevention of the municipality. At this point in time, which is still in the flood damage assessment phase, it is not possible to anticipate what the timetable of the next Participatory Budget will be, however, we can anticipate that it will continue to be executed with the same phases and times as those established in the action table, as they have proven to be adjusted to the needs of the action.

The inclusion of a CHATBOT to accompany digital participation is being considered, incorporating new technologies that serve to improve the citizen experience and do not impact on the work of the public employee.

What we will certainly do from the next edition onwards is to invest in direct advertising of the participatory campaign on social networks through a specialised company. In this way we will increase the dissemination of the action by working on one of its weak points, which is to reach as many citizens as possible.

Citizen Participation:

In Citizen Participation actions we have three types of intervention: planning, management and dissemination. As the strategic objectives of the area are so intrinsically linked, a coordination action has been established, which allows for the economisation of efforts and tasks, and which serves as the main backbone of the area's Action Plan (Associat Quart). This action will be mainly aimed at planning the actions, while at the same time considering the recruitment of associations, the work sessions, the programming of activities, as well as other transversal aspects such as dissemination. More specifically, the other actions arise, which are aimed at the strategic objectives, all of them having factors that are related to both. The Associative Meeting and Association Fair actions are aimed at strengthening the associative fabric of Quart, creating events that have a multiplying effect at the local level, that serve to attract new members and that in turn generate links between the different associations to increase their diversity, their representativeness and generate an exchange of knowledge that improves their response capacity and makes them more independent from the thrust of the administration. The Inter-Association Exchange action is linked to the objective of establishing links and improving the resilience of associations, creating synergies and helping to exchange knowledge.



Among the Citizen Participation actions, we have completed the ‘Associative Meeting’ action, which has also been a Testing Action of our IAP. The implementation of this action has taught us several lessons that will undoubtedly help us in the implementation of the rest of the plan.

Our intention, at the beginning, was to generate dynamics that would allow the associations themselves to take over the organisational responsibility in the future (as soon as possible), however, we have observed that the participatory enthusiasm does not have the same impetus in the organisational aspect. It has been observed that all the tasks that are extended over time, involving a continuous effort of participation on the part of the associations, end up generating a lack of attention that forces the municipal department to take the lead and take charge, in the same way, when it is a punctual action over time, participation is high and the objectives are achieved in a satisfactory result. This is the main reason why the number of organisational meetings we had planned was drastically reduced from the 15 initially planned to the 5 finally held, the lack of involvement in a continuous effort was mitigated by giving the meetings held an aspect of uniqueness that encouraged participation. These meetings were also used for the other actions of the Citizen Participation IAP (Associative Fair and Exchange between Associations), all of which were framed within the department's Coordination Action.

The rest of the objectives up to the event were achieved without any problems, following the deadlines set when planning the action, with the dissemination work carried out by the associations themselves being especially important, this being the part that has had the greatest involvement on their part, with the organisational and logistical issues falling into the hands of the technicians of the Citizen Participation department.

The event in itself can be considered a success, although it is true that our initial expectations were very high, seeing the development of the action, we realised that the level of participation finally achieved has been quite an success. There was a participation of 350 people representing 38 associations, most of them the most numerous and participative in the social sphere of the

municipality (leaving out mostly sports associations -clubs- and festive associations -fallas and Moors and Christians-). The event was very participative, cordial and enjoyable, and the assessment of the participating associations was very positive.



The intention for future editions is to pass on tasks for the realisation of the event to the associations, with the final objective that the associations themselves will be the organisers of the event and the Municipality will remain only as guarantor and observer, realistically this objective would be in the long term.

The department's plan is to make it a biennial event and to alternate it with the Associations Fair, which is also part of our IAP and which we plan to hold in May 2025, with organisational steps already being taken in this regard since the last quarter of 2024.

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SECTION 3 **Action Planning** **details**

Open Government Planning Actions

Action title: Transparency as a basis for public trust and confidence		Action Owner: City council of Quart de Poblet (Open Government and Transparency)	
Action summary: Achieving a transparency portal that not only meets the legal requirements but also boosts citizens' trust in the municipal institution is a very important action to be taken in order to not only comply with the legal framework but also to strengthen and improve citizens' trust in the local administration.	Stakeholders: City Hall Citizenship	Source of inspiration: THEME 2: INNOVATORS COMING INTO GOVERNMENT, with section 2.2. Improve the internal flow of information, serves as a basis for action, as well as section 1.2. Tools to stimulate and boost civic participation of THEME 1. WORKING TOGETHER WITH CITIZENS The Gdansk Transparency Portal as well as Banska Bystrica's access to citizen information served as inspiration for a renovation of the Quart de Poblet Transparency Portal.	Finance and resources: Municipal Budget Subsidy from the Provincial Council
		Links to strategy: Regulatory Framework for Open Government and Transparency Open Government Action Plan of the Provincial Council and of the GVA	Challenges-Mitigation: Make dispersed information accessible. Make processes automated. Contract with company to automate (official submissions) Linking the e-office with the portal Use of interdepartmental coordination space for internal

			procedural aspects
Action steps	Related activities	Timeframe	Outputs
Normative Compliance Audit	Search for specialised auditing_Contracting	June/August 2024	report with the final result of the audit
Linguistic audit	Search for specialised auditing_Contracting	July 2024/August 2024	report with the final result of the audit
Report on the linguistic situation and analysis by municipal technicians	the preparation of a progress report by the area's officials	September 2024/December2024	report with the final result of the audit
Adaptation of obligations	discrimination of information to be adaptedCommunication with the departments that have to provide this information.Use of the transparency portal tool	June 2024/December 2024	transparency portal in accordance with the regulations
Automation of civil servants' contributions	training and explanatory sessions on the use and uploading of information to the transparency portal	January/December 2025	officials familiar with the transparency portal tool
Dissemination of the portal's functionalities (internal and external)	dissemination campaign through social networks of the new functionalities and features of the transparency portal	January/December 2025	Citizens are informed about the functions of the transparency portal.

Action title: New framework for participatory budgeting		Action Owner: City council of Quart de Poblet (Open Government and Transparency)	
Summary of the action: Participatory budgeting is a fundamental tool in the co-decision making process between the city council and the citizens. Unfortunately, this tool is often hindered by a lack of participation and by decision-making mechanisms that discourage or directly exclude citizens from the process itself. It is therefore necessary to adapt the management of participatory budgets to the new digital tools, making it possible for all citizens to propose and not only vote on actions, and to decisively promote their participation in the process, both in the formulation of proposals and in the final vote of the process.	Stakeholders: City Hall Citizenship	Source of inspiration: THEME 2: INNOVATORS COMING INTO GOVERNMENT, with section 2.2. Improve the internal flow of information, serves as a basis for action, as well as section 1.2. Tools to stimulate and boost civic participation of THEME 1. WORKING TOGETHER WITH CITIZENS The Gdansk Transparency Portal as well as Banska Bystrica's access to citizen information served as inspiration for a renovation of the Quart de Poblet Transparency Portal.	Finance and resources: No need for new resources
		Links to the strategy: Basis for participatory budgeting	Challenges-Mitigation: Expand the number of people and alleviate the lack of participation and involvement. Being able to make proposals encourages participation; in addition, new technologies continue to be sought to improve accessibility to all the processes of the action. Paid Media campaign Training courses for groups at risk of

			exclusion
Action steps	Related activities	Timeframe	Outputs
Reformulating the bases	Political drafting of the new bases with the validation of the driving group (Citizen Participation Council)	Last quarter of 23	New Bases for participatory budgets
Adaptation of the digital tool	External company that adapts the participation portal	Last quarter of 23	Participation portal ready for use
Dissemination campaign	Physical and digital. Campaign in networks. Fireta de Nadal as a dissemination point for citizens	Last quarter of 23	Information and collection of proposals
Technical management of proposals	City council technicians assess the viability of the proposals	First quarter of the '24	Realisable proposals ready for the voting process
voting	Paid dissemination of the process in rss	First quarter of the '24	Voting available to all citizens. Massive increase in participation
Incorporation of the selected proposals into the budgets	Through the municipal plenary	second quarter of the '24	Assumption of the obligation by the municipality
Realisation of the proposal	Each responsible department assumes the materialisation of the proposal	All the remaining year	Realisation of the proposals as far as possible

Action title: Training the citizen		Action Owner: City council of Quart de Poblet (Open Government and Transparency)	
Summary of the action: In order to achieve the objectives of our IAP it is necessary not only to have the right tools for citizens' participation but also for them to be able to make full use of these tools. Therefore, a fundamental action is to train in the digital tools necessary for involvement in the processes of co-participation. This training will take the form of courses for citizens, which will allow the creation of a series of materials that can also be made available to the public.	Stakeholders: City Hall Citizenship	Source of inspiration: THEME 2: INNOVATORS COMING INTO GOVERNMENT, with section 2.2. Improve the internal flow of information, serves as a basis for action, as well as section 1.2. Tools to stimulate and boost civic participation of THEME 1. WORKING TOGETHER WITH CITIZENS The Gdansk Transparency Portal as well as Banska Bystrica's access to citizen information served as inspiration for a renovation of the Quart de Poblet Transparency Portal.	Finance and resources: No need for new resources
		Links to the strategy: Transparency law	Challenges-Mitigation: Facilitating access to information to alleviate citizen disaffection Include the maximum participation group Training courses for citizens Publicising the portal
Action steps	Related activities	Timeframe	Outputs

diagnosis	Study of the current participation and analysis of results	Last quarter of 23	Accurate overview of the current situation
Development of digital tools	Transparency portal, participation portal and app	Until first quarter of '24	Tools at the citizen's fingertips
Training talks	Proactive dissemination of training talks (dissemination points in the municipality). Talks in municipal centres	Until the end of '25	Training materials

Action title: Training the civil servant		Action Owner: City council of Quart de Poblet (Open Government and Transparency)	
Summary of the action: Just as it is important to train citizens in the use of the tools available to them, civil servants must also have the necessary training to ensure a constant flow of information with citizens. A fundamental action will be to train civil servants in the use of the tools for automating files and their incorporation into the transparency portal.	Stakeholders: City Hall Civil servants	Source of inspiration: THEME 2: INNOVATORS COMING INTO GOVERNMENT, with section 2.2. Improve the internal flow of information, serves as a basis for action, as well as section 1.2. Tools to stimulate and boost civic participation of THEME 1. WORKING TOGETHER WITH CITIZENS The Gdansk Transparency Portal as well as Banska Bystrica's access to citizen information served as inspiration for a renovation of the Quart de Poblet Transparency Portal.	Finance and resources: No need for new resources
		Links to the strategy: Transparency law	Challenges-Mitigation: The resistance of the civil servant to change his method of working will have to be reversed by informing them of the advantages of automation and in improving the citizen's view of his work
Action steps	Related activities	Timeframe	Outputs
Motivation campaign for officials	Meetings with departments and collection of	2024	SWOT information, necessary information for the transparency

	documentation and analysis of needs and shortcomings.		portal.
Training	Face-to-face courses and protocols will be established	Since April '25	Automation of information

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Citizen Participation Planning Actions

Action Title: Association fair		Action Owner: Quart de Poblet (Citizen Participation)	
Action summary: The Associations Fair as a meeting point at local level must serve to achieve the two strategic objectives of the area, both to strengthen the associative movement and to establish meeting points between associations. The aim is to create an event in which the majority of the local associative mass participates, involving them in the planning, management and execution of the event, making them not only participants in the impulse of the city council but above all protagonists of the meeting. A joint planning is established between the city council and the associations, in which the deadlines are established, the activities are determined and the communication plan is carried out. For the realisation of the event, the municipality provides the means and the associations determine the content.	Stakeholders: City Council Local Council for Citizen Participation (LCCP) Associative entities	Source of inspiration: The first meeting, whose theme was THEME 1. WORKING TOGETHER WITH CITIZENS, in its section 1.2. Tools to stimulate and promote citizen participation and, through participation, social inclusion; serves as an inspiration. Similarly, the associative actions of Budapest's District 9 served as an example of a strong and interconnected associative movement.	Finance and resources: Municipal area budget AoCE contribution Own resources of the participating associations
		Links to strategy: It is linked to the principles of the Citizen Participation Charter (a document at the local level that gathers all the work actions at the associative level).	Challenges-Mitigation: The challenge is always the lack of involvement of associations and the ability to mobilise citizens. Citizen Participation works actively to motivate associations by providing them with management capacity and organisational resources, as well as by carrying out dissemination work.
Action steps	Related activities	Timeframe	Outputs

Schedule programming meetings	Working sessions of activities with the entities Activity scheduling	October '24/May '25	To hold at least 10 programming meetings.
Preparation and implementation of budgets and communication plan.	Locate suppliers, search for budgets, meetings to establish the objectives of the communication plan.	October '24/May '25	Communication plan Expenditure proposals
Conducting regular organizational meetings	meetings between ULG members and the various local associations	October '24/May '25	commitments of participation, management of activities and common objectives between the associations and the municipality.
Development and implementation of a dissemination plan	development of the dissemination plan creation of materials dissemination of materials	February/May '25	outreach materials - social media outreach
Execution of the fair	planning meetings procurement of necessary services and supplies event realisation	May '25	The participation of at least 50 local associations will be attempted.

Action title: Associative Meeting		Action Owner: Quart de Poblet (Citizen Participation)	
Action summary: The Department of Citizen Participation is proposed to carry out an action based on the organization of an event in which the entities of the associative network of Quart meet with the aim of sharing experiences and actions they have done throughout the year, as well as unify in a single act any other representative activity of the associative field to achieve the greatest possible impact and dissemination within the local associative network. The aim is to bring together again the local associations, create links between them, and revitalize and energize the associationism. .	Stakeholders: City Council Local Council for Citizen Participation (LCCP) Associative entities	Source of inspiration: The first meeting, whose theme was THEME 1. WORKING TOGETHER WITH CITIZENS, in its section 1.2. Tools to stimulate and promote citizen participation and, through participation, social inclusion; serves as an inspiration. Similarly, the associative actions of Budapest's District 9 served as an example of a strong and interconnected associative movement.	Finance and resources: Municipal area budget AoCE contribution
		Links to strategy: It is linked to the principles of the Citizen Participation Charter (a document at the local level that gathers all the work actions at the associative level).	Challenges-Mitigation: Lack of motivation and commitment from the organizational entities. It would be mitigated by a thorough follow-up of all planning phases.
Action steps	Related activities	Timeframe	Outputs
Convene the LCP and to establish lines of action	LCCP meetings where the new statutes and action plan are approved.	May '24	Minutes of the meetings where the decisions of the LCP are recorded.

Schedule programming meetings	Working sessions of activities with the entities Activity scheduling	May/September '24	To hold at least 15 programming meetings.
Preparation and implementation of budgets and communication plan.	Locate suppliers, search for budgets, meetings to establish the objectives of the communication plan.	May/September '24	Communication plan Expenditure proposals
Conducting regular organizational meetings	meetings between ULG members and the various local associations	May/September '24	commitments of participation, management of activities and common objectives between the associations and the municipality.
Development and implementation of a dissemination plan	development of the dissemination plan creation of materials dissemination of materials	June/September '24	outreach materials - social media outreach
Execution of the meeting	planning meetings procurement of necessary services and supplies event realisation	27 September '24	almost 400 people representing more than 100 local associations

Action title: Exchange between associations		Action Owner: Quart de Poblet (Citizen Participation)	
Action summary: The exchange between associations is directly linked to one of the strategic objectives of Citizen Participation, that of establishing links between the network of associations in the municipality in order to make it more resilient. Through meetings with the local Associative Working Group, voluntary associations are sought to carry out the exchanges, after which the details of the exchange are planned and a series of activities are added, linked to the receiving association, which are also open to the public as a way of attracting social mass.	Stakeholders: City Council Associative entities	Source of inspiration: The first meeting, whose theme was THEME 1. WORKING TOGETHER WITH CITIZENS, in its section 1.2. Tools to stimulate and promote citizen participation and, through participation, social inclusion; serves as an inspiration. Similarly, the associative actions of Budapest's District 9 served as an example of a strong and interconnected associative movement.	Finance and resources: No funding required
		Links to strategy: It is linked to the principles of the Citizen Participation Charter (a document at the local level that gathers all the work actions at the associative level).	Challenges-Mitigation: The lack of voluntary associations would be the great challenge, but the city council encourages associations to collaborate by showing them the positive impulse of the action and facilitating the planning and management of the exchanges.
Action steps	Related activities	Timeframe	Outputs
Meetings with the Associative Working Group	Meetings to determine the scope of the exchange and the associations interested in carrying it out.	October '24/March '25	6 associations willing to carry out the exchanges

Planning of activities	Detailed scope of exchanges and activities to be carried out	October '24/March '25	Development of exchanges and activities open to the public
Exchanges organised	Events open to the public and associations are exchanged	October '24/March '25	At least 6 exchanges between the partner associations with open activities.

Action title: Coordination		Action Owner: Quart de Poblet (Citizen Participation)	
Action summary: The coordination action serves as the backbone of the rest of the Citizen Participation actions. It is structured through the LCCP meetings and the decisions taken therein. This action is carried out in parallel to the other actions, in order to economise and make efficient use of the time dedicated to planning the actions together with the associations. Thus, this action starts and ends with the IAP and its results are determined by the development of the other actions.	Stakeholders: City Council Local Council for Citizen Participation (LCCP) Associative entities	Source of inspiration: The first meeting, whose theme was THEME 1. WORKING TOGETHER WITH CITIZENS	Finance and resources: No funding required
		Links to strategy: It is linked to the principles of the Citizen Participation Charter (a document at the local level that gathers all the work actions at the associative level).	Challenges-Mitigation: The challenge is to keep the actions aligned with the objectives, to plan them correctly over time and to maintain the participation of the associative community.
Action steps	Related activities	Timeframe	Outputs
Convene the LCP and to establish lines of action	LCCP meetings where the new statutes and action plan are approved.	May '24	Minutes of the meetings where the decisions of the LCCP are recorded.
Schedule programming actions	Working sessions of actions with the entities Activity scheduling	May '24/May '25	To hold at least 25 programming meetings.
Preparation and implementation of budgets and communication plan.	Locate suppliers, search for budgets, meetings to establish the objectives of the communication plan.	May '24/May '25	Communication plan and Expenditure proposals of the actions
Development and implementation of a dissemination plan	development of the dissemination plan	May '24/May '25	outreach materials - social media outreach

	creation of materials dissemination of materials		
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IAP SECTION 4:

IMPLEMENTATION FRAMEWORK

Governance

The figure of the ULG has been fundamental in enabling governance in Quart de Poblet to evolve from a traditional approach to an innovative, open and collaborative model, where transparency, citizen participation and cooperation between local actors are fundamental pillars in decision-making. This transformation stems from the need to rebuild citizen trust—which has been generally affected by a crisis of confidence in institutions resulting from multiple corruption scandals and a lack of solutions to basic social problems such as employment, housing, education and healthcare—and to address complex urban challenges (digitalisation, diversity, inclusion, climate resilience, etc.) that require solutions adapted to local realities and coordinated between the different agents of change.

The central idea of the IAP is to integrate this reality into the governance strategy. The municipality, with a solid and active associative fabric, has sought to establish, through actions such as the 'Sopar Associatiu' and the 'Feria Associativa' —promoted by the Department of Citizen Participation— a commitment to strengthen synergies between associations, promote the exchange of good practices and facilitate citizen involvement in community life. These initiatives not only boost social capital, but also enrich public policies with diverse perspectives.

The Transparency Portal has sought to provide citizens with comprehensive, accurate and easily accessible information on government action, with the aim of using this information and the participatory and associative tools available to get people involved in the decision-making process, make them feel included in the process and increase their confidence in it. The Urban Innovation Laboratory has worked directly with civil servants to promote a change in mindset and openness to new methods of co-governance, where information flows constantly, avoiding stagnation and bottlenecks that slow down the process. The aim is to create an experimental space where citizens, the administration and experts can co-design solutions using methodologies such as the 'Hexagonal' model (openness, prototyping, collaboration).

The Local Urban Group (ULG), made up of Open Government and Citizen Participation technicians and politicians, with the coordination of the European Projects department, has sought to articulate this vision. Once the 'Agents of Co-Existence' project is complete, the work of the ULG will continue, as collaboration between the two departments — which represent the two links between citizens and civil servants — is of vital importance. The various Local Councils constitute the link with citizens and the associative fabric, and their regulations have been modified to align them with the

objectives of the plan—making them impervious to political influence and renewing their members—thus becoming another fundamental pillar of governance at the local level.

Therefore, collaboration between the two departments, both at a technical and political level, will remain unchanged, even though the ULG no longer formally exists as a specific group or department. The synergies between the two are an essential requirement for the continuity of actions beyond the formal framework of the European project. The Mayor's Office, as the highest authority of the City Council and the ultimate guarantor of the objectives set, will ensure that this relationship remains active.

This is reflected in future actions: initiatives linked to the associative movement will continue to be carried out; the 'Sopar Associatiu' and the 'Feria de Asociaciones' will become biennial events, organised by the local associative network under the supervision of the Department of Citizen Participation; the Transparency Portal, supervised by the Open Government Department, will continue to operate; and the Urban Innovation Laboratory, which will report to the Mayor's Office, plans to remain operational at least until 2026 in order to consolidate sufficient learning.

Monitoring framework

Governance and Reporting Process

The monitoring framework is integrated into municipal governance through a process structured to ensure continuous evaluation and accountability. The Urban Local Group (ULG) has had as function to be the steering committee, overseeing the implementation of the Action Plan, in the case particular to Quart de Poblet, the meetings Preliminary meetings at the ULG Core Network Meetings have served as a review of the state of the project, has gone analyzing the progress of the same and it is where the adaptation measures have been taken necessary, with the last meeting to be held in January 2026, after the completion formal of the project, it will be decided in which The format continues the coordination between areas, although as has become clear during execution of the project, collaboration close relationship between Government Open and Participatory Citizenship is indispensable in everything case.

Due to the two branches of objectives of the project, the responsibility of the monitoring of implementation actions of the plan itself same It falls to the Government Department Open and Participation Department Citizen, acting as entities implementing bodies. The conclusions and adjustments resulting from this process will be channeled formally towards the Mayor's office, ensuring support political necessary for decisions corrective actions and the continuity of actions further there of the frame of the project European.

STRATEGIC AREA 1: OPEN GOVERNMENT

Regarding the objectives of the part linked to the Government Open We will focus on the main action of the Transparency Portal, and on training for officials through of the Innovation Lab Urban, since the budget participatory The events following the DANA storm of 2024 have been put on hold.

There are two indicators clear indicators that measure success from the Transparency Portal :

As a web portal, we can measure the volume of traffic it has generated. Given that we are starting from a baseline of 0 (since the portal did not exist previously), it will be in the 2026 fiscal year when we can measure whether the portal maintains the traffic generated, remains stable, or decreases. So far, since its launch in June 2025, it has had 1,228 visits, an average of just over 200 visits per month, although it should be noted that last month alone it had 286 visits, demonstrating an upward trend that we hope will continue.

Regarding the content, the evaluation of the content that we make available to citizens in relation to legislation Currently, we have a tool created by the University Autonomous University of Barcelona, which evaluates the communication and transparency of public administrations public , INFOPARTICIPA (infoparticipa.info/maps) . According to On this website, we start from 26.92% in 2023 (where 50% is exactly what the law requires and 100% would mean transparency absolute) and in 2024 we moved to 51.92%. Our The goal is to achieve near of 80% by 2025 (by the end of this year) and achieve recognition of this tool in the future next through from the «Seal Infoparticipa».

Regarding the Urban Innovation Laboratory , the indicators they are coming given in the process of the workshops that it make up being these same part of the result :

The result we have obtained in this phase of the innovation lab urban documents reflect the state current state of the corporation . By it Therefore , we would have a diagnostic document of the entity , in which the points are analyzed strong and weak detected during the first workshop, both at the level of the staff technical from the city council as well as from the different departments , including the synergies between them , identifying internal capabilities, frictions , and levers for change . Thanks to the second workshop, we would have a map of actors and relationships in the local ecosystem , as well like a catalog of challenges key urban areas identified in the municipality , with an analysis systemic analysis of its causes and possible Strategies for addressing them . By last , as As a result of the workshops , we would have a document that establishes the methodological and cultural foundations to continue with the innovation laboratory during 2026 and a roadmap shared at the level institutional to address the challenges previously mentioned .

Also There is an intangible result , which is the fostering of a will to change . The workshops that are part of the laboratory They serve to trigger the necessary "click" in the will for change of the officials , which activates the dynamism , gives them a new enthusiasm when they see each other represented and participate in changes in the work structure , and creates a mood general that is absolutely necessary for a new way of working disruptive .

STRATEGIC AREA 2: CITIZEN PARTICIPATION

In the Regarding the objectives strategic of the Participation area Citizen can differentiate Clearly , objective 1 is to strengthen the movement associative , where can establish indicators clear indicators to measure the success of the actions carried out and objective 2, Establish links between associations where the actual measurement of success It escapes our control because we do n't have data specific ones that can to measure , more beyond perception typical of the own associations . It is true that, being two objectives dependents of the same actions , we can infer of the success of one of them in the success of the other .

For the actions of " Sopar" "Associatiu " and " Associative Fair " we have established the following indicators :

Number of attendees :

Sopar Associatiu : 363

Association Fair : approx. 3,000 .

Number of Entities / Associations involved :

Sopar Associatiu : 37

Association Fair : 29

Meetings cluster engine :

Dinner Association and Association Fair : 4 meetings , 3 of them of a preparatory , in the case of the Sopar Associatiu de carácter monthly , in the case of the fair quarterly . One last evaluation meeting of the event , where the foundations are laid for the next action .

Activities / workshops Association Fair : 15

To measure the success of the action according to these indicators we have taken as reference events group previews aim The same or similar , carried out before the pandemic . This way, the forecasts are used when planning the action. They were the following :

Sopar Associatiu : 20 entities , 10 people by entity , expects 200 attendees

Association Fair : expected to have 20 associations and 1,000 attendees

In terms of numbers, both actions are considered a success , even during the meeting phase . of the cluster The engine showed that the forecasts had been left short , having to perform modifications to contracts due to high demand for participation .

For the last one action related to Participation Citizen, the data is more discreet . The exchange between associations had a series of activities of which 2 were carried out . Quart de Nit (with 11 participating associations , several of them Youth Centers not only from Quart but from surrounding towns) nearby) and a workshop- afternoon snack between housewives' associations and youth centers . However, the DANA catastrophe made redirect a good part of the Participation activity Citizen towards the attention of associations and the general public in requesting aid for those affected , from Similarly , the activity associative it was also seen affected and was impossible We'll coordinate schedules to continue with the action . We'll try anyway . resume in the future For the next few months , the main indicators will be the number of participating associations and the number of exchanges. finally done .

GANTT CHART

		2024				2025				
	May-June	Jul-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-June	Jul-Aug	Sept-Oct	Nov-Dec
ASSOCIAT QUART										
Association Meeting										
Convene the LCP and to establish lines of action										
Schedule programming meetings										
Preparation and implementation of budgets and communication plan.										
Conducting regular organizational meetings										
Development and implementation of a dissemination plan										
Execution of the meeting										
Evaluation										
Association fair										
Schedule programming meetings										
Preparation and implementation of budgets and communication plan.										
Conducting regular organizational meetings										
Development and implementation of a dissemination plan										
Execution of the fair										
Evaluation										
OPEN GOVERNMENT										
Transparency Portal										
Normative Compliance Audit										
Linguistic audit										
Report on the linguistic situation and analysis by municipal technicians										
Adaptation of obligations										
Automation of civil servants' contributions										
Dissemination of the portal's functionalities (internal and external)										
Urban Innovation Laboratory										
Definition of needs										
Preparation of workshops										
Workshop 1 - Looking inward										
Workshop 2 - Looking outward										
Workshop 3 - Looking toward the future										

Funding strategy

Our IAP is implemented in two parts. The first part, the acquisition of resources by the council to carry out the actions, is clearly defined by current legislation. This limitation means that when it comes to financing the proposed activities, we resort to our own financing from the municipal budget, which would be the most basic form of financing as it only depends on political negotiation at the local level, and as a complement to subsidies that may arise from different areas to help with specific needs, such as subsidies related to Open Government, which have been used for previous editions of Participatory Budgets.

In the case at hand, the actions have been financed by our own resources and by resources from the 'Agents of Co-Existence' project of the URBACT IV programme.

Due to regulations that prevent double funding when applying for different grants, it is necessary to clearly define the items and areas of expenditure. In this regard, the Financial Intervention area is essential for controlling expenditure, and the corresponding areas must work together in the provision and execution of expenditure to avoid legal non-compliance and maximise the use of financial resources.

We have another indirect source of funding, which is the agreements we enter into with associations. Based on these agreements, the council provides spaces in exchange for the association's activities, creating a synergy in which the council sees certain needs of the citizens being met and the associations see gaps in infrastructure and logistics being filled.

The conclusion of agreements is one of the foundations of the relationship between the local administration and the associative fabric, which has proven to be effective and represents one of the basic pillars of local politics. As an example of the value of this relationship, we can cite the study on the Contribution of Volunteering in the Valencian Community to National Accounts, commissioned by the Foundation for Solidarity and Volunteering in the Valencian Community (FUNDAR) from the University of Valencia, which reached conclusions such as that for every euro invested in volunteering, a wealth of 7 euros is generated, or that if the work of volunteers in the Valencian Community were to be valued economically, it would amount to 218 million euros, a figure representing 0.25% of the Community's GDP (the study is from 2007).

Risk assessment

Introduction

This risk management analysis aims to identify, assess, and propose mitigation measures for the main challenges that could affect the successful implementation of the Quart de Poblet Integrated Action Plan (IAP). This assessment is developed considering the plan's two strategic pillars: Open Government and Citizen Participation .

Risk Identification

Next, we will list the risks identified for the implementation of the IAP, with their description, the area that owns said risk (the one that receives the impact or the one capable of mitigating it) and then the actions to mitigate said risk.

Risk	Description	Owner	Mitigation
1	Information management overload on the Transparency Portal	Open Government Department	Automation, interdepartmental coordination, audits
2	Lack of involvement of public officials in new digital tools	Mayor's Office, Open Government, ICT	Training plan, internal motivation, simplified procedures
3	Low participation of associations in the activities	Department of Citizen Participation	Improved communication, direct reach, flexible scheduling
4	Low citizen participation in co-decision processes	Departments of Open Government and Citizen Participation	More effective communication campaigns, process simplification, incentives for participation
5	Lack of generational renewal in associations	Department of Citizen Participation	Youth-focused participation, joint events, collaboration with schools
6	Technical problems on platforms (portal, app , digital procedures)	Department , ICT	External maintenance, testing phases, backup tools
7	Poor coordination between departments regarding transparency	Open Government Department	Regular coordination meetings, shared protocols
8	Insufficient digital skills among citizens limit participation	Open Government Department	Digital training workshops, printed guides, support points
9	Politicization of Local Advisory Councils	Mayor's Office, Open Government	Statutory reform, neutrality guidelines, facilitation

10	Data security vulnerabilities	ICT Department	GDPR protocols, secure servers, regular monitoring
11	Technical and budgetary limitations for optimal implementation of the transparency portal	Mayor's Office, Open Government Department	Seeking additional funding, prioritizing essential functions
12	Problems of inclusion of new populations in existing participatory structures	Department of Citizen Participation	Reception programs, adaptation of communication channels, integration campaigns and activities

Next, we will measure the risk index from this table, assessing the probability of the risk as low (1), medium (2), and high (3), and evaluating its impact on the IAP as slight (1), moderate (2), and severe (3). We have chosen to exclude from the analysis risks so slight that they do not require any change in actions, as well as risks so severe that they completely prevent the implementation of the action plan. To assess them, we have used the following table:

	mild	moderate	serious
low	1	2	3
half	2	4	6
high	3	6	9

No.	Description	Probability	Impact	Risk index
1	Information management overload on the Transparency Portal	Half	Serious	6
2	Lack of involvement of public officials in new digital	Half	Moderate	4

	tools			
3	Low participation of associations in the activities	High	Moderate	6
4	Low citizen participation in co-decision processes	High	Serious	9
5	Lack of generational renewal in associations	High	Moderate	6
6	Technical problems on platforms (portal, app , digital procedures)	Low	Serious	3
7	Poor coordination between departments regarding transparency	Half	Moderate	4
8	Insufficient digital skills among citizens limit participation	High	Moderate	6
9	Politicization of Local Advisory Councils	Half	Serious	6
10	Data security vulnerabilities	Low	Serious	3
11	Technical and budgetary limitations for optimal implementation of the transparency portal	Half	Moderate	4
12	Problems of inclusion of new populations in existing participatory structures	High	Moderate	6

Conclusion

The analysis shows that the most significant risks to Participatory Action Research (PAR) are concentrated in cultural and participatory aspects, particularly resistance to change and citizen disinterest. The portion of PAR linked to Open Government objectives faces primarily technical and resource-related challenges, while those linked to Citizen Participation confront social and generational challenges.

Successful implementation of the IAP requires a proactive risk management strategy that includes continuous monitoring, flexibility to adjust mitigation measures, and transparent communication with all stakeholders. Maintaining a balance between technical advancements in transparency and

training for public officials and citizens is crucial, recognizing that both pillars are complementary and equally necessary for achieving the plan's vision.

The sustainability of the IAP will depend largely on the ability to institutionalize the processes of participation and transparency, transforming them from isolated projects into permanent practices of the municipal administration.