

SMART & TRENDY CITY

STRATEGIC PLAN FOR SUSTAINABLE DEVELOPMENT



BRAGA
Município

About the Plan

This document, titled “Strategic Plan for the Sustainable Development of Braga 2030,” represents a solid commitment to the future of Braga. This plan aims to institutionalize the United Nations Sustainable Development Goals through various mechanisms and management tools available to the Municipality of Braga for improving the quality of life for the residents of Braga.

Throughout this document, you will find a detailed vision of the actions to be implemented, their goals, and the respective implementation timelines. We believe that, with the active cooperation of the local community and the support of strategic partnerships, these actions will positively shape the municipality, bringing benefits that will be realized by 2030.

Period, Scope, and Limits of the Plan

This plan covers the period from 2023 to 2025 and focuses primarily on the Municipality of Braga. Its scope includes a set of 10 strategic actions for the institutionalization of the United Nations Sustainable Development Goals. The plan’s limits are defined by both the regulatory framework of the Municipality and the geographical boundaries of Braga, with the aim of creating a sustainable and significant impact within this local context.

Opinions and Contacts

Your opinion is important to us. We ask you to fill out the feedback questionnaire

for this plan on the Municipality of Braga’s website (www.cm-braga.pt) or send it to the institutional email (sustentabilidade@cm-braga.pt).

Contacts:

Municipality of Braga

Praça do Município,

4700-435 Braga

253 616 060

Coordination

Hélder Costa

Design and Photography

Municipality of Braga Communication Office

Explore Sustainability

Welcome to the Strategic Plan for the Sustainable Development of Braga.

0	Message from the Mayor	p.4
1	Strategic Approach	p.8
2	Measures that will change Braga	p.16
3	Timeline	p.29
4	Attachments	p.30

Message from the Mayor

“Braga is committed to achieving the United Nations Sustainable Development Goals and is taking concrete steps to make the city more sustainable, inclusive and resilient”



The 2030 Agenda for Sustainable Development is the ideal framework to guide everyone's efforts towards a more socially just, environmentally more sustainable and economically more developed and less unequal world.

On the one hand, this agenda projects an indispensable horizon to "leave no one behind", on the other hand, it allows for a multi-stakeholder approach with various levels of participation.

However, despite a global agenda, I understand that it is at a local level where we can enhance its implementation. It is up to municipalities and local governments to play a central and fundamental role in responding to its implementation through in-depth knowledge of the population's context, proximity to people, with the ability to involve and mobilize local agents, but above all through the legitimacy of institutional action.

This ability to engage and mobilize local agents has already been demonstrated. In Braga, in 2014, and for the first time, we brought together the city's living forces in order to develop a concerted strategy with a long-term vision, thinking about the territory and the future with the implementation of the Strategic Plan for the Economic Development of Braga 2014- 2026.

Today, we have Braga recognized in the Iberian top 10 and national top 3, in terms of economic, cultural and quality of life; the creation of 500 new jobs per year; a growth

level 1% above the Iberian average and the creation of a center for innovative industries and youth is a reality.

Economic development was fundamental to boosting job creation, stimulating sustainable investment, disseminating cosmopolitan and contemporary culture, attracting and retaining visitors and boosting commerce. All this work was also fundamental for Braga to be recognized as a true smart and trendy city.

Additionally, a true smart and trendy city also involves enhancing its quality of life, sustainability and social and cultural dynamics.

This strategic positioning thus aims to align Braga with public policy guidelines for the next decade focused on innovation and knowledge, namely the European Strategy for the new cycle of cohesion funds and the United Nations (UN) 2030 Agenda for Sustainable Development.

In this sense, we decided to integrate the Sustainable Development Goals into decision-making and action processes at municipal level, ranging from the strategic approach to be followed to implementation mechanisms and monitoring instruments. This is an institutionalization of the principles of sustainability in all our activities.

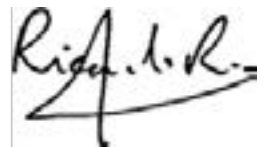
To this end, the creation of a Strategic Plan for Sustainable Development.

Finally, I would like to thank all the people who, directly or indirectly, contributed to

Braga being on the front line with regard to Sustainable Development, portrayed in this document.

Ricardo Rio

Mayor of Braga

A handwritten signature in black ink, appearing to read 'Ricardo Rio', with a stylized flourish at the end.

Strategic Approach

The strategic approach to Sustainable Development is a guide that drives the city in making decisions and implementing concrete actions, with the aim of promoting the quality of life of Braga residents. Braga thus positions itself as a city that carefully plans its path towards a more resilient, inclusive and equitable future.

01

Braga's Strategic Model for Sustainable Development is a meticulous and comprehensive approach that guides the city towards a more sustainable future based mainly on the 2030 Agenda. This model represents a management cycle based on the following points:

Community Involvement: The process begins with the active involvement of the local community. Braga believes that a sustainable city must be built based on the needs, aspirations and contributions of its citizens. Therefore, community voices play a crucial role in defining topics and priorities for sustainable development;

Positioning Principles: After engagement with the community, the Strategic Model considers four positioning principles:

- **Megatrends:** Analyze the global megatrends that will impact Braga to identify opportunities and challenges that influence Braga's sustainable development;
- **Networks:** Establish collaboration in networks with other municipalities, regional governments, international organizations and civil society entities on different topics;
- **Strategies, Plans and Regulations:** Identify the guiding framework that the Municipality is subject to at different levels of government, horizontal or vertical, in urban development;
- **Action Priorities:** Prioritize areas of

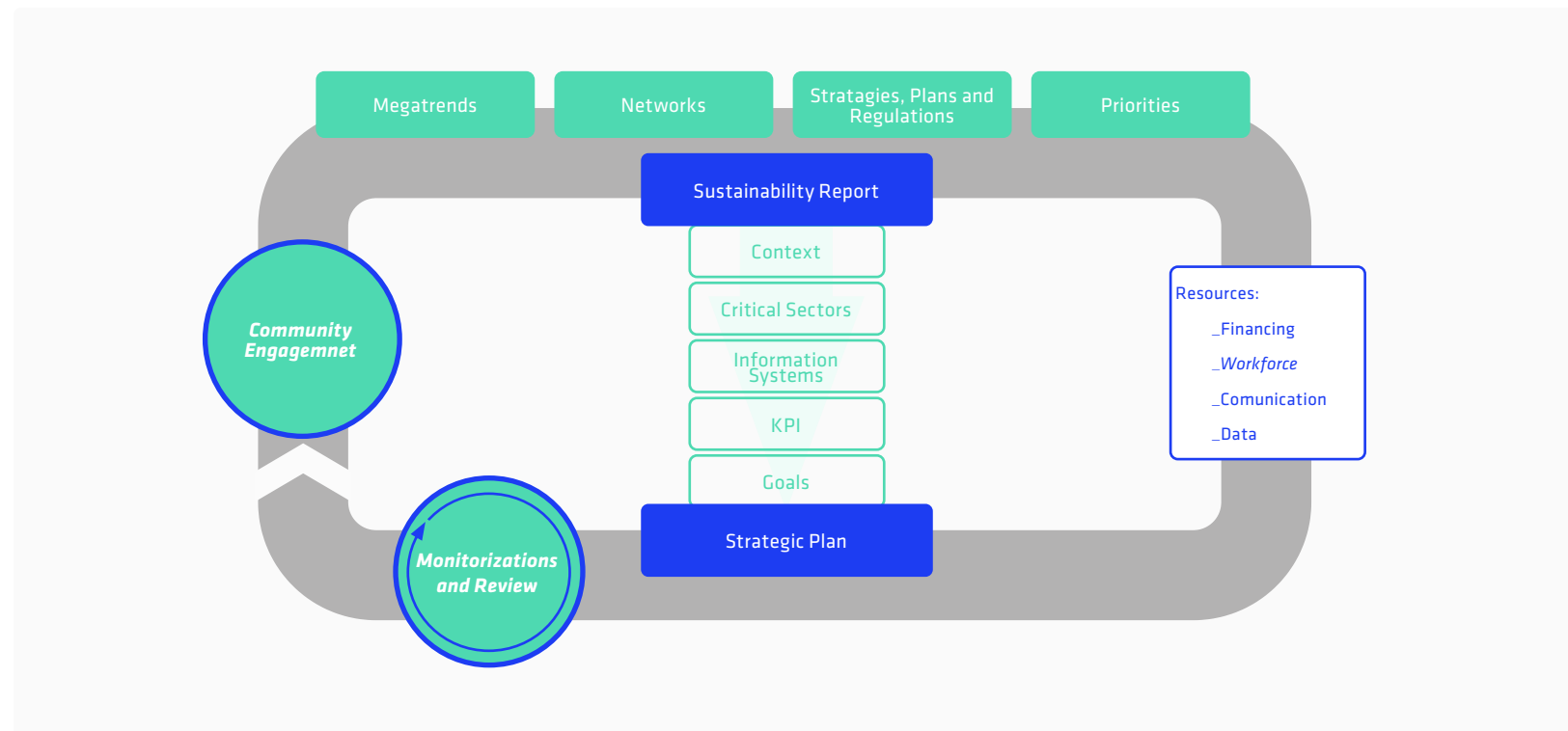
action based on the needs identified by the community and the analysis of megatrends, seeking to maximize the impact of actions;

Sustainability Report: The Sustainability Report is a key tool that presents more than 200 performance indicators related to the SDGs. This report not only demonstrates performance in relation to Sustainable Development goals, but also serves as a monitoring tool to evaluate the impact of actions;

Resource Analysis: A crucial step in the model is the analysis of available resources. This includes assessing funding sources, responsiveness of municipal services, communication capacity and availability of data to guide strategic decisions;

Strategic Plan: Based on the analysis of resources and the prioritization of actions, the Strategic Plan is created. This plan guides the institutionalization of Braga's Sustainable Development, establishing specific actions, deadlines and responsibilities;

Monitoring and Review: The process ends with continuous monitoring of the Strategic Plan. This includes regularly evaluating performance, adapting to new challenges and reviewing the cycle, returning to community consultation to ensure that actions are aligned with citizens' needs and expectations.



COMMUNITY ENGAGEMENT

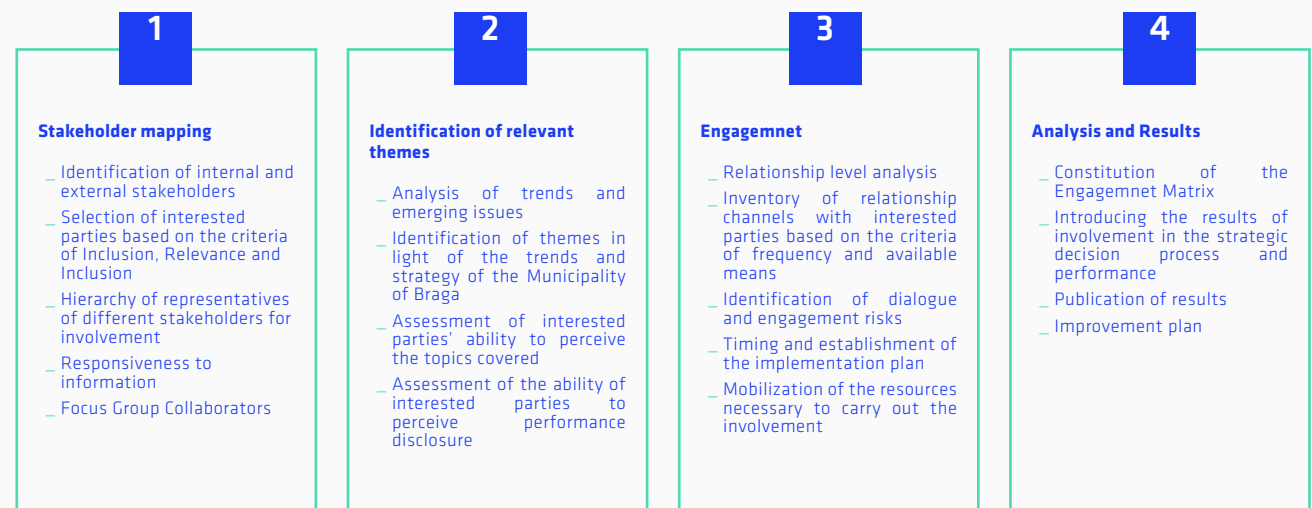
At this point in the plan, we will deepen Community Listening, adopting innovative practices in participatory processes. We involve local stakeholders in meaningful dialogues, aiming to guide and strengthen the strategic process for Sustainable Development.

The Municipality of Braga developed a comprehensive community consultation process in search of Sustainable Development. Divided into four stages, the process sought to ensure the representation and active participation of local citizens.

In the **first step**, interested parties were mapped, identifying and categorizing groups affected by municipal decisions. Residents, local businesses, civil and academic organizations were included, providing a comprehensive view of expectations regarding sustainable development.

The **second step** identified the relevant topics for the Sustainability Report, considering global challenges and specific issues in Braga. The benchmark from the previous report served as a reference to assess the continued relevance of topics.

In the **third step**, community involvement was sought through internal and external approaches. Internal representatives



Stakeholder Groups		Stakeholder Groups	
	General Community		Groups of Citizens
	Tecido Empresarial		Networks
	Business Fabric		Religious institutions
	Associations and NGOs		Press
	Government Entities		European Entities
	Education Institutions		Cultural Entities and Associations
	Education and Research Institutions		Workers
	Sports Associations and Clubs		Parish Councils
	Healthcare Institutions		Security and Civil Protection Institutions
	Suppliers		Regional entities
	Social Institutions		

4 - Very Good

Assessment of the Municipality of Braga within the scope of Sustainable Development

participated in thematic workshops, while externally, representatives answered questions through face-to-face interviews, online interviews or questionnaires. This approach ensured a holistic view of sustainable development, listening to diverse perspectives.

Participation was significant with 328 responses from 22 stakeholder groups through various channels.

The **last step** involved analyzing the results obtained, identifying the community's concerns and aspirations in relation to sustainable development. The data was carefully analyzed to provide a solid basis for defining future strategies.

The detailed results of this participatory process are documented in the Sustainability Report. This information is crucial to guide municipal policies, ensuring that Braga's development is sustainable and aligned with community expectations.

Through this inclusive process, the commitment to responsible and sustainable governance is reinforced, ensuring that the interests and aspirations of citizens are respected and reflected in the policies implemented. This effort contributes to a promising future, where the Municipality actively seeks to promote sustainable development in a transparent and engaging way with its community.



Engagement Matrix

To develop a solid understanding of the most relevant issues between organizations and their stakeholders, it was necessary to create a set of effective analysis instruments that guarantee the alignment of the common interests of the most diverse agents. The Involvement Matrix appears as a central instrument of this alignment. This instrument allows, on the one hand, to indicate the best direction for an organization to take, but on the other hand, it indicates what an organization should report and transmit for performance evaluation.

The Braga Municipality Involvement Matrix mirrors the graphic representation of the Municipality's most relevant sustainability themes from the perspective of the Executive and its Stakeholders.

The first quadrant is located in the area where the themes are considered extremely relevant, the second quadrant is the area where the themes were considered very relevant and the third quadrant is the themes considered relevant. The following points of analysis of the Braga Municipality Matrix stand out:

- Perfect alignment between the priorities of the Executive and Stakeholders;
- There are no significant discrepancies regarding the relevance attributed to most themes;
- Mobility, Housing, Water Management, Sustainable Urban Development and Health and Wellbeing Services were the most relevant topics.



Strategic Council for Sustainable Development

At this crucial point of community involvement we also created the Strategic Council for Sustainable Development (CEDS), incorporating the vision of leading experts in the field. This collaborative approach will ensure decisions are informed by expert insights, promoting proper implementation. Braga's CEDS, made up of academic leaders, influential organizations and dedicated citizens, plays a vital role in shaping the city's sustainable future.

With representatives from the University of Minho, INL, Universidade Católica Portuguesa, IPCA, CimCávado, CCDR-N, local ODS, local CESOP, and BCSD Portugal, CEDS combines academic knowledge, practical experience and community vision.

Council Objectives:

- Actively participate in the design and implementation of the Sustainable Development strategy, continually evaluating its performance.
- Debate relevant municipal issues, issuing opinions and recommendations to mitigate environmental and social impacts.
- Stimulate public participation, supporting the Municipality in the formulation of sustainable municipal policies.
- Facilitate collaboration and sharing of information between CEDS members and

the Municipality, promoting a teamwork environment.

In November 2023, the Strategic Model for Sustainable Development was presented to the council, outlining goals and actions to meet the established objectives. This initiative reflects Braga's commitment to becoming a reference in sustainable development, integrating diverse perspectives and driving progress with environmental and social responsibility.



MEGATRENDS

Perspective of global megatrends lies in the ability to prepare and adapt the city to emerging challenges, taking advantage of opportunities to promote Sustainable Development, resilience and well-being of Braga residents.

Population Dynamics

Population dynamics are having a profound impact on cities around the world. According to recent data from UN-Habitat¹, **more than 50% of the world's population already lives in urban areas**, and it is estimated that by 2050 this number will increase to around 68%. This rapid urbanization has created significant challenges, such as the growing demand for infrastructure, housing, transport and public services. Furthermore, the aging population in some cities is putting pressure on health and social care systems. Failure to offer these services can trigger social asymmetries, income inequality, difficulties in accessing education, disparities in the distribution of employment opportunities, among others.

Constant Technological Disruption

According to recent reports, by 2025, **it is estimated that around 75 billion devices will be connected to the Internet of Things**². However, local authorities face challenges in making the most of this technological transformation. Integrating AI into urban operations, for example, can lead to improvements in transportation, efficient resource management, and more effective public services. However, successful implementation requires overcoming obstacles such as data privacy, transparency and inclusion in order to ensure that technological advancement benefits the entire community, contributing to smarter, more sustainable and more inclusive cities.

Citizens' Expectations

According to a recent investigation carried out by the Pew Research Center³, **more than 70% of citizens expect local authorities to improve urban infrastructure and public services**. At the same time, political polarization is affecting decision-making in local authorities, making it increasingly challenging to reach consensus on public policies. This topic was one of the highlights in the "Global Risks Report 2022"⁴ which identified political and social polarization as one of the main threats to social cohesion around the world. These trends are putting pressure on local administrations, which need to find innovative ways to respond to citizens' expectations and promote social cohesion to face the challenges of the future.

Climate Emergency

Climate change is imposing significant impacts on cities, creating pressing challenges for local authorities. According to the World Bank⁵, by 2050, **more than 143 million people could be internally displaced due to the effects of climate change in just three regions (Sub-Saharan Africa, South Asia and Latin America)**. The World Economic Forum⁶ highlights that, on average, 17% of global urban areas are at risk of flooding due to rising sea levels, threatening infrastructure and coastal communities. Given this data, the C40 Cities Climate Leadership Group⁷ emphasizes the need for urgent actions between cities to implement adaptation and mitigation solutions to protect urban communities.

NETWORKS

Enable the exchange of knowledge, best practices and experiences, strengthening the ability to implement innovative solutions and face common challenges, aiming for more sustainable and resilient urban development.

ICLEI - Local Governments for Sustainability

ICLEI - Local Governments for Sustainability (or simply ICLEI) is an international organization of local and regional governments that are committed to sustainable development.

Today, more than 1,750 cities, counties and associations in 84 countries make up the ICLEI network. This network also provides technical consultancy, training and information services to build capacity, share knowledge and support local governments in implementing sustainable development at the local level. ICLEI's basic premise is that locally designed initiatives can provide an effective and cost-effective way to achieve local, national and global sustainability goals.

In 2019, the Municipality of Braga began the process of joining this network.

EuroCities

Eurocities is a network of major European cities.

Members are elected local and municipal governments of major cities and it was founded in 1986 by six cities: Barcelona, Birmingham, Frankfurt, Lyon, Milan and Rotterdam. Currently, Eurocities brings together the local governments of 139 of Europe's largest cities and 40 partner cities, which between them govern more than 130 million citizens in 40 countries.

This network includes six thematic forums, a wide range of working groups, projects, activities and events and offers its members a platform for sharing knowledge and exchanging ideas.

UN-Habitat - SDG Cities

UN-Habitat, the United Nations Human Settlements Programme, is a specialized agency that focuses on urban and housing issues. Its work is aligned with the 2030 Agenda for Sustainable Development, in particular SDG 11, which aims to make cities inclusive, safe, resilient and sustainable.

Covenant of Mayors for Climate and Energy

Organized by EUROCITIES, within the scope of the "Covenant of Mayors for Climate and Energy" commitment, the "Mayor's Adapt - City Twinning" Program is considered the "most important global urban initiative in terms of climate and energy".

Braga's adherence to this program has allowed the city of Braga to share experiences and increase its knowledge regarding adaptation to Climate Change.

URBACT

For more than 15 years, the URBACT program has been the European Territorial Cooperation program with the aim of promoting sustainable integrated urban development in cities across Europe. It is an instrument of Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway and Switzerland.

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, through networks, learning from each other's experiences, drawing lessons and identifying good practices to improve urban policies.

POLICY ALIGNMENT

Encourage international synergies, aiming to harmonize strategies to face global issues, promoting collaboration and efficiency in political actions on a global scale.

United Nations 2030 Sustainable Development Goals

The SDGs represent the global priorities for the United Nations' 2030 Agenda for Sustainable Development. They define global priorities and aspirations for 2030 and require global civil society action to eradicate poverty and create a life of dignity and opportunity for all within the planet's boundaries. For the Municipality of Braga, the SDGs represent an opportunity to create and implement solutions and technologies that solve the biggest global challenges, helping to connect local strategies with global priorities. Covering a wide spectrum of topics, the executive has used the SDGs to shape, guide and report on its activities but also to measure its performance based on a set of benefits.

In this way, the city of Braga annually presents the Municipal Sustainability Index carried out by the Center for Studies and Surveys of the Universidade Católica Portuguesa, having fulfilled 69.1% of the Objectives for

Sustainable Development in 2022.

Paris Agreement

The Paris Agreement aims to achieve the decarbonization of world economies and establishes as one of its long-term objectives to limit the increase in the global average temperature to levels well below 2°C above pre-industrial levels and to pursue efforts to limit the increase in temperature at 1.5°C.

In 2016, on September 21st, 60 countries had already ratified the Agreement, thus surpassing one of the two criteria and on October 5th, less than a year after the adoption of the Paris Agreement, the ratification of the European Union and some of its States Members, including Portugal, allowed the threshold established for the entry into force of the Paris Agreement to be reached by overcoming the second criterion.

For the Municipality of Braga, the Paris Agreement represents a paradigm shift

in the implementation of the Framework Convention on Climate Change, with the explicit recognition that only with everyone's contribution is it possible to overcome the challenge of climate change.

This Agreement renews hope in multilateralism and points to the need for a profound decarbonization of the global economy, but only with strong ambition at the level of local administration can the desired effect be achieved.

Green Deal - European Union

Climate change and environmental degradation pose an existential threat to Europe and the rest of the world. To overcome these challenges, Europe needs a new growth strategy that transforms the Union into a modern, resource-efficient and competitive economy.

The Green Deal is the roadmap to make the European Union's economy sustainable

with the aim of transforming climate and environmental challenges into opportunities across all policy areas and making the transition fair and inclusive for all.

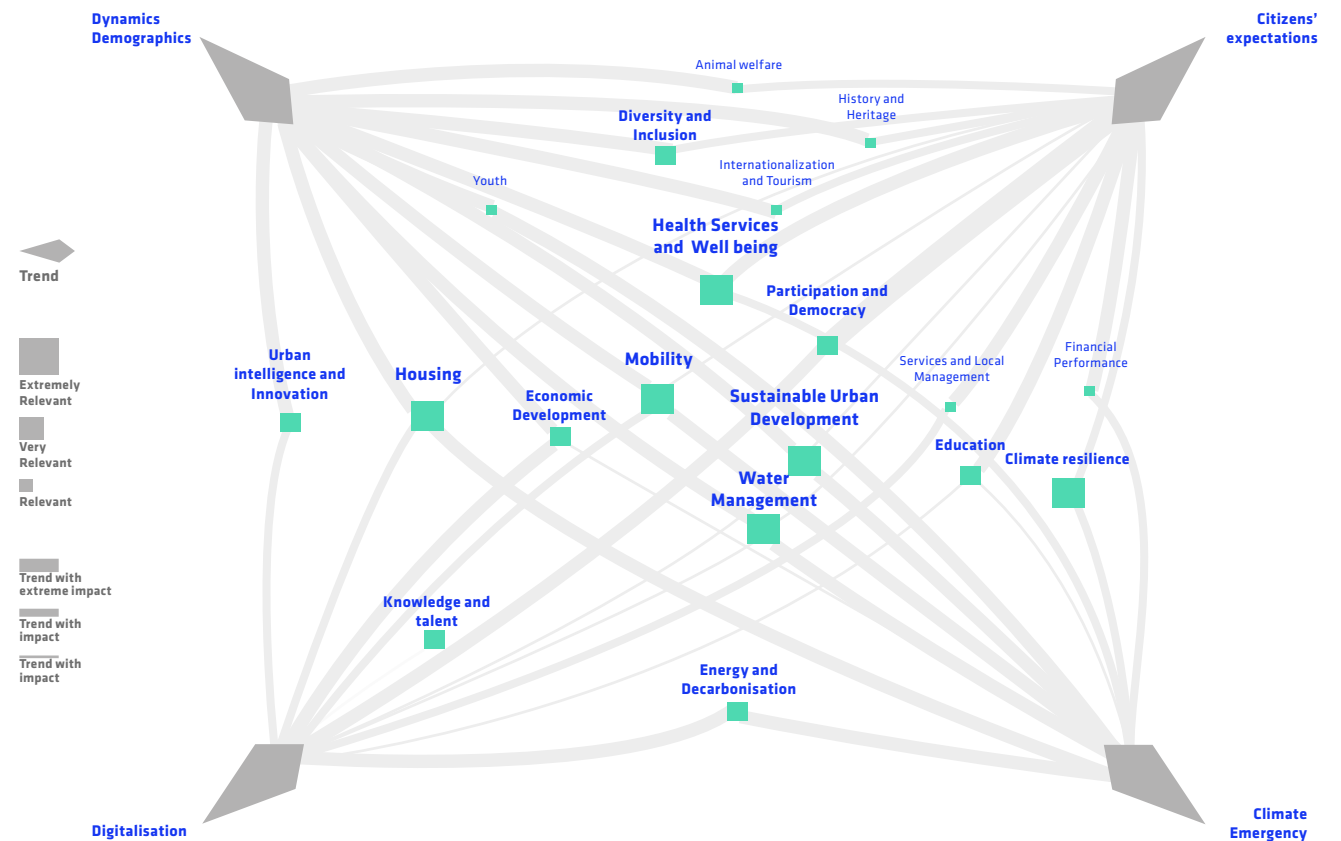
The pact outlines the necessary investments and available financing instruments and explains how to ensure a fair and inclusive transition across 9 policy areas.

PRIORITIES

We focus on the most pressing issues of sustainable development, aligning priorities to catalyze positive impact. A strategic and dedicated vision to shape a sustainable future based on the areas of greatest relevance.

Braga's priorities are intrinsically linked to global megatrends and international agendas. In a context in which climate change, accelerated urbanization and technological innovation shape the future, the city seeks to align its local goals with the UN Sustainable Development Goals. Citizens' expectations, driven by a growing awareness of sustainability and quality of life, reinforce the need for inclusive and environmentally responsible approaches.

The implementation of a strategic plan therefore becomes crucial. A well-executed strategic plan not only boosts urban development, but also strengthens the city's resilience in the face of emerging challenges, harmoniously aligning with the global dynamics of the 21st century.



MEASURES THAT WILL CHANGE BRAGA

An audacious commitment that reflects Braga's determination to direct its future towards a path of Sustainable Development. These actions represent a roadmap towards a more vibrant, inclusive and resilient city, where collaboration, innovation and active participation of all citizens, institutions and stakeholders play a crucial role in shaping our future..

02

ORIENT THE TERRITORY

Measure 1. Establish the Municipal Master Plan - PDM as a fundamental instrument and strategic framework for the municipality's sustainable territorial management and development, providing a solid basis for achieving the 2030 Agenda.

Context

The Municipal Master Plan (PDM) in Braga dates back to the beginning of the 1990s, when the first PDM for the municipality was drawn up. This document was created with the aim of establishing guidelines and standards for territorial planning, considering the city's growth and development needs.

Over the years, Braga's PDM has undergone revisions and updates to adapt to constantly evolving demands and challenges. These reviews took into account aspects such as population growth, socioeconomic transformations, environmental issues and community aspirations.

With the institutional adoption of the SDGs, the alignment of Braga's PDM with the 2030 Agenda becomes a priority. Due to its central role in regulating and guiding land use, the PDM is an essential tool to guide the city's growth and development, ensuring that it is sustainable, resilient and aligned with the

community's needs and global development aspirations.

Opportunities

By strengthening the PDM, the opportunity is created to holistically integrate the different dimensions of sustainable development, covering the environmental, social and economic aspects. This global focus will allow us to face Braga's specific challenges in a more comprehensive and coordinated way. Strengthening the PDM also establishes a more predictable environment for investors, especially those interested in sustainable initiatives. On the other hand, reviewing and strengthening the PDM with the SDGs offers a more comprehensive opportunity to actively involve the community in the planning process. This involvement strengthens the legitimacy of decisions, promoting a broad and shared vision for the development of Braga.

Purpose

The central purpose of this measure is to give the PDM even greater relevance, transforming it into a dynamic guide for the sustainable development of Braga. The intention is not only to comply with legal formalities, but to effectively position the PDM as a strategic and inspirational tool. With this change, the aim is to ensure that the municipality's growth is shaped by sustainable principles, allowing Braga to achieve its specific 2030 Agenda goals in an effective and integrated way.

Objective: Inclusion of specific SDG indicators and targets in the PDM

Achievement Indicator: Number of specific SDG indicators and targets incorporated directly into the PDM

Metric: Percentage of SDG indicators and targets present in the PDM compared to the total applicable targets

Target: >50%

Timeline



MOTIVATE CHANGE

Measure 2. Promote the adoption of sustainable incentive policies in all spheres of the Braga community, through tax incentives, strategic partnerships aiming at the transition to a sustainable and balanced development model.

Context

Municipal incentives play a vital role in promoting sustainability in cities, encouraging responsible practices. By offering tax advantages to companies and citizens that adopt sustainable practices, cities encourage the growth of eco-efficient sectors, reduce environmental impact and attract investors committed to environmental responsibility.

Opportunities

Promoting incentive policies opens doors to sustainable innovation. Companies and entrepreneurs are encouraged to develop creative and ecological solutions, boosting the local economy with products and services aligned with sustainability. Implementing strategic partnerships creates opportunities for meaningful collaborations between the public and private sectors. By offering tax incentives and partnership strategies, this measure encourages active community participation. Citizens, non-governmental

organizations and local companies are motivated to contribute to the sustainable development of Braga, creating an environment conducive to the adoption of sustainable practices.

Purpose

The essential purpose of this measure is to create an environment conducive to the widespread adoption of sustainable practices in Braga. By offering tax incentives and facilitating strategic partnerships, the intention is to not only create an economic stimulus for sustainability, but also promote cultural change. It is intended that the community, both at a business and individual level, sees sustainability not only as a necessity, but as an opportunity for balanced and lasting progress.

Objective 1: Establish strategic partnerships for sustainable innov.

Achievement Indicator: Number of Strategic Partnerships Established

Metric: Count of strategic partnerships formed with external entities

Target: >3 sectors of activity

Objective 2: Develop a financial incentives policy

Achievement Indicator: Number of proposals accepted at city council and municipal assembly meetings

Metric: Percentage of proposals approved in City Council and Municipal Assembly Meetings

Goal: 100%

Objective 3: Implement a sustainable purchasing policy

Achievement Indicator: Percentage of municipal purchases aligned with the Sustainability Policy

Metric: Calculation of the percentage of municipal purchases that comply with the criteria defined in the sustainable purchasing policy

Target: >50% of municipal purchases aligned with sustainability policy

Timeline



KNOW TO ACT

Measure 3. Implement a comprehensive training policy on the SDGs in Braga, empowering municipal workers with the knowledge and skills necessary to integrate the SDGs into their daily work practices.

Context

The training of human resources in an organization is essential to ensure the development of essential tools and knowledge to face contemporary challenges, with special emphasis on sustainability. Some studies, such as those from the International Labor Organization⁸, indicate that investing in training results in greater productivity and job satisfaction. In the context of sustainability, training employees to understand and integrate sustainable principles into their daily practices is crucial. The Global Reporting Initiative⁹ also highlights the importance of ongoing training to improve corporate responsibility. Furthermore, organizations that prioritize sustainability training, as evidenced by studies from the Harvard Business Review¹⁰ (titled “The Comprehensive Business Case for Sustainability”), not only reduce risks and costs, but also gain a competitive advantage by responding to growing consumer expectations for more ethical and sustainable

practices. Thus, the training of human resources not only improves organizational efficiency, but also contributes significantly to the construction of responsible practices.

Opportunities

Training provides an opportunity to align municipal activities with the SDGs, allowing for a more effective implementation of the goals established by the 2030 Agenda. This strengthens the coherence and effectiveness of the municipality’s actions. On the other hand, training offers the opportunity to involve municipal employees, raising awareness of the importance of the SDGs. The most aware and involved employees can become agents of change, promoting the adoption of more sustainable practices in public management. Training municipal workers with specific knowledge about the SDGs also allows the development of skills necessary to integrate sustainability principles into decision-making processes, from urban planning to the execution of municipal projects among other

municipal activities.

Purpose

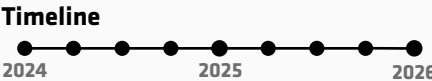
The central purpose of this measure is to create an organizational culture committed to the principles of the SDGs, empowering municipal employees with the necessary tools to apply sustainable practices in the exercise of their functions. The training will allow us to establish a lasting basis for the continuous integration of the SDGs into the Municipality’s policies, projects and operations. By training municipal workers, Braga seeks to lead by example, promoting a public management model that actively contributes to the sustainable development and well-being of the local community.

Objective 1: Empower employees for the SDGs

Achievement Indicator: Participation rate in SDG training

Metric: Percentage of municipal employees who participated in training sessions on the SDGs

Target: >80% of municipal workers involved in training



DEVELOP CREATIVITY

Measure 4. Establish an Innovation Laboratory for the Sustainable Development Goals in Braga, through entrepreneurship, collaboration between sectors, the development of innovative and sustainable solutions, and community awareness.

Context

The creation of an Innovation Laboratory for the SDGs in Braga represents a visionary approach to addressing contemporary urban challenges. Urban Innovation Labs, focused on sustainability, have proven to be effective catalysts for the positive transformation of cities. Studies, such as the one carried out by UN-Habitat¹¹, highlight that such laboratories offer dynamic environments conducive to the development of innovative solutions to complex urban issues. Furthermore, an investigation by the “European Network of Living Labs”¹² shows that collaboration between sectors, a central characteristic of these laboratories, results in valuable synergies, stimulating the co-creation of sustainable urban solutions.

Opportunities

Creating an environment conducive to sustainable entrepreneurship is a unique opportunity. The laboratory can provide

support to startups and innovative projects focused on the SDGs, as evidenced by experiences in similar laboratories in leading cities in the field of sustainability. Stimulating collaboration between the public, private and academic sectors is a strategic opportunity.

Purpose

The essential purpose of this measure is to position Braga at the forefront of sustainable innovation, using the Innovation Laboratory to reinforce entrepreneurship. The aim is to not only address specific urban challenges, but also create a culture of continuous and participatory innovation, empowering the local community to co-create solutions that promote long-term sustainability.

Objective 1: Stimulate entrepreneurship for the SDGs

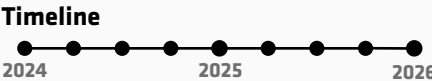
Achievement Indicator: Number of sustainable startups incubated
Metric: Annual count of startups that join the Innovation Lab and receive support for sustainable development
Target: Achieve a 20% increase in the number of total startups

Objective 2: Facilitate Intersectoral Collaboration for Innovation

Achievement Indicator: Number of intersectoral partnerships established
Metric: Annual count of partnerships formed between different sectors
Target: Establish at least 4 new intersectoral partnerships

Objective 3: Raise Community Awareness about Sustainability

Achievement Indicator: Community participation in Laboratory events and initiatives
Metric: Percentage of the population involved in promoted activities
Target: Achieve participation of at least 5% of Braga’s population in awareness-raising events and initiatives



DEFINE NEW MUNICIPAL SKILLS

Measure 5. Integrate the SDGs as guiding principles in municipal competencies, seeking to strengthen sustainability as a central guideline in all activities and projects of the Municipality of Braga.

Context

The integration of the SDGs as guiding principles in Braga's municipal competencies is crucial for building a more sustainable and resilient city. Studies, such as that of the United Cities and Local Governments (UCLG)¹³, highlight the importance of municipal skills in the effective implementation of the SDGs, highlighting that local actions are fundamental to achieving global goals. Municipal competencies cover areas that directly affect citizens' daily lives, such as waste management, urban planning and mobility, making them strategic points for the integration of sustainable principles.

Opportunities

Incorporating the SDGs into municipal competencies not only strengthens sustainability, but also boosts the municipality's role as an effective agent in achieving global objectives.

Integrating the SDGs into municipal competencies provides the opportunity to optimize the use of resources. The implementation of sustainable practices in areas such as waste management, as highlighted in the UN study "Sustainable Cities"¹⁴, not only reduces environmental impacts, but also improves operational efficiency.

Incorporating the SDGs into urban planning offers opportunities to design more sustainable cities. Studies such as "Sustainable Urban Development and Globalization"¹⁵ show that innovative approaches to planning, such as the creation of green spaces and eco-efficient infrastructure, can promote healthier and more equitable urban environments.

Integrating the SDGs into municipal competencies also encourages active community participation. Studies, such as "Reflections on Citizens participation,"¹⁶ indicate that involving citizens in local decisions strengthens the implementation of

sustainable policies, ensuring a more inclusive approach.

Purpose

The central purpose of this measure is to strengthen sustainability as a central guideline in all activities and projects of the Municipality of Braga. By integrating the SDGs into municipal competencies, the city seeks not only to meet global goals, but also to create an effective model of local governance that promotes resilience, innovation and community engagement, establishing Braga as an inspiring example of urban sustainability.

Objective 1: Adapt Municipal Skills to the SDGs

Achievement Indicator: Number of Municipal Competencies Reviewed in Depending on the SDGs

Metric: Direct count of Directorates, Departments, Divisions and Municipal Units that were revised to incorporate the principles and goals of the SDGs

Target: Review and adapt 80% of the different bodies and their respective municipal responsibilities

Timeline



PROMOTE AMBASSADORS

Measure 6. Strengthen the role of municipal companies in Braga as ambassadors of the 2030 Agenda, integrating the SDGs into their operations, projects and business practices.

Context

Braga's municipal companies, namely AGERE, TUB, INVESTBRAGA, TEATROCIRCO and BRAGAHABIT, play a fundamental role in promoting and integrating the SDGs. These companies, through their activities, can become true ambassadors of the SDGs, contributing to the achievement of these global goals and strengthening sustainability as a central guideline in all their actions.

Each of these municipal companies has a specific sphere of influence and competencies that can be related to multiple SDGs. By becoming SDG ambassadors, Braga's municipal companies can demonstrate a solid commitment to the sustainable development agenda and the well-being of the local community. Your activities and projects can become inspiring examples for other companies and institutions, encouraging the adoption of sustainable practices and contributing to achieving global goals.

It is essential that these municipal companies continue to seek excellence in sustainability, improving their practices, setting ambitious goals and sharing experiences. By working together with the Municipality of Braga and other stakeholders, they can drive transformation towards a more sustainable future and help build a model city for sustainable development.

Opportunities

Empowering municipal companies as SDG ambassadors in Braga not only reinforces the city's position in implementing the 2030 Agenda, but also boosts local sustainable development. By integrating the SDGs into daily operations, municipal companies have the opportunity to drive sustainable innovation. Studies such as "Business Model Innovation for Sustainable Development"¹⁶ indicate that innovative approaches to business models contribute to long-term sustainability and competitiveness. The

adoption of the SDGs strengthens the relationship between municipal companies and the local community. Studies from the "Journal of Business Ethics"¹⁷ show that socially responsible companies aligned with the SDGs have a more solid reputation, which can result in greater loyalty and support from the community.

Purpose

The fundamental purpose of this measure is to transform Braga's municipal companies into proactive agents in promoting local sustainability. The objective is for these companies to become leaders in sustainable practices, inspiring other local entities and contributing to a more resilient, equitable and environmentally conscious Braga.

Objective 1: Incorporate the SDGs into municipal companies

Achievement Indicator: Number of SDGs guaranteed in each program contract

Metric: Direct count of SDGs incorporated into program contracts

Target: > 3 SDGs per program contract

Objective 2: Align the operations of municipal companies with the SDGs

Achievement Indicator: Percentage of operations aligned with the SDGs

Metric: Percentage of operational processes and activities that incorporate SDG principles and targets

Target: > 50% of daily operations

Timeline



CELEBRATE WITH SUSTAINABILITY

Measure 7. Integrate the SDGs into major events in Braga, ensuring that they are carried out in a sustainable way and minimizing impacts.

Context

The integration of the SDGs into Braga’s major events is vital to building a sustainable city and promoting responsible practices. Major events not only attract international attention, but also play a key role in local economic development. Studies, such as “Assessing the environmental impacts of mega sporting events: Two options?” published in the Journal of Cleaner Production¹⁸, highlight that major events have the potential to be significant drivers of sustainability, impacting areas such as waste management, mobility and carbon footprint.

Opportunities

The incorporation of the SDGs in major events not only aligns Braga with the 2030 Agenda, but also offers strategic opportunities to improve the quality of life in the city. By integrating the SDGs, Braga has the opportunity to promote sustainable tourism. Studies by the World Tourism Organization¹⁹

highlight that sustainable events attract conscious tourists, benefiting the local economy. Integrating the SDGs into events promotes community engagement. Another study from the “International Journal of Event and Festival Management”²⁰ indicates that participatory and sustainable events strengthen community ties and local pride.

Purpose

The central purpose of this measure is to transform major events in Braga into catalysts for positive change. Integrating the SDGs aims to minimize environmental impacts, promote community participation and boost more sustainable tourism. The objective is to create events that not only bring temporary economic benefits, but also leave a positive and lasting legacy for the city, aligning with the vision of a more sustainable and resilient Braga.

Objective 1: Incorporate the SDGs into Event Planning

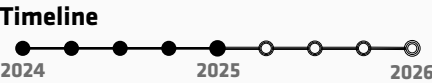
Achievement Indicator: Number of SDGs integrated into the Event Plan
Metric: Count of SDGs considered in event planning
Target: Integrate at least 10 SDGs into the Events Plan

Objective 2: Implement training for management teams

Achievement Indicator: Training Participation Rate
Metric: Percentage of management team members who participated in training
Target: Achieve a 90% participation rate in training

Objective 3: Include Sustainability criteria in contracts

Achievement Indicator: Percentage of Contracts with Sustainable Criteria
Metric: Number of contracts that incorporate sustainable criteria in relation to total contracts
target: Ensure that 70% of contracts with suppliers include sustainable criteria



COOPERATE FOR A COMMON FUTURE

Measure 8. Promote Multilevel Cooperation for Sustainable Development.

Context

Fostering multilevel cooperation for sustainable development is crucial to address complex challenges and promote effective implementation of the SDGs. Studies, such as the UN report “Localizing the SDGs: Tools for Local Transformation”²¹, highlight that cooperation between different levels of government is essential to translate global goals into tangible actions at the local level. Sustainability often requires an integrated and collaborative approach between local, regional and national governments to address issues that transcend administrative boundaries, such as climate change, mobility and resource management.

Opportunities

Fostering multilevel cooperation not only strengthens the implementation of the SDGs, but also creates synergies to address challenges that transcend borders. Multilevel cooperation offers opportunities for sharing

knowledge and resources. Studies, such as those presented in the International Journal of Public Administration²², show that collaboration between different levels of government promotes efficiency and maximizes the impact of sustainable initiatives.

Cooperation allows for the development of integrated policies. Studies from the European Journal of Sustainable Development²³ show that multilevel collaboration is essential for aligning strategies and ensuring coherent approaches to promoting sustainability.

By capitalizing on these opportunities, Braga strengthens the foundations for more robust sustainable development, benefiting not only the city, but also contributing to the achievement of the SDGs at a global level.

Purpose

The central purpose of this measure is to establish a multilevel cooperation structure

that enhances joint efforts to promote sustainable development. By facilitating collaboration between different levels of government, Braga aims to create a solid foundation for the effective implementation of sustainable policies, aligned with the SDGs. The objective is to promote knowledge sharing, resource optimization and more meaningful community involvement, thus building a city more committed to long-term sustainability.

Objective 1: Engagement in collaborative initiatives for the SDGs

Achievement Indicator: Participation in initiatives and networks within the scope of the SDGs.

Metric: Number of local participants involved in collaborative initiatives

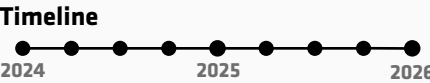
Goal: >100

Objetivo 2: Develop Integrated Sustainable Policies

Achievement Indicator: Number of Integrated Policies Developed

Metric: Count of policies that reflect multi-level collaboration

Target: >3 integrated policies



MONITORING AND REPORT

Measure 9. Structure the SDGs in the reporting system of the Municipality of Braga.

Context

Structuring the SDGs in the Reporting System of the Municipality of Braga is essential to consolidate transparency and responsibility in public management. Studies, such as the UN report “Mainstreaming the SDGs in National Accounts: Guidance and Good Practices”²⁴, highlight that integrating the SDGs into reporting systems contributes to effective accountability, allowing a clear assessment of progress towards goals sustainable. By aligning municipal reports with the SDGs, Braga demonstrates a robust commitment to the global sustainability agenda, providing a detailed view of the impact of local actions on achieving global goals.

Opportunities

Structuring the SDGs into the reporting system offers significant opportunities to improve municipal management and contribute to achieving the SDGs more effectively. Integrating the SDGs into

reporting strengthens transparency and accountability. Research, such as those highlighted in the Public Administration Review²⁵, shows that transparency increases citizens’ trust in government institutions.

The structuring allows for a more accurate assessment of the sustainable impact of municipal actions. Studies, such as those presented in the Sustainability Accounting, Management and Policy Journal²⁶, show that improved impact analysis is crucial to efficiently directing resources. By integrating the SDGs into the reporting system, Braga facilitates strategic planning aligned with global goals. Experiences from other municipalities, as discussed in the International Journal of Sustainable Development²⁷, indicate that this approach improves the effectiveness of local policies.

Purpose

The essential purpose of this measure is to

create a more robust municipal reporting system aligned with global goals. By structuring the SDGs in the reporting system, Braga aims to provide a holistic view of the impact of municipal actions on sustainability, encouraging more efficient, transparent and participatory governance. This change aims to position Braga as an example of leadership in the integration of sustainable practices in local public management.

Objective 1: Integrate the SDGs into the municipal reporting system

Achievement Indicator: Number of Reports aligned with the SDGs

Metric: Count of Reports aligned with the SDGs

Goal: Integrate all 17 SDGs into the reporting system

Objective 2: Train municipal reporting teams

Achievement Indicator: Number of training actions

Metric: Direct count of training actions conducted for Capacity Building

Target: > 10 actions

Timeline



FINANCE SUSTAINABILITY

Measure 10. Guarantee financing for the 2030 Agenda through the Municipal Budget to finance projects and actions related to the SDGs.

Context

The municipal budget plays a crucial role in the materialization of the SDGs, reflecting the commitment of a local administration to building a more sustainable community.

In recent years, the Municipality of Braga has demonstrated a solid commitment to the SDGs by locating a significant budgetary allocation for initiatives related to the 2030 Agenda. This effort is evidenced by the notable progress achieved, with a localization of the SDGs in the Municipal Budget (OM) which currently reaches 65%. The integration of municipal financing into the 2030 Agenda opens the door to significant opportunities to advance sustainable goals.

Opportunities

By allocating OM resources directly to projects and actions related to the SDGs, Braga has the opportunity to holistically integrate sustainability into its practices and policies.

This holistic integration not only aligns Braga with global sustainability standards, but also creates a solid foundation for future development.

Encouraging partnerships between the public and private sector to finance sustainable projects can diversify funding sources and expand the impact of initiatives. This will make it possible to attract investments, boosting innovation and accelerating the implementation of projects, such as green infrastructure and renewable energy. This collaboration expands Braga's ability to make significant changes, leveraging diverse resources and knowledge.

Investing in SDG financing not only responds to global challenges, but also boosts local economic development. Stimulating sectors such as clean energy, sustainable mobility and responsible tourism can generate jobs and boost Braga's economy. By focusing on sustainable projects, Braga can achieve a balance between economic growth and

environmental responsibility.

Purpose

The location of the SDGs in the Braga OM represented a significant step in translating intentions into concrete actions. However, merely identifying the SDGs in the budget is not enough and it is imperative to strategically align and direct financial resources to maximize the positive impact on the community.

The fundamental purpose of this measure is to align and direct OM to the SDGs by ensuring that resources are allocated efficiently to meet sustainable goals.

Objective 1: Direct OM towards the SDGs

Achievement Indicator: Percentage of OM allocated to SDGs

Metric: Percentage of OM allocated to SDGs

Target: > 80% of OM directed towards the SDGs

Objective 2: Diversify Funding Sources

Achievement Indicator: Number of Diversified Financing Sources

Metric: Count of explored and established funding sources

Target: > 2 partnerships or alternative sources with at least two external entities

Timeline



GENERAL SUMMARY OF MEASURES

Objective	Indicator	Metric	target	Objetivo	Indicador	Métrica	Meta
Measure 1				Measure 6			
Inclusion of specific SDG indicators and targets in the PDM	Number of specific SDG indicators and targets incorporated directly into the PDM	Percentage of SDG indicators and targets present in the PDM compared to the total applicable targets	>50%	Incorporate the SDGs in municipal companies	Number of SDGs guaranteed in each program contract	Direct counting of SDGs incorporated in program contracts	> 3 SDGs per program contract
Measure 2				Measure 7			
Establish strategic partnerships for sustainable innovation	Number of Strategic Partnerships Established	Count of strategic partnerships formed with external entities	>3 sectors of activity	Align the operations of municipal companies with the SDGs	Percentage of operations aligned with the SDGs	Percentage of operational processes and activities that incorporate the SDGs	> 50% of daily operations
Develop a financial incentives policy	Number of proposals accepted at council meetings and municipal assembly	Percentage of approved proposals	100%	Incorporate the SDGs into Event Planning	Number of SDGs integrated into the Event Plan	Count of SDGs considered in event planning	Integrate at least 10 SDGs into the Events Plan
Implement a sustainable purchasing policy	Percentage of municipal purchases aligned with the Sustainability Policy	Calculation of the percentage of municipal purchases in compliance with the sustainable purchasing policy	>50% of municipal purchases aligned with sustainability policy	Implement training for management teams	Training Participation Fee	Percentage of management team members who participated in training	Achieve a 90% participation rate in training
Measure 3				Measure 8			
Empower employees for the SDGs	Participation rate in SDG training	Percentage of municipal employees who participated in training sessions on the SDGs	>80% of municipal workers involved in training	Include Sustainability criteria in contracts	Percentage of Contracts with Sustainable Criteria	Number of contracts with sustainable criteria in relation to total contracts	Ensure that 70% of contracts with suppliers include sustainable criteria
Measure 4				Measure 9			
Stimulate entrepreneurship for the SDGs	Number of sustainable startups incubated	Annual count of startups joining the Innovation Lab and receiving support	Achieve a 20% increase in the number of total startups	Involvement in collaborative initiatives for the SDGs	Participation in initiatives and networks within the scope of the SDGs.	Number of local participants involved in collaborative initiatives	>100
Facilitate Intersectoral Collaboration for Innovation	Number of intersectoral partnerships established	Annual count of partnerships formed between different sectors	Establish at least 4 new intersectoral partnerships	Develop Integrated Sustainable Policies	Number of Integrated Policies Developed	Count of policies that reflect multi-level collaboration	>3 integrated policies
Raise Community Awareness about Sustainability	Community participation in Laboratory events and initiatives	Percentage of the population involved in promoted activities	Achieve participation of at least 5% of Braga's population in events and initiatives	Measure 10			
Measure 5				Integrate the SDGs into the municipal reporting system	Number of Reports aligned with the SDGs	Count of Reports aligned with the SDGs	Integrate all 17 SDGs into the reporting system
Adapting Municipal Competencies to the SDGs	Number of Municipal Competencies Revised according to the SDGs	Direct count of incorporated Directorates, Departments, Divisions and Municipal Units	Review and adapt 80% of the different bodies and their respective municipal responsibilities	Train municipal reporting teams	Number of training actions	Direct count of training actions conducted for Training	> 10 actions
				Direct OM towards the SDGs	Percentage of OM allocated to SDGs	Percentage of OM allocated to SDGs	> 80% of OM directed towards the SDGs
				Diversify Funding Sources	Number of Diversified Funding Sources	Count of established funding sources	> 2 partnerships or alternative sources with at least two external entities

TIMELINE FOR SUSTAINABLE IMPLEMENTATION

We have outlined a detailed timetable that will guide the efficient execution of the proposed measures and initiatives. The timeline aims to provide clarity and guidance on the steps to be followed over time, ensuring consistent implementation aligned with the SDGs and the 2030 Agenda.

03

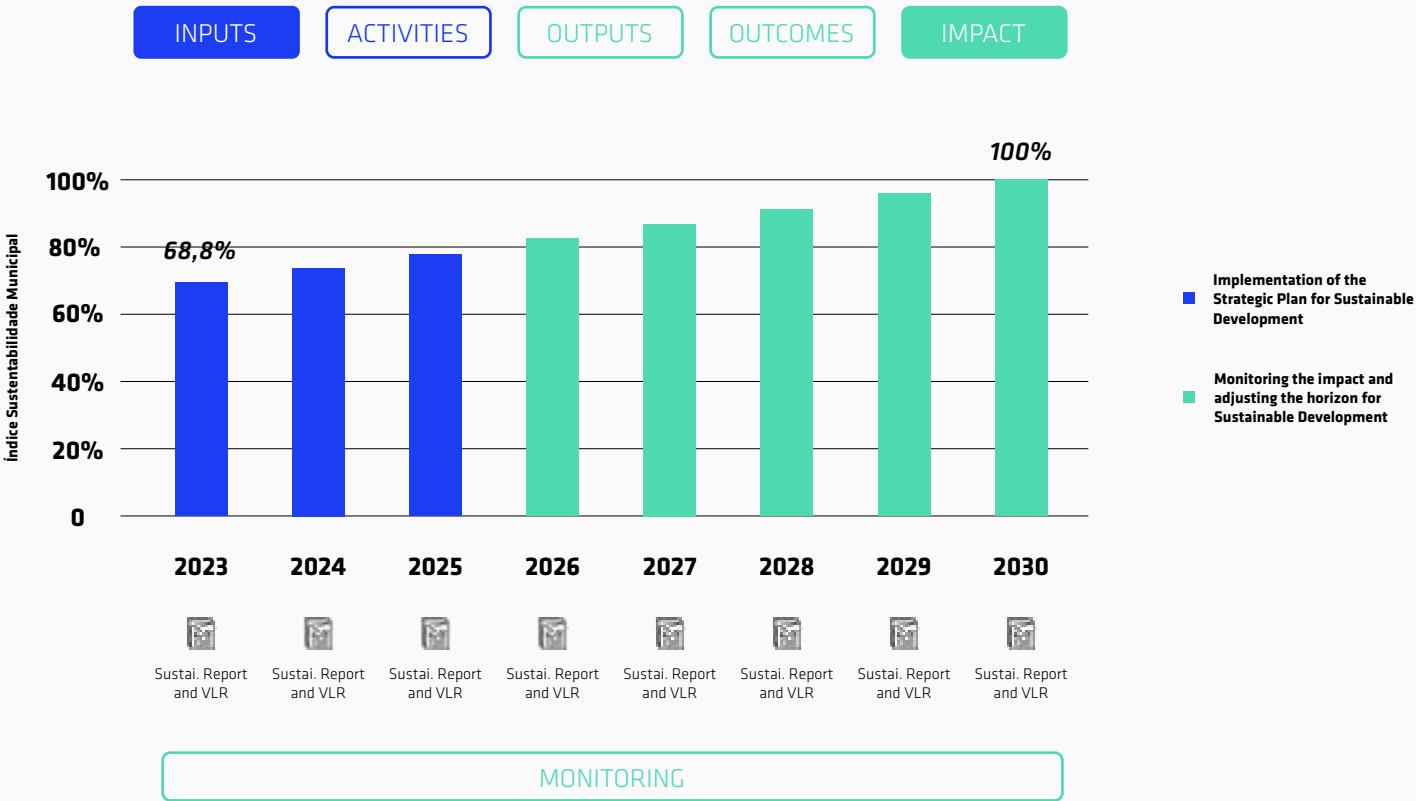
CHRONOLOGICAL PROGRAM

The implementation of the Strategic Plan for Sustainable Development will be monitored and evaluated regularly, to ensure that the plan is being implemented in accordance with the defined objectives.

The implementation of the Strategic Plan for the Sustainable Development of the Municipality of Braga will address the Theory of Change through actions and activities in two phases:

- Phase 1** (2023-2025): Implementation of measures through actions and activities.
- Phase2** (2026-2030): monitoring implementation, understanding the outcomes and impact of activities and adjusting the course towards achieving the 2030 Agenda.

In both phases, the municipality will monitor the implementation of the Strategic Plan for Sustainable Development through the Sustainability Report and the VLR. The Sustainability Report will be a document that presents the main results of the implementation of the Strategic Plan for Sustainable Development. The VLR will be a management instrument that will allow the



ATTACHMENTS

04

GLOSSARY

BCSD PORTUGAL - Business Council for Sustainable Development Portugal

CCDR-N - Comissão de Coordenação e Desenvolvimento Regional do Norte

CEDS - Conselho Estratégico para o Desenvolvimento Sustentável

CESOP Local - Centro de Estudos e Sondagens de Opinião da Universidade Católica Portuguesa

CIMCávado - Comunidade Intermunicipal do Cávado

Eurocities - Eurocities é uma rede de grandes cidades na Europa

ICLEI - Rede de Governos Locais para a Sustentabilidade

INL - International Iberian Nanotechnology Laboratory

IPCA - Instituto Politécnico do Cávado e do Ave

ODS - Objetivos de Desenvolvimento Sustentável

ODS local - Plataforma ODSlocal visa monitorizar a evolução dos Municípios em relação às várias metas dos ODS

OM - Orçamento Municipal

ONU - Organização das Nações Unidas

PEDS - Plano Estratégico para o Desenvolvimento Sustentável

PDM - Plano Diretor Municipal

SDG Cities - Iniciativa global para aumentar o potencial das cidades para acelerar o

desenvolvimento sustentável e melhorar o bem-estar para todos

UCLG - United Cities and Local Governments

UN-HABITAT - Programa das Nações Unidas para os Assentamentos Humanos é uma agência especializada da ONU dedicada à promoção de cidades mais sociais e ambientalmente sustentáveis

URBACT - Programa financiado pela União Europeia para ajudar as cidades a desenvolver um conjunto integrado de ações para uma mudança sustentável

VLR - Relatório Voluntário Local

REFERENCES

Pág. 12

1 - World Cities Report 2022, Envisaging the Future of Cities, 2022.

2 - Landscape of IoT security, Computer Science Review, Volume 44, 2022.

3 - Gen Z, Millennials Stand Out for Climate Change Activism, Social Media Engagement With Issue, Pew Research Center, 2021.

4 - Global Risks Report 2022, World Economic Forum, 2022.

5 - Groundswell: Preparing for Internal Climate Migration, World Bank Group, 2018.

6 - Global Risks Report 2022, World Economic Forum, 2022.

7 - Annual Report 2022, C40, 2022.

Pág. 19

8 - World Employment and Social Outlook, International Labour Organization, 2021.

9 - Standards, Global Reporting Initiative, 2021.

10 - The Comprehensive Business Case for Sustainability, Harvard Business Review, 2016.

Pág. 20

11 - URBAN PLANNING AND DESIGN LABS - Tools for integrated and participatory urban planning, UN-Habitat, 2016.

12 - Living Lab Projects, European Network of Living Labs, 2021.

Pág. 21

13 - Sustainable Cities Hubs of Innovation, Low Carbon Industrialization and Climate Action, United Nations Industrial Development Organization, 2016.

14 - Sustainable Urban Development and Globalization, New strategies for new

challenges, 2018.

15 - Reflections on Citizens participation, URBACT, 2019.

Pág. 22

16 - Business model innovation for the Sustainable Development Goals, Business Strategy and Environment, 2022.

17 - The SDGs: A change agenda shaping the future of business and humanity at large, Business Ethics, 2022

Pág. 23

18 - Assessing the environmental impacts of mega sporting events: Two options?, Tourism Management, 2009.

19 - Achieving the Sustainable Development Goals through Tourism, World Tourism Organization, 2023.

20 - International Journal of Event and Festival Management, Volume 14 Issue 4, 2023.

Pág. 24

21 - Localizing the SDGs: Tools for Local Transformation, 2022.

22 - International Journal of Public Administration 46, Issue 16, 2023.

23 - European Journal of Sustainable Development, Volume 12 n.º. 4, 2023.

Pág. 25

24 - Mainstreaming the SDGs in National Accounts: Guidance and Good Practices, Nações Unidas, 2017.

25 - Public Administration Review, Volume 83, Issue 3, 2023.

26 - Sustainability Accounting, Management and Policy Journal, Volume 14, Issue 5, 2023.

27 - International Journal of Sustainable Development, Vol.26 n.º2, 2023.

