



## ACTION PLAN | MUNICIPALITY OF AMADORA



**AMADORA**  
Câmara Municipal



EUROPEAN UNION CIVIL PROTECTION

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## 1. INTRODUCTION

The disaster risk reduction has increasingly been gaining a prominent role in the frames of action by the organizations and government administration. The risk, though never be reduced to a null value, can and should be reduced to the maximum, in order to ensure the safety of people, property and assets within each geographical area.

It was for this purpose that the Municipality of Amadora participate in the U-SCORE project and completed a set of considerations that allow you to improve all the strategies for resilience. The Action Plan is a document that presents the necessary actions, implementation methodologies and local actors involved in order to ensure a commitment to disaster risk reduction in the Municipality of Amadora.



## 2. ACTION PLAN

### 2.1. METHODOLOGY

In order to achieve the main goal of this EU project “through the use of the City Resilience Scorecard, each municipality will have an analysis of their disaster resilience and a prototype resilience action plan”, Amadora did all the efforts to complete the all the essentials/indicators in the Scorecard.

In fact, the Scorecard was a challenge for our Municipality that allows understands the local level capacity to promote resilience and evaluate the stragegy defined for DRR supported by a stakeholder’s network.

In order to complete the Scorecard the first step was the translation to Portuguese to a better stakeholders understanding and to clarify some indicators. To get all the data needed to fill the ten essentials we based our approach on the work developed to the Making Cities Resilient Campaign, in Amadora. That approach has been crucial to involve stakeholders in the Scorecard and Action Plan.



Figure 1. Making Cities Resilient Campaign coordination structure in Municipality of Amadora

The methodology used to collect information for the different phases Scorecard and Action Plan phases were: stakeholders meetings, one-to-one meeting and online questionnaire. The stakeholders involved were:

- Local councils;
- Local authorities
- Municipal services;
- Private sector;
- NGO’s;
- Public/private institutions;

During all meetings the information was discussed and worked with stakeholders in order to understand better how to fill the gaps and weakness found (figure 2.).

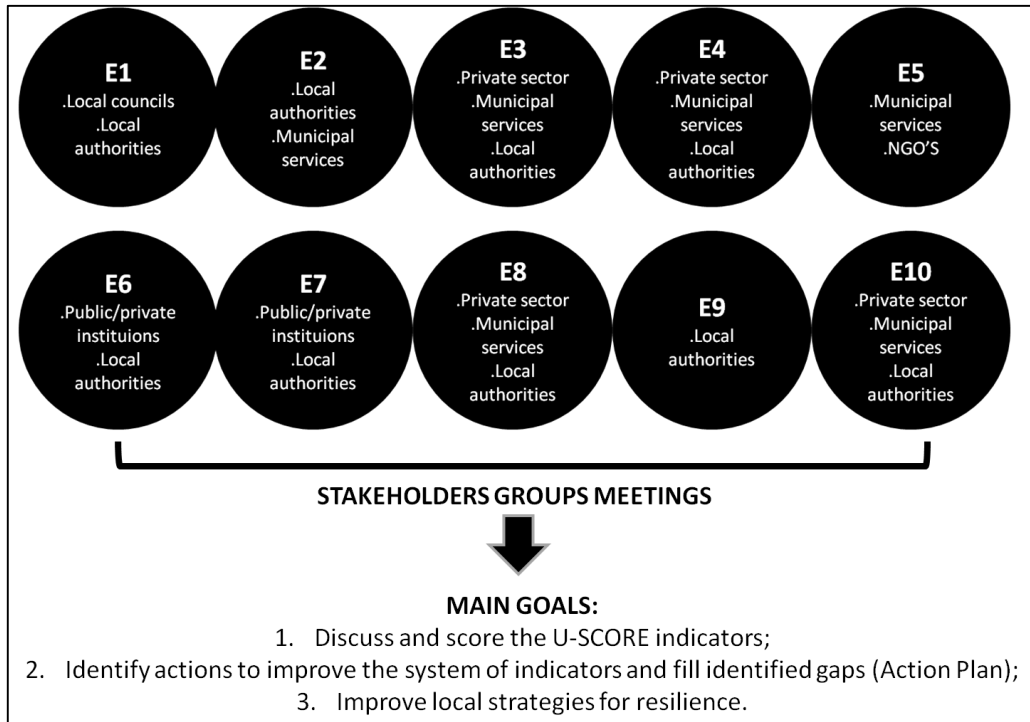


Figure 2. Scorecard and Action Plan meetings

## 2.2. STAKEHOLDERS MEETINGS



Figure 3. Local councils, municipal services and social institutions meetings to discuss U-SCORE and Action Plan



Figure 4. Local authorities meetings to discuss U-SCORE and Action Plan



Figure 5. Private sector, NGO's and local authorities meeting to discuss U-SCORE and Action Plan

### 2.3. STAKEHOLDERS LIST

GROUPS	ENTITY	RESPONSIBLE
LOCAL COUNCILS	Venteira	Carla Neves
	Falagueira-Venda Nova	Ana Venâncio
	Alragide	Beatriz Noronha
	Águas Livres	Jaime Garcia
	Encosta do Sol	Armando Paulino
	Mina de Água	Joaquim Rocha
LOCAL AUTHORITIES	Fire Department	Mário Conde
	National Police	Luís Pebre
	Portuguese Red Cross	Fernanda Machado
	Civil Protection Service	Luís Carvalho
	Health Care Municipal Center	Vanessa Gouveia
MUNICIPAL SERVICES	Mayor Office	Carla Tavares
	Environment	Cristina Pereira
	Urban Planning	Melo e Silva
	Education and Social Affairs	Luís Vargas
	Internal Equipments	Manuela Pires
	Geographic Information Systems	Deolinda Costa
	Press and Public Affairs Office	Paula Maçaneiro
PRIVATE SECTOR	IKEA	Paulo Carpinteiro
	Decathlon	
	Dolce Vita Shopping Center	Roberto Xavier
	Industrial (municipal) representative	
	Financial (national) representative	
NGO's;	Emergency Community Rescue Team	Carina Castanheira
	ElosVitais	José Firmino
	Drainage Systems and Watter Supply	Ana Paula Saramago
	Local TV (Amadora TV)	Rui Mesquita
	FARCOL	
	Miguel Torga School Group	Lurdes Machado

<b>PUBLIC/PRIVATE INSTITUTIONS</b>	Fernando Namora School Group	Ana Pinto
	Mães de Água School Group	
	AURPIF Social Institution	
	AURPIB Social Institution	
	AURPID Social Institution	
	Quinta de São Miguel Social Institution	Elizabete Costa
	Gustave Eiffel Professional School	Guedes da Costa
	TERCUD Research Center – Lusophona University	Zoran Rocca
	CICS.NOVA Research Center – New Lisbon University	Maria José Roxo
	Santa Casa Misericórdia Amadora	
	Social and Parish Centre of São Brás	Elsa Santos
	CERCIAMA	Ana Brás
	Cooperative - Space Path Zambujal	
	Roque Gameiro Cultural Center	
	Aproximar Social Institution	
Recomeço Social Institution	Catarina Martins	

## 2.4. ACTIONS AND IMPLEMENTATION

### ESSENTIAL 1: ORGANIZE FOR RESILIENCE

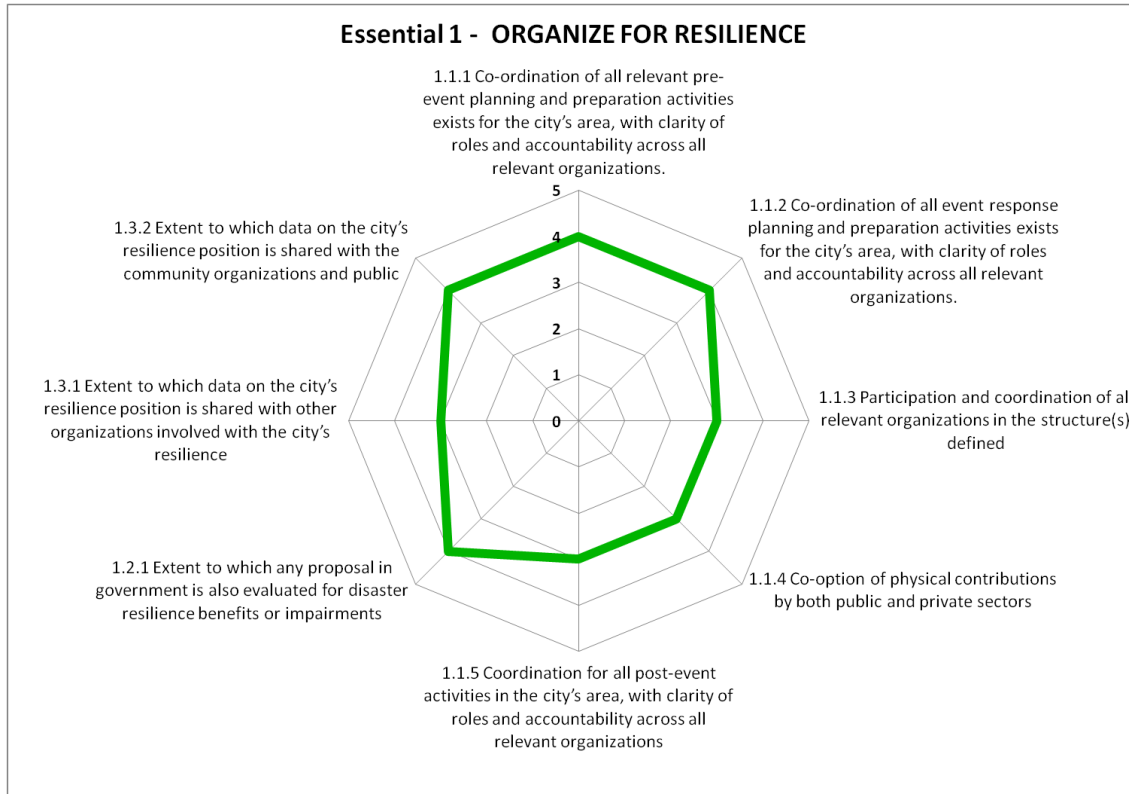


Figure 6. Essential 1 scores (Municipality of Amadora)

#### ACTIONS NEEDED

- Decision structure consolidation regarding the disaster risk reduction policies;
- Strengthen the participation of all community sectors in resilience strategies;
- Ensure more involvement of the private sector in the defined coordination strategies;

#### HOW TO IMPLEMENT (ACTIONS)?

- Promote regular meetings (every three months);
- Online platform for sharing information among all stakeholders;

#### WHO SHOULD BE INVOLVED?

- Mayor's office;
- All municipal services;
- All local councils;
- All local authorities;
- All private sector representatives;
- All social institutions representatives;
- Universities and/or research centers;

**ESSENTIAL 2: IDENTIFY, UNDERSTAND AND USE CURRENT AND FUTURE RISK SCENARIOS**

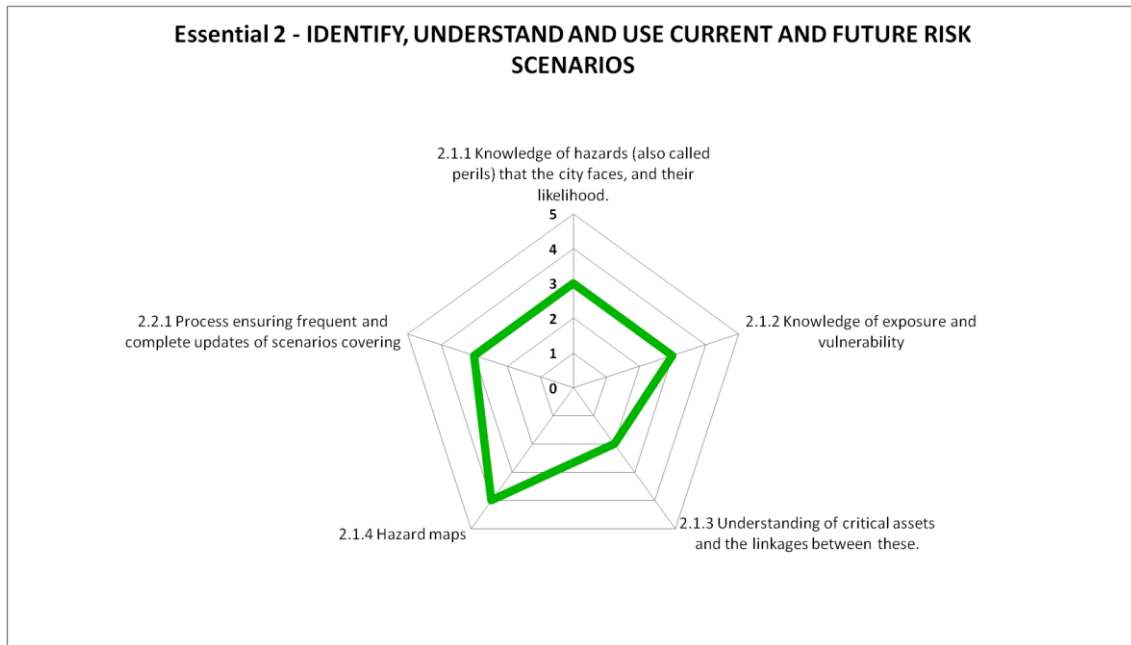


Figure 7. Essential 2 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- Improve the risk and disaster perception of all stakeholders;
- Ensure the permanent updating of all risks in the municipality;
- It should be done an assessment of the risk complexity as a whole and not individually;

**HOW TO IMPLEMENT (ACTIONS)?**

- More human resources and capacity to improve the management of geographic information;
- Acquire GIS software for scenario development and operations management;
- Improve risk analysis information access to all stakeholders in real time and updated (create an online platform for sharing information– Essential 1);

**WHO SHOULD BE INVOLVED?**

- All municipal services;
- All local councils;
- All local authorities;
- All private sector representatives;
- All social institutions representatives;
- Universities and/or research centers;

**ESSENTIAL 3 - STRENGTHEN FINANCIAL CAPACITY FOR RESILIENCE**

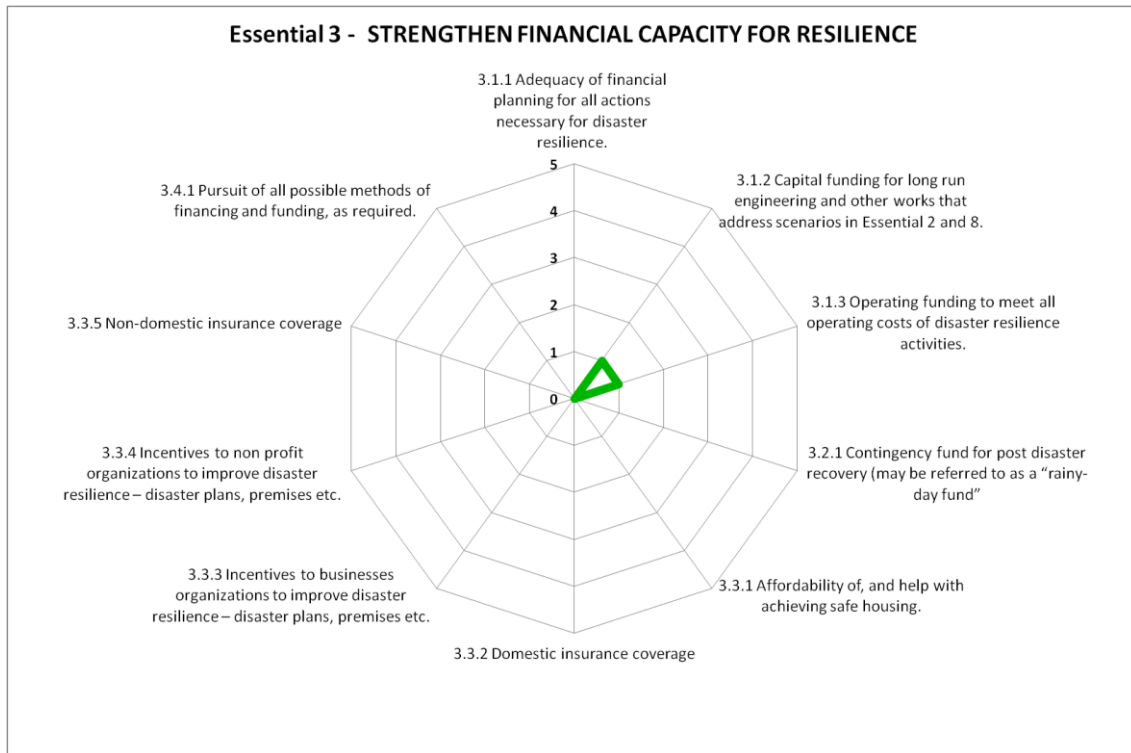


Figure 8. Essential 3 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- Integrate risk reduction measures into the local government budget to increase the resilience of the city’s economy, ecosystems and infrastructure (i.e. schools, hospitals, critical assets, water supply, drainage and solid waste management);
- Important to establish a contingency fund for post-disaster recovery;

**HOW TO IMPLEMENT (ACTIONS)?**

- Better coordination and cooperation between the Municipal Financial Department and the Civil Protection Municipal Service: setting a schedule of meetings to discuss the financial valences to support disaster situations;
- Create cost-benefit analysis models to understand the impact (financial) direct and indirect of a disaster situation;

**WHO SHOULD BE INVOLVED?**

- Municipal Financial Department and Civil Protection Service;
- All local authorities;
- All private sector representatives;

**ESSENTIAL 4 - PURSUE RESILIENT URBAN DEVELOPMENT**

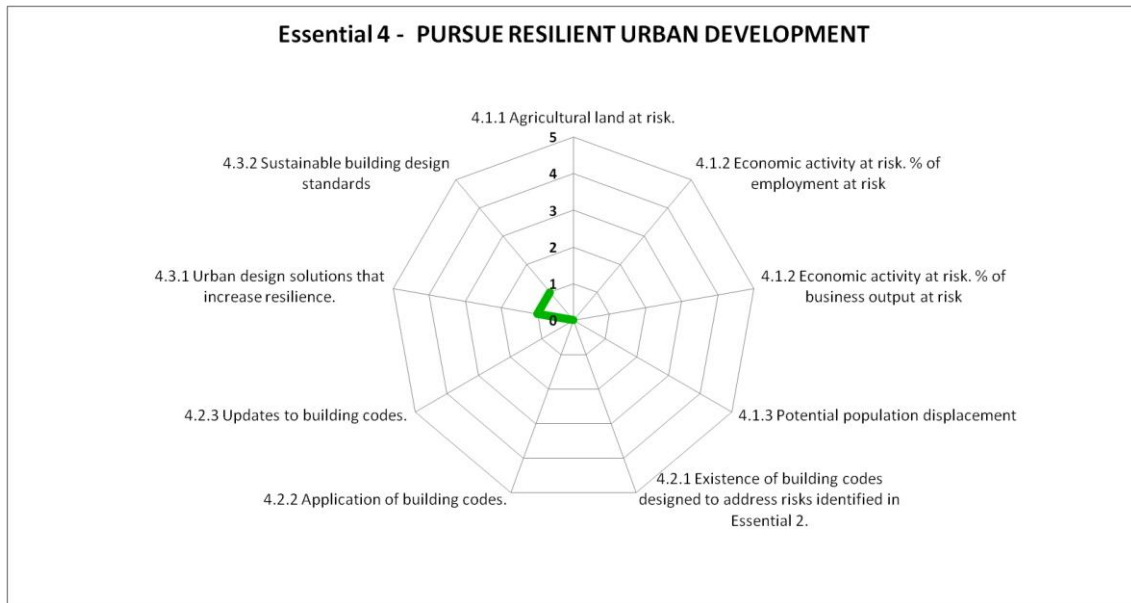


Figure 9. Essential 4 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- More involvement of local level in legislation on building codes, whose responsibility is the central government
- Establish a common database on risk analysis with existing economic activities and the urban occupation process.

**HOW TO IMPLEMENT (ACTIONS)?**

- Regular meetings with national regulators (CCDR and ANPC), in order to make a statement on the implementation and improvement of building codes;
- Ensure the involvement of the private sector in the Making Cities Resilient (Amadora);
- GIS software acquisition for creating scenarios to generate financial losses based on risks;

**WHO SHOULD BE INVOLVED?**

- Municipal Urban Planning Department and Civil Protection Service ;
- All local authorities;
- All private sector representatives;

**ESSENTIAL 5 - STRENGTHEN FINANCIAL CAPACITY FOR RESILIENCE SAFEGUARD NATURAL BUFFERS TO ENHANCE THE PROTECTIVE FUNCTIONS OFFERED BY NATURAL ECOSYSTEMS**

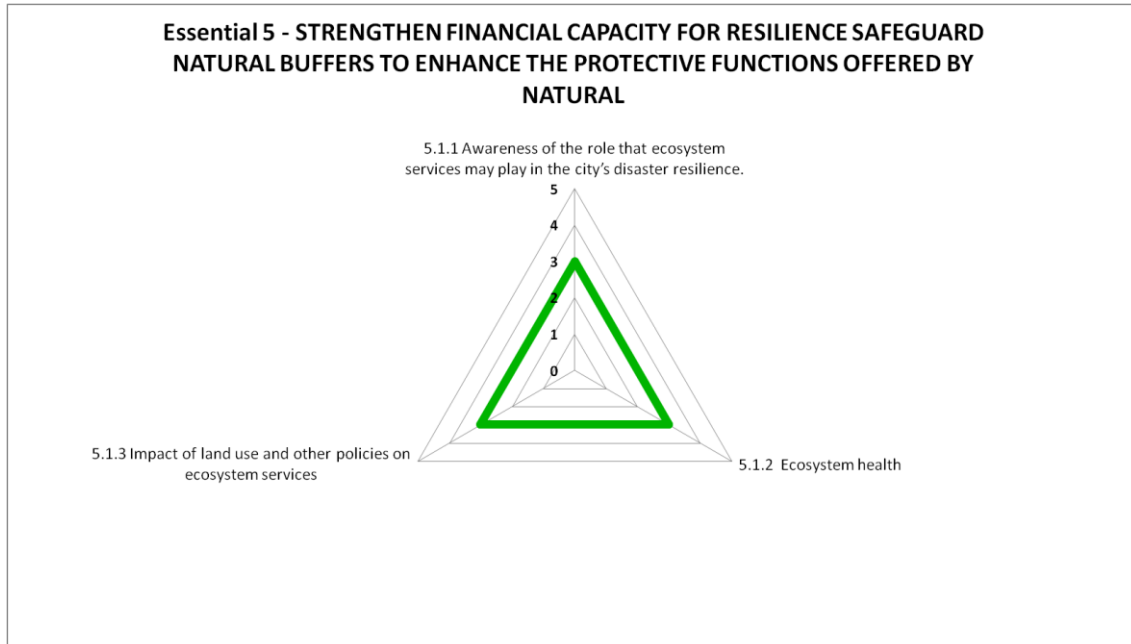


Figure 10. Essential 5 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- Definition of a local strategy for climate change, where it is possible to integrate all the expected impacts (health, economy, environment, risks);
- More interaction among municipal services and local stakeholders with responsibilities in the environmental field;

**HOW TO IMPLEMENT (ACTIONS)?**

- Unsure the support of universities (know-how) to be possible to build the local strategy for climate change;
- Develop information and awareness actions on the expected impacts of climate change in the various sectors of the municipality.

**WHO SHOULD BE INVOLVED?**

- All municipal services;
- All local councils;
- All local authorities;
- All private sector representatives;
- All social institutions representatives;
- Universities and/or research centers;

**ESSENTIAL 6 - STRENGTHEN INSTITUTIONAL CAPACITY FOR RESILIENCE**

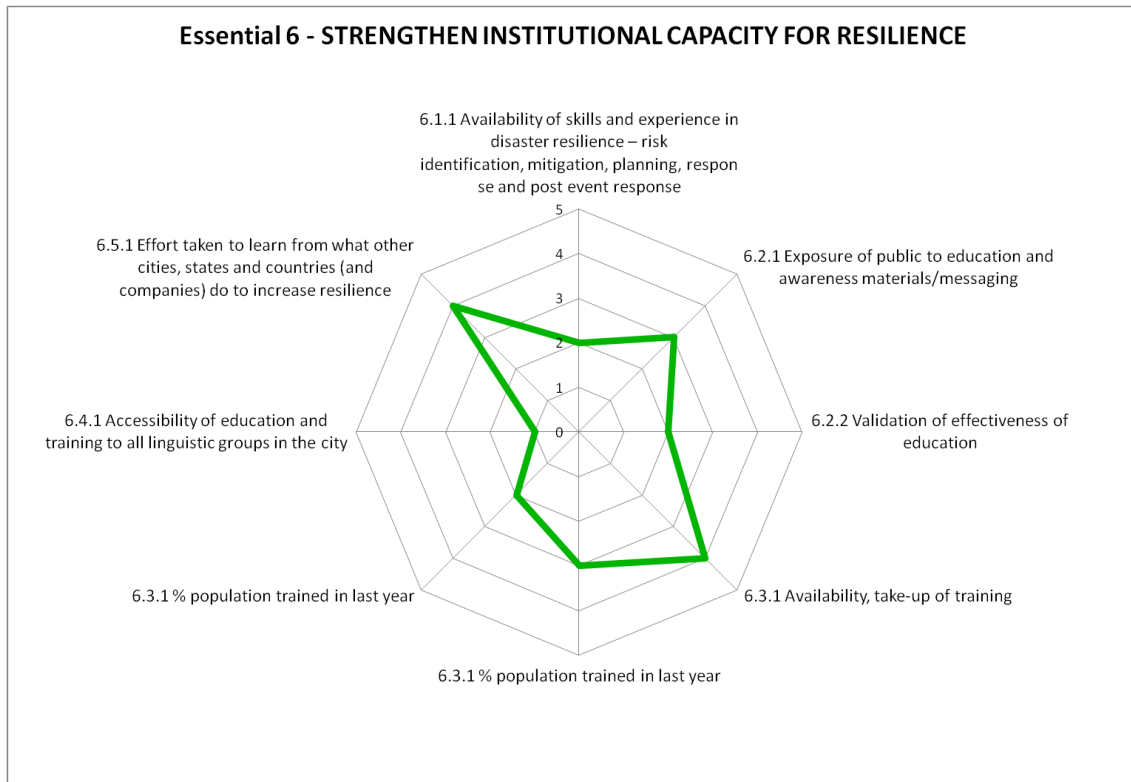


Figure 11. Essential 6 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- Strengthen participation and access for all sectors of the community with regard to strategies for resilience;
- Ensuring the translation of all publications about risks and disasters, to existing nationalities in the Municipality;
- Ensure better information on the public services (outdoor, informative electronic billboards);
- Improve exchange of experiences between entities on resilience issues;
- Develop educational and interactive games related to resilience;

**HOW TO IMPLEMENT (ACTIONS)?**

- Online platform for sharing information among all stakeholders (Essential 1)
- Translation into the languages (nationalities) existing in the city of all the information related to the disaster risk reduction;
- Set a budget for processes related to risk communication;

**WHO SHOULD BE INVOLVED?**

- All municipal services;
- All local councils;
- All local authorities;
- All private sector representatives;
- All social institutions representatives;
- Universities and/or research centers;

**ESSENTIAL 7 - INCREASE SOCIETAL AND CULTURAL RESILIENCE**

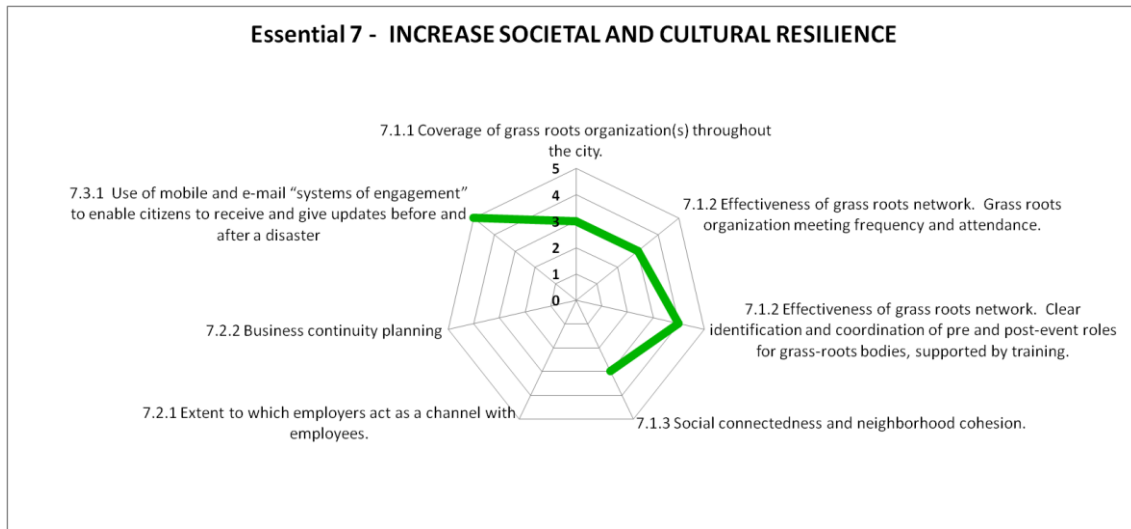


Figure 12. Essential 7 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- Ensure the extension of the early warning system to the entire population;
- Assess the impact of the methodologies defined from Making Cities Resilient Campaign, in terms of updating the emergency plans of the institutions;
- Measure the impact of the Making Cities Resilient Campaign in the Municipality in order to redefine strategies and methods with stakeholders;

**HOW TO IMPLEMENT (ACTIONS)?**

- Evaluation survey about the Making Cities Resilient Campaign impact;
- Online platform for sharing information among all stakeholders (Essential 1) and community (listen their concerns and opinions);
- More communication efficiency in social networks;
- Increase the ability to send warning system messages;

**WHO SHOULD BE INVOLVED?**

- All municipal services;
- All local councils;
- All local authorities;
- All private sector representatives;
- All social institutions representatives;

**ESSENTIAL 8 - INCREASE INFRASTRUCTURE RESILIENCE**

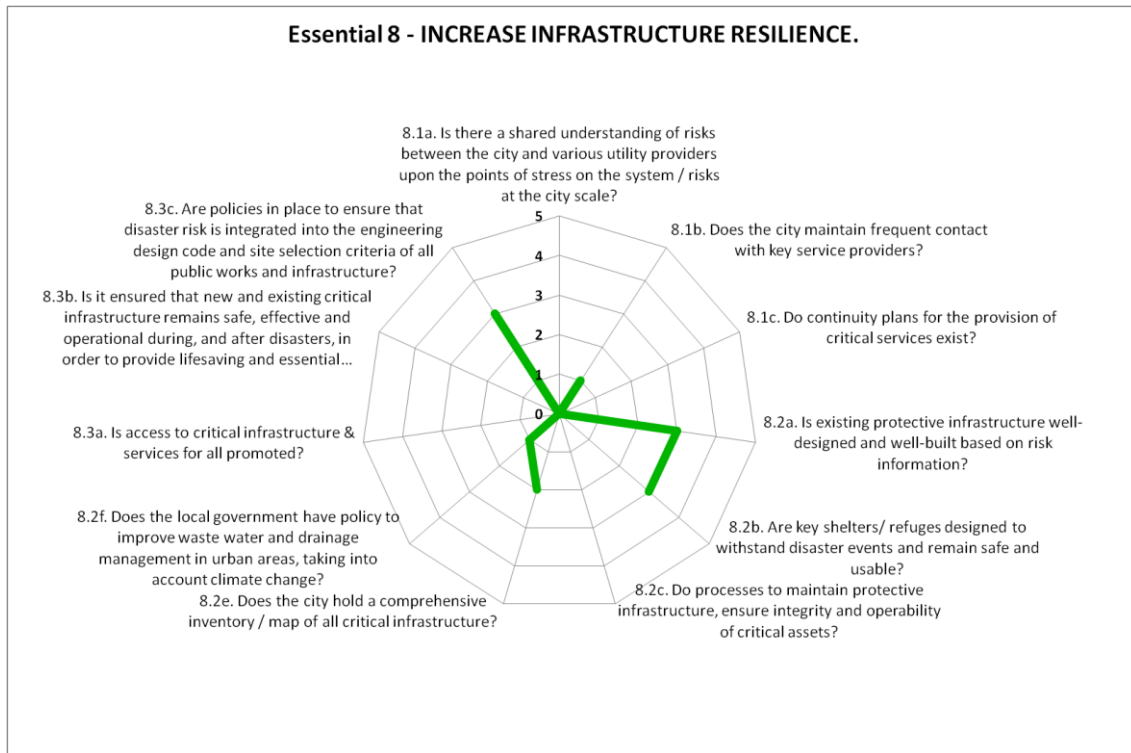


Figure 13. Essential 8 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- Ensure more involvement of the private sector in order to break down barriers and be able to have access to information that reduces costs and losses (Essential 3);
- Reinforce the importance of an understanding between the local authorities and the private sector (particularly the financial sector) in order to sustain more resilience at local level;

**HOW TO IMPLEMENT (ACTIONS)?**

- Establish a memorandum on the transfer of private sector data, in order to improve procedures and strategies about resilient;
- Define the tasks and the strengthening of private sector position in strategies related to reducing the risk of disaster;
- Creating a platform, with restricted access between the private sector and local authorities in order to be able to manage information;

**WHO SHOULD BE INVOLVED?**

- Municipal Financial Department and Civil Protection Service;
- All local authorities;
- All private sector representatives;

**ESSENTIAL 9 - ENSURE EFFECTIVE DISASTER RESPONSE**

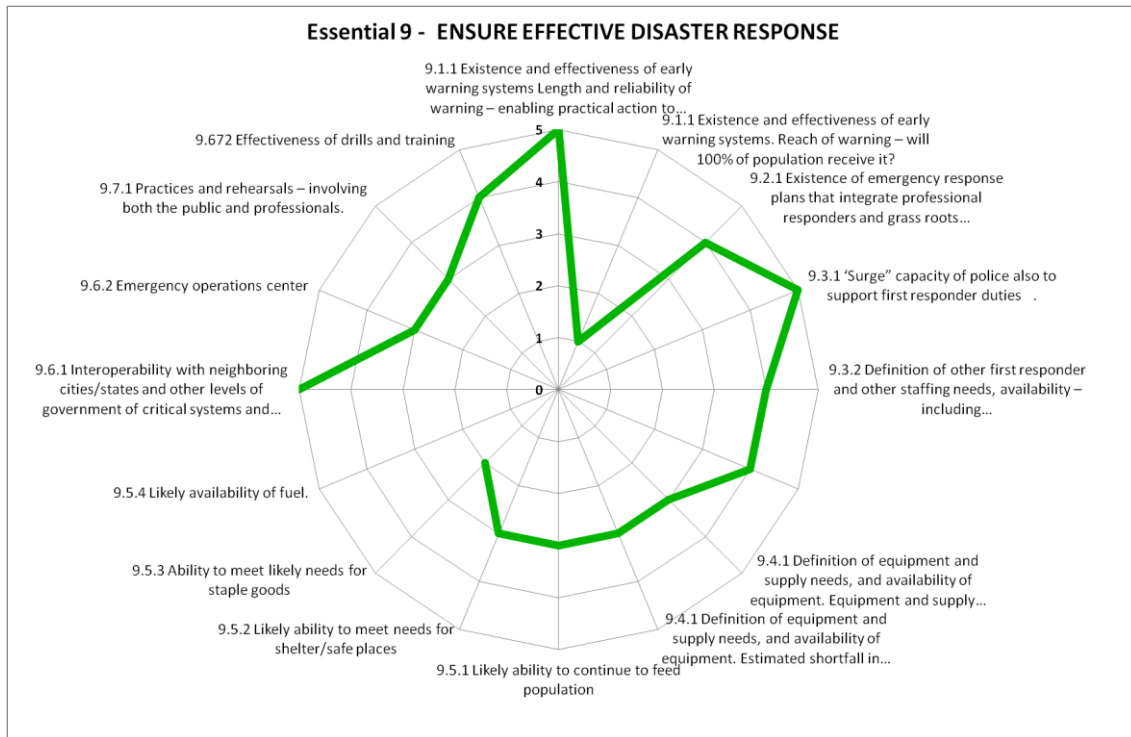


Figure 14. Essential 9 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- Efforts to improve the current center of emergency and relief;
- Ensure the development of an alternative point for logistic platform;
- Ensure that all people know the emergency plan and its meeting point;
- Improve existing resources and means to provide adequate relief;
- Test more regularly operating procedures with all the civil protection agents;
- Strengthen volunteering in civil protection;

**HOW TO IMPLEMENT (ACTIONS)?**

- Establish a regular schedule of operational exercises involving all entities and population segments;
- Establish a regular schedule of operational exercises involving all entities and population segments;
- Purchase of software for disaster management, with integration of all entities;

**WHO SHOULD BE INVOLVED?**

- All municipal services;
- All local councils;
- All local authorities;
- All private sector representatives;
- All social institutions representatives;

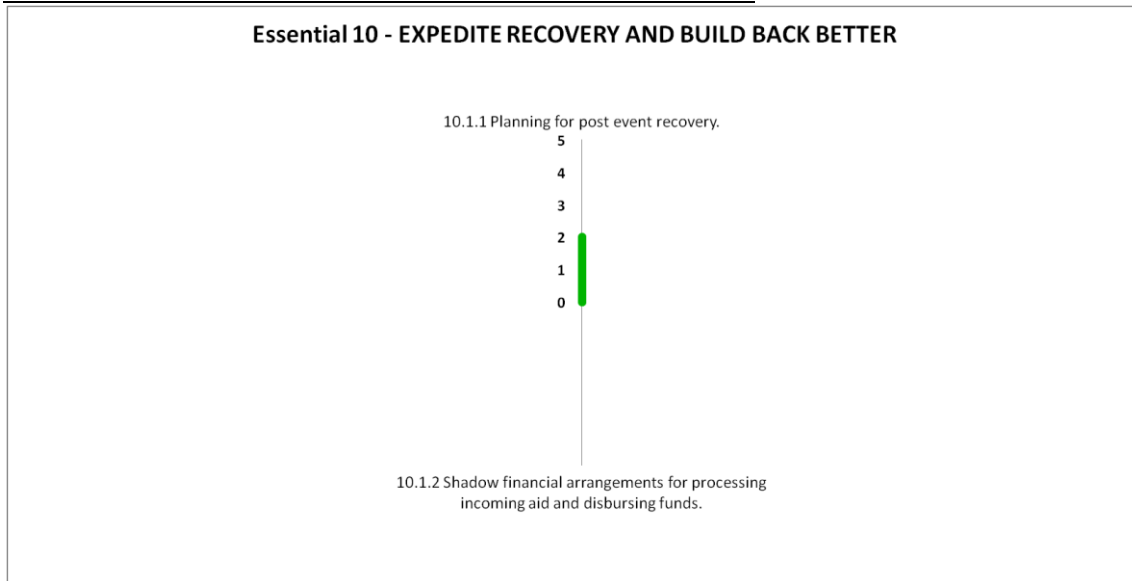
**ESSENTIAL 10 - EXPEDITE RECOVERY AND BUILD BACK BETTER**

Figure 15. Essential 10 scores (Municipality of Amadora)

**ACTIONS NEEDED**

- Drills more regularly and assess the actual conditions of all components of the recovery process;
- Important to establish a contingency fund for post-disaster recovery (Essential 2);

**HOW TO IMPLEMENT (ACTIONS)?**

- Better coordination and cooperation between the Financial Department of the Amadora Municipality and the Municipal Service of Civil Protection: the creation of an annual calendar of meetings to discuss the financial issues to support disaster situations (Essential 3);
- Purchase of software for disaster management, with integration of all entities (Essential 9);

**WHO SHOULD BE INVOLVED?**

- All municipal services;
- All local councils;
- All local authorities;
- All private sector representatives;
- All social institutions representatives;

### 3. FINAL NOTES

The participation of 45 stakeholders in the whole process of the U-SCORE and Action Plan enabled a very interesting interaction around a single aim: consolidate a local strategy for resilience.

All the meetings where concrete indicators and actions were discussed resulted in a local commitment. Actions and implementation methods (Action Plan) are the starting point for the improvement of established indicators and principles in the U-SCORE. Over the several hours of discussion we should highlight some actions that will be critical to achieve: creating an information sharing platform between all stakeholders with responsibility in the area of resilience and more effective coordination between the private sector and other sectors local government.

If all stakeholders support the actions referenced in this plan, the resilience of the municipality will be strengthened!

