

URBACT



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# Integrated Action Plan

## CIRCULAR ECONOMY

Lisbon



LISBOA  
E+NOVA  
Agência de Energia  
e Ambiente de Lisboa



**Lisbon stands today at a decisive moment.** The urgency to accelerate the climate transition and the need to manage resources more efficiently have become not only environmental priorities but also strategic pillars for the city's future. The LET'S GO CIRCULAR! Action Plan was born precisely from this context — from the will to build a Lisbon that is more resilient, more innovative, and closer to its communities.

This Plan was developed collaboratively, bringing together public, private, academic, and civic entities in a process that honours the best of the URBACT methodology — participation, co-creation, experimentation, and integrated vision. It is more than a document: it is a collective commitment to turn circularity into a daily, tangible, and accessible practice capable of generating real impact across the territory.

Lisboa E-Nova is proud to support this path, mobilising technical knowledge, facilitating partnerships, and promoting the connection between municipal policies, innovation practices, and community-based initiatives. LET'S GO CIRCULAR! reinforces the Agency's role as a catalyst for change and as a structure that helps the city turn ambition into action.

To all those who contributed to this Plan — institutional partners, associations, experts, citizens, and technical teams — I extend my sincere recognition and gratitude.

This is a collective endeavour, and only with this collective spirit will it be possible to continue building a more sustainable, modern, and fair Lisbon.

**Miguel de Castro Neto**  
President of Lisboa E-Nova





**The future of cities will increasingly depend on their ability to rethink development models, innovate, and create conditions for businesses, citizens, and institutions to adopt more sustainable practices.** Lisbon has been embracing this challenge with determination, and the LET'S GO CIRCULAR! Action Plan represents a clear step forward in this transformation journey.

This Plan stands as an opportunity to strengthen the link between economy, innovation, and sustainability — stimulating the creation of new circular businesses, supporting entrepreneurship, valuing existing resources, and promoting responsible consumption habits. Throughout this process, it became clear that circularity is not merely an environmental strategy — it is also an economic and social opportunity for the city, with direct impact on competitiveness, value creation, and quality of life.

I would like to thank all entities and experts who contributed to this collective effort. The work accomplished shows how Lisbon can mobilise its ecosystem, engage communities, and turn ideas into concrete solutions. The Municipality remains fully committed to supporting the initiatives that emerge from this Plan and to ensuring that the city moves forward with confidence towards a more circular, resilient, and innovative urban model.

Lisbon has all the conditions to become a European reference in this field — and this Plan is a key milestone to make that ambition a reality.

**Diogo Moura**  
**Councillor for Economy and Innovation**  
**Lisbon City Council**





**The climate crisis is one of the greatest political challenges of our time and requires responses that match its scale, grounded in strategic vision, policy coherence and collective mobilisation.** Lisbon has embraced this commitment by placing climate neutrality at the centre of its agenda, and the Let's Go Circular! Action Plan is a concrete expression of this ambition.

Today, the circular economy is inseparable from climate action. By reducing waste, extending the lifespan of materials, improving energy and water efficiency and rethinking urban cycles, we are acting directly on the drivers of emissions while strengthening the city's resilience. This Action Plan translates these objectives into practical measures, tested on the ground and aligned with Lisbon's political priorities.

The pathway followed, in line with the URBACT methodology, demonstrates that more effective public policies can be built when dialogue is fostered between institutions, scientific knowledge, economic actors and local communities.

This approach ensures coherence with the city's strategic instruments, namely the Climate Action Plan and the Lisbon Climate Contract, while strengthening implementation capacity and policy monitoring.

As Councillor for Sustainability, Environment and Energy, I firmly believe that the climate transition must also be a democratic, transparent and participatory process. LET'S GO CIRCULAR! contributes to this pathway by positioning circularity as a structural pillar of urban policies and as a clear political commitment to the future of the city and of the next generations.

**Vasco Anjos**  
**Councillor for Sustainability, Environment and Energy**  
**Lisbon City Council**



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## List of Abbreviations

**AML**

Metropolitan Area of Lisbon

**CCDRLVT**

Commission for Regional Development and Coordination of Lisbon and Tagus Valley

**CML/DMEI**

Lisboa City Council | Municipal Directorate of Economy and Innovation

**CML/DMEI/DEEE**

Lisboa City Council | Municipal Directorate of Economy and Innovation | Department of Employment, Entrepreneurship and Enterprise

**CML/DMEI/DISE**

Lisboa City Council | Municipal Directorate of Economy and Innovation | Department of Innovation and Strategic Sectors

**CML/DMHU**

Lisboa City Council | Municipal Directorate of Urban Waste

**CML/DAEAC**

Lisboa City Council | Municipal Department of Environment, Energy and Climate Change

**CML/DMM**

Lisboa City Council | Municipal Directorate of Mobility

**CML/DMU**

Lisboa City Council | Municipal Directorate of Urbanism

**CML/DMF**

Lisboa City Council | Municipal Directorate of Finance

**CML/DMH/DDL**

Lisboa City Council | Municipal Directorate of Housing /Local Development Department

**CML/SG**

Lisboa City Council | Municipal General Secretary

**CML/SG/DRMP/DP**

Lisboa City Council | Participation Division

**CML/DMMC**

Lisboa City Council | Municipal Directorate of Maintenance and Conservation

**CML/CGIUL**

Lisboa City Council | Lisbon Urban Intelligence Management Centre

**DGT**

Territory General Directorate

**IAP**

Integrated Action Plan

**ULG**

URBACT Local Group

## Quick Facts

## What is URBACT?

**URBACT is a European Union program designed to promote sustainable urban development** by fostering cooperation and knowledge exchange between cities across Europe.

It provides a platform for cities to share best practices, develop integrated action plans, and implement innovative solutions to urban challenges such as social inclusion, climate change, mobility, and economic development. By connecting municipalities, policymakers, and stakeholders, URBACT helps strengthen local capacities and encourages participatory governance, ensuring that urban policies are both effective and inclusive.

## The LET'S GO CIRCULAR! Network

**"LET'S GO CIRCULAR! is an Action Planning Network** under the URBACT IV program, officially launched in June 2023 with Munich as its Lead Partner.

It brings together ten diverse European cities - Munich, Cluj-Napoca, Corfu (through Kapodistriaki Development S.A.), Granada, Malmö, Riga, Oulu, Guimarães, Lisbon, and Tirana (as an IPA partner) - to collaboratively design integrated strategies for a holistic circular urban transition. Operating on the principles of the "10 R Ladder" (from Refuse to Recover), the network focuses on fostering systemic transformation through themes such as governance, education and awareness, innovation and entrepreneurship, infrastructure, and methodological tools like material flow mapping and circular metrics. The goal is to craft Integrated Action Plans (IAPs) by 2025 that support sustainable, just, and productive circular economies in urban contexts — empowering municipalities to close material loops, shift mindsets, and implement tangible, locally-driven circular solutions.

## What is the IAP?

An Integrated Action Plan (IAP) is a locally developed, **strategic document produced by a city's URBACT Local Group (ULG).**

It brings together public authorities, stakeholders, civil society and experts to design a participative, place-based response to urban challenges. It outlines concrete actions to be implemented, detailing timelines, responsibilities, costings, funding sources, monitoring indicators, and risk assessments, with the goal of transforming strategic ideas into actionable urban improvements.

## ULG contributors

The URBACT Local Group (ULG) contributors ("ULG contributors") are the diverse local stakeholders—both within and beyond city administration — **who collaborate to co-design and co-implement urban strategies and action plans under the URBACT program.**

These contributors include municipal officials (often spanning various departments), elected representatives, civil society actors, NGOs, public agencies, private-sector representatives (such as businesses or entrepreneurs), academics, and community groups or residents. Together, they form a participatory "crew casting"—a dynamic, creative, and inclusive team—brought together to frame challenges, share knowledge drawn from transnational exchanges, and co-produce more relevant, efficient, and well-designed urban policies and solutions.

## IAP in a nutshell

The development of Lisbon's Integrated Action Plan (IAP) under the URBACT IV – LET'S GO CIRCULAR! network followed a systematic, participatory, and iterative methodology, grounded in the principles of the **URBACT approach: integration, participation, and action learning.**

This framework ensured that each phase of the process — from problem analysis to pilot testing — was co-created, evidence-based, and aligned with local, regional, and European priorities.

## Establishing the URBACT Local Group (ULG)

**The ULG brought together municipal departments, public agencies, academia, NGOs, startups, and community-led initiatives. This ensured horizontal, vertical, sectoral, and territorial integration — a cornerstone of the URBACT methodology.**

The ULG's establishment began during the preparation phase for the first Lead Expert visit, supported by an institutional survey to identify relevant organizations. Following the visit, the group was expanded to include new entities recommended by participants.

The ULG adopted an open and collaborative governance model, combining plenary and thematic meetings with continuous communication and knowledge-sharing channels.

### THEMATIC ENGAGEMENT LED TO THE CREATION OF:



- **Two Advisory Councils** (Central and Regional Administration; Academia and Research Institutions)
- **Two Transversal Working Groups** (Education, Citizenship & Local Development; Knowledge, Information & Indicators)
- **Nine Thematic Subgroups** (including Construction & Public Works, Mobility & Public Space, Circular Procurement, Waste Prevention, Water & Energy Efficiency, among others)

This diversified structure enabled broad participation and ensured that multiple policy dimensions were represented in the design process.

## Defining the Focus Areas

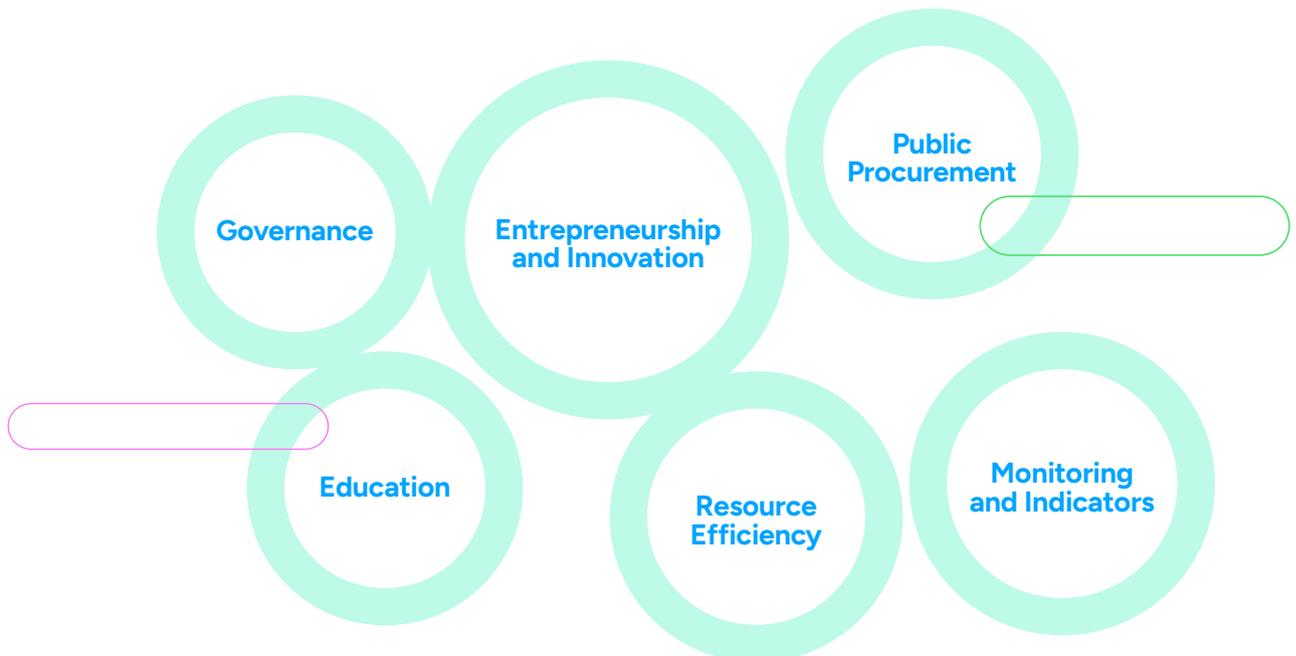
**The identification of focus areas was a key analytical step.** It combined quantitative analysis (based on the Baseline Study) and qualitative insights from ULG members.

### THREE MAIN SOURCES GUIDED THIS PROCESS:



- **Alignment with Local, Regional, and National Policies**, ensuring consistency with existing strategic frameworks;
- **Inputs from the Baseline Study**, offering data on circular flows and material use;
- **Priorities Expressed by ULG Partners**, integrating local knowledge, operational expertise, and community perspectives.

This mixed approach ensured that Lisbon's focus areas reflected both the network's thematic clusters (governance, education, innovation, infrastructure) and the city's own strategic priorities, creating an integrated foundation for the IAP. **These were defined as Areas of Focus:**



## Setting Strategic and Operational Objectives



### FOLLOWING THE IDENTIFICATION OF FOCUS AREAS, THE ULG COLLABORATIVELY DEFINED A HIERARCHY OF OBJECTIVES:

- **Five Strategic Objectives (SOs)** outlining the city's long-term transformation goals;
- **Operational Objectives (OOs)** detailing short- to medium-term priorities and enabling measures. Each objective was linked to specific, measurable actions designed to contribute to Lisbon's circular transition and aligned with the vision defined by the group.

The objectives were refined through iterative discussion in plenary and sectoral meetings, ensuring that each action responded to a real, shared local need and remained feasible within Lisbon's governance and financial context.

## Participatory Action Design

The design of actions was conducted collectively with ULG members, following the URBACT "intervention logic":

1. **Problem Analysis:** identifying barriers and needs;
2. **Ideation:** co-developing potential solutions;
3. **Action Description:** defining scope, owners, costs, and indicators;
4. **Testing and Validation:** ensuring alignment with the city's strategic framework.

### EACH ACTION SHEET DETAILED:



- **Objectives and expected outcomes**
- **Estimated costs and duration**
- **Lead and supporting stakeholders**
- **Relevant policy frameworks and risk assessments**

This stage transformed strategic ambitions into concrete, operational measures, grounded in evidence and collective ownership.

## Prioritisation of Actions

Once all actions were drafted, a prioritisation exercise was conducted during the fourth ULG meeting.

### PARTICIPANTS ASSESSED EACH PROPOSED ACTION ACCORDING TO TWO CRITERIA:

1. **Impact potential** (expected contribution to circularity and sustainability goals);
2. **Complexity** (institutional, financial, and technical feasibility).

The exercise used a matrix-based evaluation, allowing each working group to classify and compare actions visually.

Results were consolidated and validated in plenary sessions, leading to a final list of **13 priority actions**.

These actions were selected for detailed elaboration in **Part III** of the plan, ensuring that Lisbon's IAP remains both ambitious and implementable.

## Pilot Actions and Iterative Learning

In accordance with the URBACT learning-by-doing philosophy, Lisbon developed a set of pilot actions to test key ideas before full implementation. Pilots served as experimental platforms to reduce uncertainty, engage stakeholders, and validate proposed solutions on a small scale.

### FOUR PILOTS WERE CARRIED OUT:



- **Circular Construction** talk about testing collaborative models for material reuse and resource loops.
- **Sustainable Consumption and Awareness Tools**, developing communication methods to promote circular behaviours.
- **Sustainable Tourism**, exploring ways to integrate circular principles in visitor experiences.
- **Circular Neighbourhoods**, mobilising communities and local actors to co-create place-based solutions.

These pilots provided evidence and learning that directly informed the refinement of the final actions and governance model — demonstrating how experimentation strengthens strategic planning.

## Integration, Validation and Finalisation

Throughout the process, **continuous peer review and integration checks** were conducted:

- **Regular exchanges with the LET'S GO CIRCULAR! partner cities;**
- **Feedback loops from the Lead Expert;**
- **Internal validation sessions within Lisbon City Council and Lisboa E-Nova.**

The final version of the IAP integrates all inputs gathered through this iterative cycle — from stakeholder consultation to pilot evaluation — ensuring that it is robust, participatory, and aligned with Lisbon's long-term vision for a regenerative and circular city.

PHASE	MAIN ACTIVITIES	KEY OUTPUTS
<b>ULG Establishment</b>	Mapping, stakeholder engagement, governance setup	Functional, inclusive Local Group
<b>Focus Area Definition</b>	Policy alignment, baseline study, participatory analysis	Thematic focus areas
<b>Objective Setting</b>	Co-definition of SOs and OOs	Hierarchical objective framework
<b>Participatory Action Design</b>	Action sheets, co-creation sessions	Detailed action portfolio
<b>Prioritisation</b>	Impact–complexity matrix, consensus meetings	13 priority actions
<b>Pilot Implementation</b>	Testing selected actions	Evidence and learning
<b>Validation &amp; Integration</b>	Peer review, institutional approval	Final IAP for implementation



City Context and Definition  
of the Policy Challenge

**PART I**

PART I

1

City Context

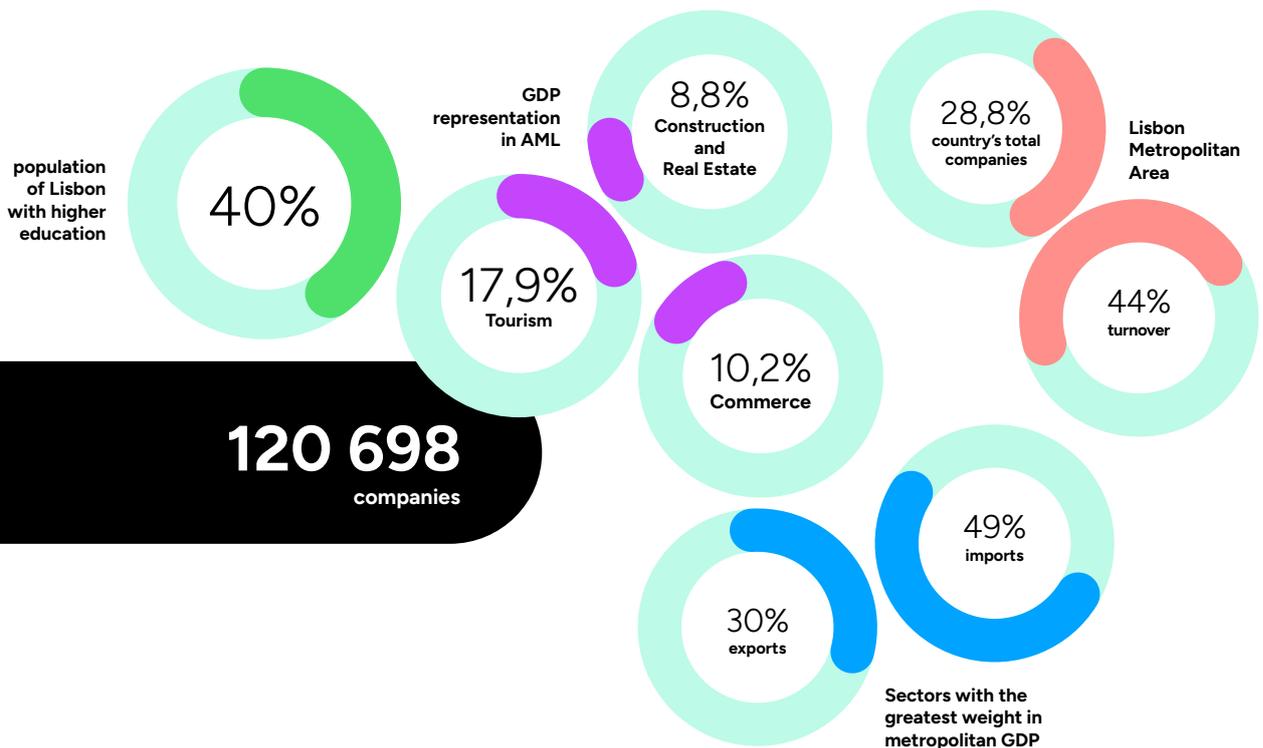
1.1

Local context

**Facing the Atlantic, Lisbon is the capital of Portugal.** It has an urban area of 100,05 km<sup>2</sup> and 545,796 inhabitants (density: 5,455 inhabit/km<sup>2</sup>) in 2021, making it the largest city in the country.

Over the last few decades there has been a decrease in population numbers, however the amount of people entering the city to work, or visit generates a daily population estimated at 70 percent in relation to its residents.

Around 40% of Lisbon's population has higher academic qualifications, making it an attractive city for many multinationals that locate shared and nearshore service platforms here. Lisbon has 120,698 companies, 9.2% of the national total, and generates 23.2% of the national gross value added (2021). The Lisbon Metropolitan Area (AML) concentrates 28.8% of the country's total companies and represents 44% of its turnover (2022). The sectors of economic activity with the greatest representation in GDP are, in AML, Tourism (17.9), Commerce (10.2) and Construction and Real Estate (8.8). AML is responsible for 30% of the country's exports and 49% of its imports.



The Municipality of Lisbon has actively promoted innovation as a key driver of public policies across social, environmental, and technological domains. This vibrant ecosystem has attracted a wide array of start-ups and unicorns, thriving in the city's dynamic and forward-thinking environment. In recognition of these efforts, Lisbon was honoured in 2023 as the European Capital of Innovation by the European Union's European Innovation Council.



With its unique charm and unparalleled energy, Lisbon continues to position itself as a vibrant hub for talent and opportunity, drawing new residents to study, live, work, and invest.

## PART I

It is important to highlight that, also in Lisbon, **the Municipal Public Policy in the environmental area has evolved a lot**, as a result of the work carried out in a network and partnership with other cities and countries, whose learning and sharing of knowledge, as well as the replication of best practices, have contributed greatly for the city's evolution in all environmental indicators.

Lisbon City is an active member of the Covenant of Mayors for Climate and Energy, under which the city approved and submitted its Action Plan for Energy and Climate.

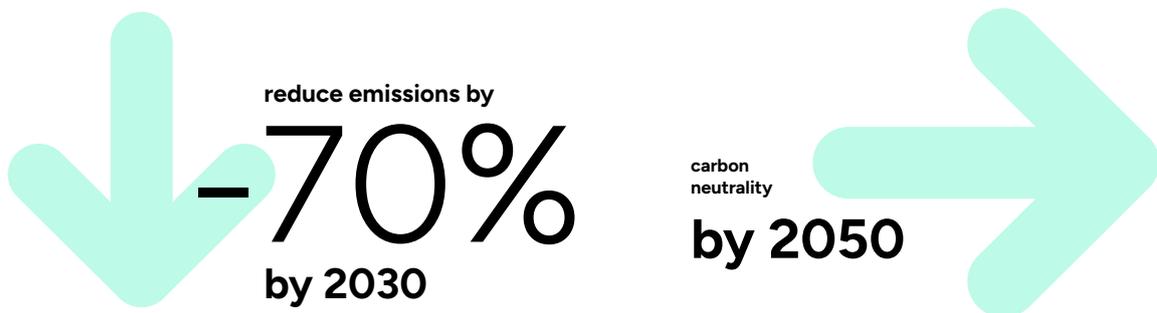
Lisbon reports its indicators to CDP Cities and participates in a series of networks, such as ICLEI and EUROCITIES, sharing and learning best practices and defining articulated and collaborative climate policies.

Lisbon is also a member of the Urban Water Agenda 2030 core group, thus collaborating on European policies for the sustainable use of water.

In November 2020, Lisbon joined the Municipal Platform for the Sustainable Development Goals (Local SDGs), an initiative that aims to mobilize Municipalities and other relevant entities to achieve the SDGs at the local level.

More recently, Lisbon's commitment to climate action was recognized by the C40 and the city became member of climate leadership network in recognition of the projects developed and the results achieved.

This plan aims to reduce emissions by 70 percent by 2030 and achieve carbon neutrality by 2050.



It is also important to highlight that over the last years Lisbon has been exploring new models of city governance that respect the principles reflected in the Urban Leipzig Charter by investing in a greener, more productive, inclusive, and smart city. This dynamic is also reflected in the co-governance processes involving citizens. Namely with the implementation of participatory budgeting tools and more recently in the promotion of a forum of citizens for the design of policies in 15-minute cities or improvement of city biodiversity or sharing mobility. Many of these projects, mainly in the areas of housing, mobility, public space, waste management, have been supported by funding from European structural funds, made available in several programs managed by the EU or at national level (e.g.: Portugal 2020, Fundo Ambiental and POSEUR)."

Lisbon City Council has been making efforts over the last decade to make Lisbon a greener and more people-friendly city. **In 2012, the municipality included climate change as one of the seven fundamental urban policies, based on a territorial development model supported by two vital systems - the ecological system and the mobility and transport system – translated into a set of measures and guidelines for municipal management.**

Lisbon today has a clear position on climate change action. It signed the Covenant of Mayors for Climate and Energy, developed and approved the Local Action Plan for Biodiversity (PALB, 2016), the Municipal Strategy for Adaptation to Climate Change (EMAAC, 2017) and the Energy Action Plan Sustainability and Climate (PAESC, 2018).

In 2020, Lisbon was recognized as the European Green Capital, a distinction that highlights the city's transformation over the last decade and renews its commitment to achieving a healthier and more sustainable urban environment by 2030.

In March 2024, Lisbon — one of 100 European cities committed to carbon neutrality by 2030 — signed its Climate Contract with the European Commission. The document defines the city's commitments and targets for reducing emissions, bringing forward measures initially planned for 2050.

The total planned investment exceeds **5 billion euros**, focusing mainly on the mobility and building sectors, the main contributors to emissions.

## Advancing Lisbon's Circular Transition:

### from Sustainable Vision to Regenerative Action

**Lisbon's transition to a circular economy is inseparable from its ambition to be a more sustainable, inclusive, and climate-resilient city.**

This transition aims to promote more responsible consumption and production patterns, stimulating the local economy and new circular business models, and creating tools to monitor and optimize resource use.

At the same time, it intends to strengthen the urban ecosystem — organizations and citizens — to adopt more sustainable consumption behaviors, contributing to resource regeneration at the local, regional, and European levels.

## Institutional Context and Governance:

### building a Unified Framework for Circularity in Lisbon

To date, the topic of the circular economy has been addressed in a fragmented and sectoral manner, with different municipal departments and external entities working in a disconnected way.

Despite the value of the initiatives already underway, the need for an integrated and cross-cutting approach is evident.

This plan proposes a governance model capable of driving circularity policies holistically, reflecting the collective ambitions of the multiple actors involved.

The Municipal Directorate of Economy and Innovation (DMEI) — responsible for these two strategic domains, Economy and Innovation — has partnered with Lisboa E-Nova, the Lisbon Energy and Environment Agency, an entity with consolidated experience in developing strategic sustainability instruments.

Together, they lead the co-creation of Lisbon's Circular Economy Strategy, mobilizing municipal departments, public and private entities, and community partners.

The development of this **Action Plan** thus constitutes an essential milestone for the construction of a comprehensive and participatory circularity strategy for the city.

**PART I**

1.2 Institutional and policy frameworks

Global

EU

National

Regional

Local

1.2.1 Global Framework

The **2030 Agenda for Sustainable Development** serves as the foundational document for this plan.

Adopted by all Member States of the United Nations in 2015, it encompasses **17 Sustainable Development Goals (SDGs)**. Among these, the goals presented in the Figure 1 are particularly relevant to the **transition towards more circular economic models in cities**, as they can significantly benefit from this shift:



Figure 1 Main Relevant SGD's Goals

1.2.2 European Framework

The European Union's Action Plan for the Circular Economy, published in 2015, serves as a **first formal document in promoting circular economy practices**.

This document outlines a comprehensive set of legislative actions aimed at facilitating the transition from a predominantly linear economic model to more circular approaches. The Action Plan identifies **54 specific actions**, organized into five priority intervention areas:



- **Plastics;**
- **Food waste;**
- **Construction and demolition;**
- **Essential raw materials;**
- **Biomass and bio-based products.**

In 2019, the European Ecological Pact was introduced to provide a cohesive roadmap for circular economy policies and carbon neutrality. This document emphasizes efforts to decouple resource use from economic growth, with the goal of reducing greenhouse gas emissions by 55% by 2030.

Building on the commitments of the Ecological Pact, an updated version of the Action Plan for the Circular Economy was published in 2020. The strategic objective of this Plan is to establish sustainable products as the norm within the EU, minimizing waste, generating high-quality secondary resources, and positioning circularity as a valuable asset for citizens and communities.

## PART I

This more ambitious iteration focuses on waste prevention and extending the lifespan of materials and products by incorporating new approaches related to product life cycle analysis

The current version of the European Plan highlights priority value chains with significant potential for circularity, which are crucial for driving transition processes and achieving the European Union's carbon neutrality objectives. These priority areas include:

- **Electronics and Information and Communication Technologies (ICT)**
- **Batteries and Vehicles**
- **Packaging**
- **Plastics**
- **Textiles**
- **Construction and Buildings**
- **Food**
- **Water**



## 1.2.3 National Framework

**In 2017, Portugal developed its first National Framework for the Circular Economy:** the Action Plan for the Circular Economy in Portugal. This initiative aligns with the broader European transition to a circular economy, which requires a long-term commitment from Member States.

The Action Plan adopts a tripartite approach, encompassing seven macro actions across national, sectoral, and regional/local levels. These actions are designed to support the goals outlined in the 2030 Sustainable Development Agenda.

At the national level, initiatives rely on political instruments, while sectoral and regional actions are supported by specific financing mechanisms aimed at developing planning and technological solutions.

The seven macro actions not only consolidate existing government initiatives but also introduce complementary measures. These include:

- **Streamlining waste declassification methodologies;**
- **Reducing primary consumption of disposable plastics derived from fossil sources;**
- **Promoting the extraction and regeneration of value-added materials from waste streams.**

This framework outlines a comprehensive set of actions to be implemented between 2017 and 2020. It was preceded by an evaluation document prepared in 2022 and is now followed by the construction of a new Action Plan for 2023. This new version is currently in the introductory phase, incorporating contributions gathered during a public consultation for future publication.

The new National Action Plan is grounded in various strategies, plans, and programs across multiple sectors, including **Agriculture, Health and Food, Tourism, Waste, Climate Action and Sustainability, Water and Sea, Energy, Education, and Research and Innovation**. These measures collectively have the potential to advance a cohesive national strategy for the circular economy.

## 1.2.4 Regional Framework

As outlined in the Action Plan for the National Circular Economy, the Lisbon and Tagus Valley Regional Coordination Commission prepared the "Regional Agenda for the Circular Economy" in 2019.

This document was developed with contributions from various key regional stakeholders. Through this collaborative process, programmatic matrices were established, identifying priority areas represented by two types of objectives: leveraging and transversal.



## PART I

## KEY AREAS OF FOCUS

- Financing
- Competitiveness and Market Functioning
- Innovation
- Communication
- Collaboration between Entities
- Digital Revolution
- Public Sector

**The public sector is considered particularly significant, as it has the potential to lead by example. This sector is subdivided into the following areas:**

- Role of Municipalities
- Taxation and Regulation
- Public Tenders
- Education and R&D
- Business Support
- Shared Responsibility
- Guaranteeing Market Functioning

## TRANSVERSAL OBJECTIVES

- Transport, Mobility, and Energy
- Materials and Water
- Waste and Residue

**The development of the Agenda also included the creation of two supporting documents for the municipalities within the region:**

- Constructing and analyzing material matrices for the region;
- Set of practices, guidelines, and successful initiatives already in place in various territories.

## 1.2.5 Local Framework

In 2009, Lisbon outlined its **guiding principles** for city governance up to 2024 in its Strategic Charter.

The fundamental principles of the Strategic Charter address six critical questions that the city faces and represent its current strategic challenges in urban planning:



How can Lisbon recover, rejuvenate, and achieve social balance within its population?



How can Lisbon become a friendly, safe, and inclusive city for everyone?



How can Lisbon become an environmentally sustainable and energy-efficient city?



How can Lisbon establish itself as an innovative, creative city capable of competing globally, while generating wealth and employment?



How can Lisbon assert its identity in an increasingly globalized world?



How can Lisbon create an efficient, participatory, and financially sustainable governance mode?

This Action Plan aims to serve as an **integrative tool to address the core principles** outlined in the city's Strategic Charter.

**PART I**

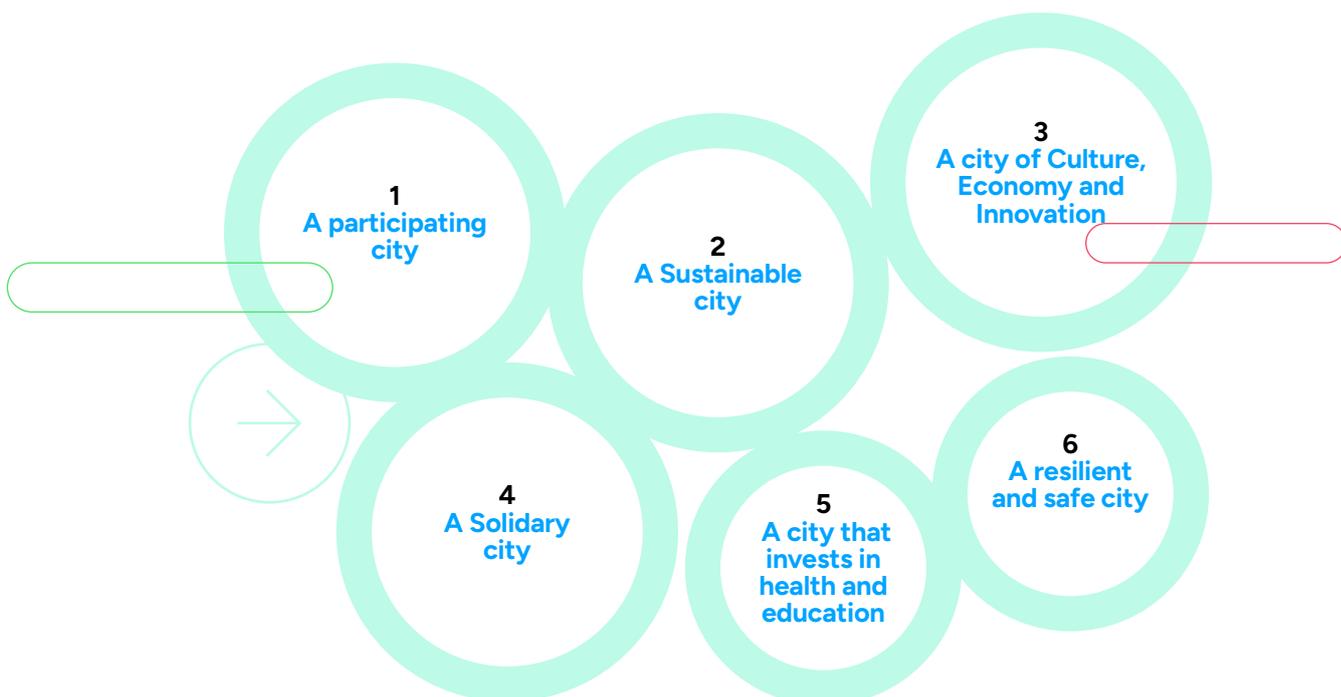
**Table 2** presents a summary of strategies, plans, and programs identified as aligned with and related to the themes of the Local Action Plan:

Table 2 Summary of Documents framing the Local Policy

PLAN/PROGRAM	OBJETIVES
<b>Municipal Healthy School Meal Plan</b>	Promote a Mediterranean diet and provide school meals prepared preferably with short-chain, seasonal and nationally sourced foods
<b>Urban Gardens Program</b>	Implementation of an expanded network of horticultural parks in the city of Lisbon
<b>Strategy for Sustainable Public Procurement</b>	Defines strategic guidelines for the introduction of sustainability criteria in the Municipality's purchasing process.
<b>Waste Management Strategy: Lisbon 2030</b>	Improve the quality and efficiency of the waste management system, encouraging production prevention policies and improving recycling levels.
<b>Lisbon Climate Action Plan</b>	Instrument for integrating and managing the city's policies and instruments in terms of mitigation, adaptation, eradication of energy poverty and promotion of quality of life.
<b>Municipal Action Plan for PERSU 2030</b>	Defines guidelines for the city in terms of collection, transportation and recovery of Biowaste, as well as to reduce the use of single-use plastics.

1.2.6 Major Options of the 2024-2028 Plan

This document approved by the City Council on December 3, 2024 is **structured into 6 Pillars:**



This Action Plan directly contributes to **Pillars 1, 2, 3 and 4.**

## PART I

**Table 3** identifies Major Plan Options related to the Local Action Plan.

Table 3 Major Plan Options related to the Local Action Plan

PILAR 1: A PARTICIPATORY CITY	
MEASURE	DESCRIPTION
<b>Smart Cities (Measure 2)</b>	Start the implementation of BIM Digital Models in the launch of contracts and in the management of real estate Assets, in line with current legislation.
PILAR 2: A SUSTAINABLE CITY	
MEASURE	DESCRIPTION
<b>Preserve the Everyday Environment (Measure 1)</b>	Accelerate the Energy Transition.
<b>Promote climate adaptation and resilience of natural and built Systems (Measure 5)</b>	Expand the Network of Urban Gardens and Agricultural Parks, promoting sustainable agricultural practices and local production of fresh food.
<b>Promote climate adaptation and resilience of natural and built Systems (Measure 10)</b>	Promote intelligent and efficient water management in the city
<b>Promote environmental valorization and circularity (Measure 11)</b>	Develop the Circular Citizen Profile of the "Roadmap for Lisbon Circular", defining the strategic pillars of action and the goals to implement a circular economy model in the city by 2030.
<b>Promote environmental valorization and circularity (Measure 13)</b>	Promote the 2030 Waste Management Strategy, presenting, discussing and approving its guiding document, involving sector agents, companies and the community.
<b>Promote environmental valorization and circularity (Measure 15)</b>	<p><b>Reduce and prevent waste production:</b></p> <ul style="list-style-type: none"> <li>i. Intensify awareness actions aimed at the hotel, restaurant and cafeteria channel (HORECA), with a special focus on correct waste management and combating food waste;</li> <li>ii. Expand the network of waste reception and reuse centers, repair cafes for the recovery of small electrical and electronic equipment and Neighborhood Repair and Reuse Centers, in partnership with City Halls and Associations;</li> <li>iii. Develop partnerships and create circuits to increase the collection and reuse of textiles and their re-routing for re-use and recycling.</li> </ul>
<b>Mobility (Measure 22)</b>	Revive the SELIM project, a bank for the collection, repair and provision of bicycles, in the form of long-term loans.

## PART I

## PILAR 3: MAJOR PLAN OPTIONS RELATED TO THE LOCAL ACTION PLAN

MEASURE	DESCRIPTION
<b>Materials Bank (Measure 13)</b>	Create the Lisbon Materials Bank, as a depository for construction, ornamental and heritage materials of relevant cultural, heritage and architectural interest, promoting the circular economy through the reuse of materials in rehabilitated buildings, in conjunction with various municipal services.
<b>Boosting Economic Activity (Measure 3)</b>	Value and reinforce neighborhood commerce and consumption in urban regeneration projects, promoting programs to revitalize traditional commerce and the installation of new traditional commerce and service establishments, particularly through programs to promote the occupation of empty spaces.
<b>Boosting Economic Activity (Measure 4)</b>	Incentivize hotel and restaurant establishments that meet environmental and energy sustainability criteria, awarding a "green establishment" award.
<b>Boosting Economic Activity (Measure 5)</b>	Continue the focus on municipal markets in order to return the centrality of markets as centers that dynamize the life of neighborhoods; Approve the new General Regulations for Municipal Markets, with changes to enhance occasional businesses and new permanent occupants.
<b>Boosting Economic Activity (Measure 6)</b>	Consolidate the "Stores with History" program through: Expand training, capacity building and trade support programs.

## PILAR 4: A SOLIDARY CITY

MEASURE	DESCRIPTION
<b>Open Door to Housing and Habitat (Measure 2)</b>	Accelerate the reconstruction and rehabilitation of municipal neighborhoods, with a special focus on thermal comfort works in buildings, promoting energy efficiency in line with the European Ecological Pact.
<b>Lisbon imagines the new European Bauhaus (Measure 4)</b>	Launch of public tenders open to all designers for new sustainable, inclusive and beautiful housing.

## PILAR 5: A CITY THAT INVESTS IN HEALTH AND EDUCATION

MEASURE	DESCRIPTION
<b>Education as an Engine (Measure 3)</b>	Develop the Municipal Education Strategic Plan, as a guiding document for intervention in the area of Education, embodied in projects and actions to be implemented by the various actors in the municipal territory and identified through processes participated in with the educational community.

As it could not be otherwise, this Action Plan integrates these ambitions, as well as municipal public policy instruments, thereby **ensuring that the expected environmental, economic, and social benefits of its implementation are equitably distributed among all citizens.**

## PART I

## 1.3

## Definition of the Policy Challenge

Lisbon does not yet have a formal Action Plan for the Circular Economy. However, in recent years it has been investing in circular strategies in the areas of energy, mobility, water, and materials. All of them fully aligned with the Climate Action Plan.

Assuming the commitment of carbon neutrality in 2030, and the recognition of the relevance of the **transition to more circular economic systems, a series of initiatives are underway.**

The investment in the use of cleaner energy sources, the promotion of the use of recycled water for less demanding uses, the improvement of the energy efficiency of the public lighting system, the investment in means of smooth and shared mobility, strategy for sustainable municipal public procurement, among others, are good practices who are already making their way into city politics.”

Recognizing the weight of the incorporated emission and the impact of the city food system has in decarbonization process some efforts have been dedicated in the characterization of the organic cycle. The objective of the processes carried out is to have a sustained knowledge of the entire value chain to allow the definition of new actions with an effective contribution to carbon neutrality and a more efficient use of organic materials. From the proximity of its origin, in the reduction of food waste and in the mapping of biowaste that can be better used as a secondary raw material. In this topic, an Action Plan was developed to improve the circularity and sustainability of the City's Food System. This tool is part of our participation in one of the networks selected by the National Circular Cities Program (Rurbanlink), developed under the network Urbact dynamics.

As mentioned previously, circularity in energy, water, and materials is recognized as a crucial component of Lisbon's circular strategy, and several initiatives are in an ongoing phase. However, the city also acknowledges other significant challenges that must be addressed during its transition. To enhance societal circularity, Lisbon aims to explore topics such as responsible citizen consumption, promote a more circular local economy, and create conditions that support waste prevention and facilitate repair processes.

Recognizing the importance of local management's active role in production and consumption, we seek to encourage citizens to adopt sustainable consumption patterns, promote circular businesses, and provide the necessary means for waste prevention and repair.

## 1.3.1

## Key barriers to circularity

Despite the progress achieved and the implementation of several measures, the transition towards a circular economy in Lisbon still faces significant structural and operational challenges.

**FRAGMENTED GOVERNANCE AND LIMITED COORDINATION**

Circularity initiatives are often developed in isolation by different municipal departments or external stakeholders. This fragmentation leads to overlapping efforts, missed synergies, and a lack of shared strategic direction—hindering the creation of an integrated and systemic approach essential for a resilient transition.

## PART I

**LIMITED SCALE AND REPLICABILITY OF ACTIONS**

Most circular economy initiatives remain at pilot or experimental scale, which restricts their capacity to generate broader citywide impact. As a result, the full potential of circularity—such as increased resource efficiency, waste reduction, and economic resilience—is not yet fully realized.

**FINANCIAL AND ECONOMIC CONSTRAINTS**

High initial investment costs and the limited availability of tailored financing instruments continue to discourage organizations from adopting circular business models. The absence of stable financial mechanisms, including incentives or blended finance solutions, prevents promising projects from scaling up.

**INSUFFICIENT KNOWLEDGE AND AWARENESS**

Limited dissemination of knowledge and weak communication about circular economy principles hinder understanding and engagement among citizens, businesses, and municipal actors. Awareness-raising, training, and capacity-building remain critical to fostering behavioral change and collective ownership of the circular transition.

In summary, **overcoming these interconnected challenges — fragmentation, limited scale, financial barriers, and insufficient knowledge dissemination — is essential for unlocking Lisbon’s full circular potential.**

A coordinated governance framework, coupled with stronger financial and educational mechanisms, will be key to accelerating this systemic transition and achieving tangible, long-term impact.

## 1.3.2 Identified needs

To effectively address the barriers identified, Lisbon must adopt a **coordinated and systemic approach**, strengthening governance, scaling up action, mobilising investment, and fostering knowledge-sharing.

**The following needs have been identified as priorities for accelerating the city’s circular transition:**

**Establish a Coordinated Governance Model**

**Create an integrated governance structure** that ensures coherence across departments and sectors, enhances accountability, and encourages collaboration between public authorities, businesses, academia, and citizens.

Such a framework will provide the **institutional foundation** for a unified circular economy strategy.

**Articulate and Scale Up Actions**

**Consolidate fragmented initiatives into a single, cross-sectoral Strategy** with clearly defined goals, responsibilities, and monitoring tools.

This will help **scale up pilot experiences, replicate successful models, and increase overall impact across the city.**

## PART I

**Align and Leverage Investment**

**Prioritise investments** that deliver measurable circular outcomes and **maximise cost-effectiveness**.

**Strengthen access to funding through targeted mechanisms, public-private partnerships, and innovative finance models (e.g., green bonds, revolving funds).**

**Strengthen Knowledge and Capacity-Building**

**Enhance communication, education, and training efforts** to ensure all stakeholders — citizens, companies, and municipal staff — understand circular principles and can apply them effectively.

**Foster continuous knowledge exchange and the diffusion of good practices**

In summary, overcoming the existing barriers will depend on **strong governance, coordinated action, smart investment, and informed participation**.

Together, these elements will enable **Lisbon to progress** from fragmented efforts to a **fully integrated and scalable circular system**.

## 2

**Vision and Strategic Alignment**

Building on the opportunities and collaborative dynamics fostered through the URBACT methodology (ANNEX 1), Lisbon envisions this **Local Action Plan as a catalyst for tangible and measurable progress** toward circularity.

The plan seeks to implement a coherent set of impactful initiatives that will enhance the city's circular performance and strengthen its transition toward a regenerative and sustainable urban model.

The outcomes and lessons generated through the implementation and monitoring of this plan are expected to lay the groundwork for the development of a medium- to long-term Circular Economy Strategy for Lisbon.

At the same time, the process aims to raise awareness and commitment among entities responsible for territorial management, encouraging the creation of a governance model capable of sustaining the transition over time.

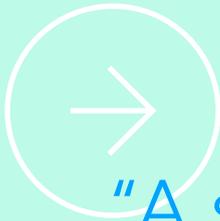
Central to this vision is the active engagement of stakeholders. The participatory process of identifying and working with members of the URBACT Local Group has highlighted both the diversity and the complementarity of actors across the city. Their contributions, shared commitment, and willingness to “connect the dots” illustrate the collective momentum needed to advance circularity (ANNEX 1).

The plan also places strong emphasis on policy alignment—ensuring coherence with European, national, and regional circularity frameworks. This alignment is not only essential

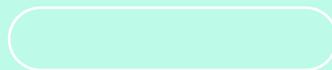
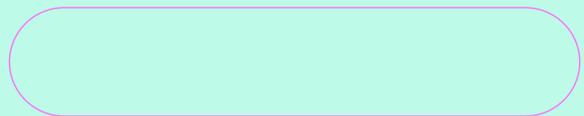
**PARTE I**

for coordinated progress but also for unlocking funding opportunities that can secure the successful implementation of proposed actions.

By maintaining consistency with Lisbon's political agenda and ongoing investments in climate action, sustainability, innovation, and entrepreneurship, this Action Plan contributes meaningfully to the city's overarching goals while reinforcing its international positioning as a forward-thinking, inclusive, and resilient capital.



"A sustainable, responsible, fair, and resilient city in transition toward a more circular, regenerative, and collaborative economy — people-centred and inspiring for the world."



PART I

3 Methodological Framework

3.1 URBACT approach and ULG governance model

The creation of a **URBACT Local Group (ULG)** is a **core element of the URBACT methodology**.

Its strength lies in promoting bottom-up, participatory approaches that ensure action plans are firmly grounded in local realities and needs.

This approach not only enhances the relevance of the plans but also increases their feasibility and ownership, guaranteeing a greater likelihood of successful implementation.

The overarching purpose of the Lisbon ULG is illustrated in **Figure 2**, which highlights its role as a collaborative platform bringing together diverse actors committed to advancing Lisbon's circular transition.



Figure 2 Purposes of Lisbon's ULG

## PART I

## 3.2 Stakeholder mapping and engagement process

The process of forming the Lisbon ULG **began during the preparation phase for the first visit of the Lead Expert.**

At this stage, an initial survey and analysis of relevant organisations and municipal departments were conducted to identify potential participants in the transition process.

Following the expert's visit, and prior to the first plenary meeting, a second review and refinement of the list of entities took place, incorporating additional stakeholders suggested by participants.

Once established, the ULG reflected an integrated approach, ensuring representation across different dimensions of integration — horizontal, vertical, sectoral, and across both hard and soft investment domains. From this foundation, **efforts were made to actively engage all members in co-creation (Figure 3)**, identifying the most relevant actions to be included in the Integrated Local Action Plan (IAP).

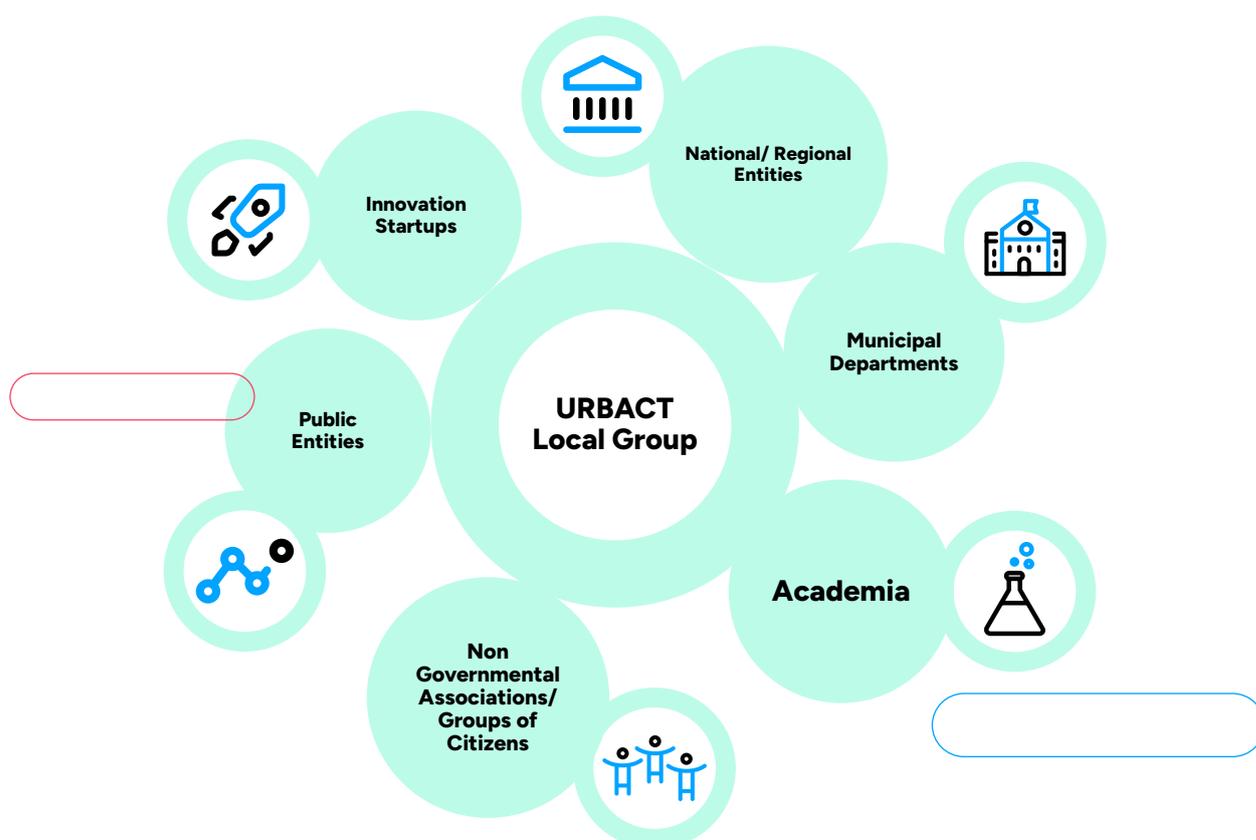


Figure 3 URBACT Local Group: Entities

## PART I

## 3.3

## Composition and Stakeholder Groups

Based on the entities that accepted the invitation to join the ULG, participants were **organised into stakeholder groups** to optimise representation and collaboration.

These groups, and their respective missions, are presented in **Table 4** and **Annex 2**.

Table 4 Lisbon ULG Stakeholder Group

	GROUP	DESCRIPTION	MISSION / ROLE
	<b>Municipal Departments</b>	Municipal departments engaged in circular economy initiatives, as well as municipal companies and associations operating within the city's ecosystem.	Integrate ongoing municipal actions and strengthen coordination across departments involved in the circular transition.
	<b>NGOs and Citizen Groups</b>	Includes NGOs, community-led initiatives, and local projects focused on circularity, waste prevention, and sustainability.	Engage civil society and mobilise community expertise to foster participatory, bottom-up change.
	<b>National and Regional Bodies</b>	Encompasses regional and national institutions that ensure alignment between the local plan and broader policy frameworks.	Promote coherence between local actions and higher-level strategies, creating multi-level governance synergies.
	<b>Innovative Projects and Startups</b>	Represents Lisbon's innovation ecosystem — startups and initiatives developing circular solutions, technologies, and business models.	Foster collaboration between innovators and the city, scaling up disruptive ideas that enhance circular impact.
	<b>Academic and Research Institutions</b>	Includes universities and research centres specialising in circular economy and sustainability studies.	Connect science and policy by embedding research insights and best practices into the implementation of the Action Plan.

## PART I

## 3.4

## Governance and Operational Process

To operationalise the ULG, and following the identification of potential members **(based on the municipality's prior knowledge of circular economy stakeholders)**, several meetings were held.

**Generally, these meetings focused on:**

- Defining the ULG governance model
- Building a common Vision shared vision for Lisbon's circular transition.
- Identification of potential actions;
- Action definition
- Prioritization of Actions
- Final Version Presentation

**A survey was also conducted among participating entities to map:**



Given Lisbon's dynamic urban context, a **comprehensive and open governance model** was adopted, combining plenary and sectoral meetings, complemented by continuous information-sharing mechanisms.

Members were invited to **identify the circular economy themes they wished to work on**. This led to the creation of:



- **Two Advisory Councils:** Central and Regional Administration; Academia and Research Institutions
- **Two Transversal Working Groups:** Education, Citizenship and Local Development; Knowledge, Information and Indicators
- **Nine Thematic Subgroups:** Buildings, Construction and Public Works; Urbanism, Mobility and Public Space; Sustainable and Circular Public Procurement; Waste Prevention and Recovery; Water and Energy Efficiency, among others.

## PART I

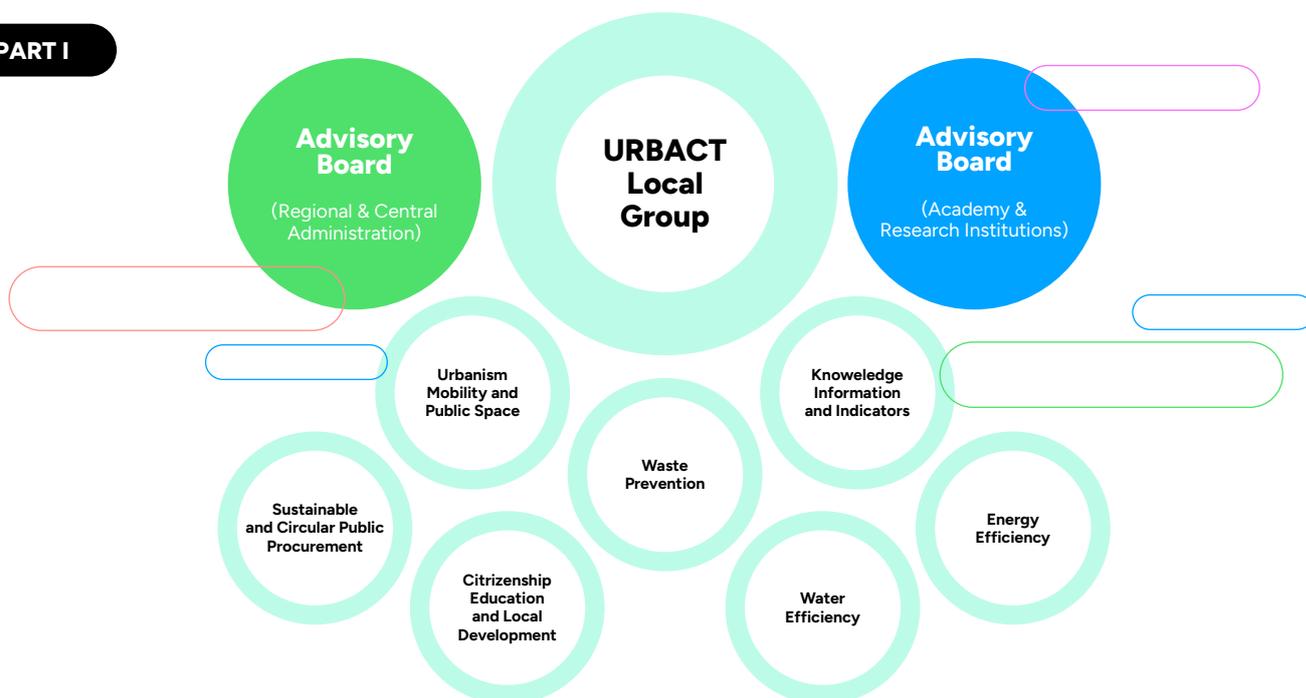


Figure 4 URBACT Local Group: Governance Model

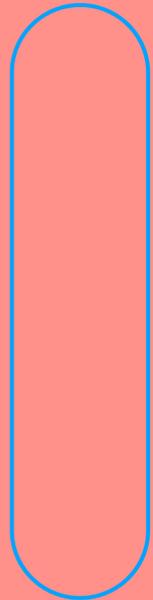
Figure 4 shows the scheme of the governance model adopted.

Further on, the identification of focus areas was carried out through a **mixed process of analysis and exploratory methods**, supported by the following components:

1. **Alignment with Local, Regional, and National Policies:** Ensuring coherence with the strategic objectives and guidelines outlined at various governance levels.
2. **Inputs from the Baseline Study:** Leveraging insights and data obtained from the foundational study conducted as part of the project.
3. **Areas of Interest Identified by ULG Partners:** Incorporating the priorities and focal points suggested by the various partners involved in the Urbact Local Group (ULG).

Overall, the ULG's governance process, has been based on **sectoral and plenary meetings** where, for each thematic area, further **operational objectives and actions have been defined**, which were being analysed and discussed by all members in plenary meetings. This process resulted in the integrated, co-developed Local Action Plan!

The focus areas, strategic, operational objectives and respective actions are presented in the **Part II** of the Integrated Action Plan.



Overall Logic and  
Integrated Approach

**PART II**

## PART II

## 4 Focus Areas of the IAP

The structured approach that has been followed ensures that the focus areas are aligned with overarching policies, informed by evidence-based studies, and reflective of the diverse interests of stakeholders.

The identified areas of focus are also aligned with the **network's themes of focus** and are reflecting the lines of intervention.



Figure 5 Focus Areas Identified

## 5 Strategic and Operational Objectives

Following the process of identifying and selecting focus areas and with the support of the Local Group, the **portfolio of strategic objectives** was discussed and constructed, landing in a set of **five strategic objectives** that underpin the IAP:



- **SO1:** Strengthen collaborative governance and citizen participation creating socioeconomic opportunities and benefits;
- **SO2:** Promote circular businesses and models of production and consumption;
- **SO3:** Improve efficiency of city consumption resources, closing resource loops;
- **SO4:** Stimulate Education, communication, awareness and training for CE;
- **SO5:** Enhance understanding and measurement of the city's circularity performance.

Each of the strategic objectives were detailed in this set of specific (operational) objectives and respective actions in **Table 5**.

## PART II

Table 5 Major Plan Options related to the Local Action Plan

STRATEGIC OBJECTIVES (SO)	OPERATIONAL OBJECTIVES (OO)	ACTIONS
<b>SO1</b> <b>Strengthen collaborative governance and citizen participation creating socioeconomic opportunities and benefits</b>	<b>OO1.1</b> – Building a robust and efficient governance model involving all local and relevant stakeholders.	<b>1.1.1</b> – Develop the circular economy strategy for Lisbon.
	<b>OO1.2</b> – Creating synergies between partners as a way to accelerate the transition to a more circular local model.	<b>1.2.1</b> – Integrate the Fabcity Network (self-sufficient cities). <b>1.2.2</b> – Introduce a circularity component in the Priority Intervention Neighborhoods (BIP/ZIP Program).
<b>SO2</b> <b>Promote circular businesses and models of production and consumption</b>	<b>OO2.1</b> – Promote innovation to develop circular businesses.	<b>2.1.1</b> – Create a Circular Economy Acceleration Program.
	<b>OO2.2</b> – Promote Circular and Sharing Activities.	<b>2.2.1</b> – Develop an app/platform to facilitate neighborhood circular business. <b>2.2.2</b> – Develop the business model for the implementation of a Circular Tourism Pass.
<b>SO3</b> <b>Improve efficiency of city consumption resources, closing resource loops</b>	<b>OO3.1</b> – Accelerate Circular Procurement.	<b>3.1.1</b> – Develop a toolkit with technical specifications to be included in tenders.
	<b>OO3.2</b> – Promote Circular Construction.	<b>3.2.1</b> – Develop business model and implementation of reusable construction materials bank (Circofin). <b>3.2.2</b> – Criar uma Biblioteca de Biomateriais (Biolab).
	<b>OO3.3</b> – Promote Energy and Water efficiency in households and public buildings.	<b>3.3.1</b> – Creation of a One Stop Shop to promote energy and water efficiency in households.
	<b>OO3.4</b> – Waste Prevention.	<b>3.4.1</b> – Implement the municipal biowaste management strategy.
	<b>OO3.5</b> – Improve food systems and circular urban relations.	<b>3.5.1</b> – Continue the actions proposed in the Rurbanlink Action Plan. <b>3.5.2</b> – Create matchmaking mechanisms between producers and consumers in local markets. <b>3.5.3</b> – Reduce the carbon footprint of meals served in the Lisbon City Council canteens.

## PART II

Table 5 Major Plan Options related to the Local Action Plan

STRATEGIC OBJECTIVE (SO)	OPERACIONAL OBJECTIVE (OO)	AÇÕES
<b>SO4</b> <b>Stimulate Education, communication, awareness and training for CE</b>	<b>OO4.1</b> – Improve the circular economy skills of municipal technical workers.	<b>4.1.1</b> – Develop a training program for the public sector (CML).
	<b>OO4.2</b> – Introduce the principles of the circular economy into school activities.	<b>4.2.1</b> – Create a portfolio of initiatives to be developed with schools. <b>4.2.2</b> – Implement the Mobile FabLab.
	<b>OO4.3</b> – Promote awareness of circular practices (reuse and repair) in the community.	<b>4.3.1</b> – Design and implement a regular program of community workshops and activities (repair, upcycling, etc.).
	<b>OO4.4</b> – Promote knowledge sharing and access to information.	<b>4.4.1</b> – Create communication materials to promote circularity (best practices, funding opportunities, etc.).
<b>SO5</b> <b>Enhance understanding and measurement of the city's circularity performance</b>	<b>OO5.1</b> – Develop monitoring tools.	<b>5.1.1</b> – Insert circular economy indicators into the Lisbon Observatory tool.
	<b>OO5.2</b> – Assess the city's level of circularity.	<b>5.2.1</b> – Prepare a Periodic Report with an assessment of Lisbon's circularity.

## PART II

## 6

## Pilot Actions and Experimentation

As part of the design process for several actions within the plan, a set of **pilot initiatives** was developed.

In line with the URBACT IV methodology, these pilots serve as practical instruments for testing ideas, reducing uncertainty, and supporting evidence-based decision-making.

Pilot actions are a central element of the URBACT approach, as they allow cities to experiment on a small scale, assess the feasibility and potential impact of innovative solutions, and co-produce knowledge with local stakeholders before wider implementation. This process not only validates the proposed measures but also strengthens stakeholder engagement and ownership, ensuring that actions are well adapted to the local context.

In Lisbon, following the integrated and participatory approach applied throughout the Local Action Plan, pilot activities were designed to explore and refine actions in four priority areas:



- **Circular Construction** – testing models for reuse of materials, circular design principles, and urban resource loops.
- **Awareness Tools for Sustainable and Circular Consumption** – developing new instruments and communication approaches to foster behavioural change among citizens.
- **Sustainable Tourism** – exploring mechanisms to integrate circular practices within the tourism sector, promoting low-impact and regenerative visitor experiences.
- **Circular Neighbourhoods** – piloting place-based initiatives that mobilise communities, local businesses, and institutions to co-create circular solutions at the neighbourhood scale.

These pilot actions provided **concrete evidence and lessons learned** that directly informed the improvement of the final actions and the governance model — demonstrating how **experimentation reinforces strategic planning**.

## 7

## Prioritized list of actions

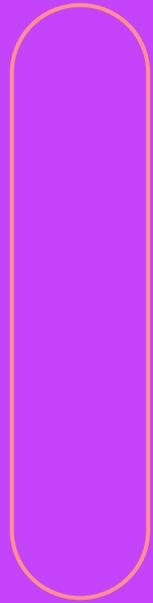
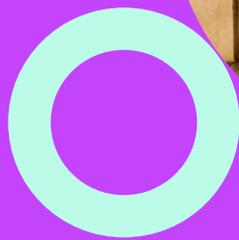
Based on the co-creation process conducted with the URBACT Local Action Group (LAG), and after several refinement and selection phases with the Local Action Group, a **final list of actions was defined that constitute the core of the Integrated Action Plan (IAP) for Lisbon**.

These actions reflect the vision, strategic objectives, and strategic areas identified previously, and were structured according to the following prioritization criteria:



1. **Strategic relevance** – alignment with local, regional, national, and European policies;
2. **Potential impact** – capacity to generate concrete and measurable results;
3. **Technical and financial feasibility** – maturity and conditions for implementation;
4. **Potential for replicability and scalability** – applicability in other contexts or territories;
5. **Contribution to the creation of local value** – direct economic, social, and environmental benefits;
6. **Level of stakeholder involvement** – commitment and accountability of the entities involved.

The results of the selection process are presented in **Annex 3**, and the aggregation of actions, structured in the form of action sheets, is presented in the next chapter.



Action  
Planning Details

**PART III**

PART III

8 Cross-Cutting Summary Tables

ACTION 1

DEVELOP THE CIRCULAR ECONOMY STRATEGY FOR LISBON

FOCUS AREA

GOVERNANCE

**STRATEGIC OBJECTIVE**

Strengthen collaborative governance and citizen participation creating socioeconomic opportunities and benefits.

**OPERACIONAL OBJECTIVE**

Building a robust and efficient governance model involving all local and relevant stakeholders.

**DESCRIPTION**

The action focuses on creating a comprehensive circular economy strategy for Lisbon by fostering collaboration across all sectors and levels of governance. The aim is to establish a robust framework for the transition to a circular economy, with clear roles and responsibilities for local stakeholders, enhancing decision-making processes, and ensuring the efficient use of resources. This strategy will prioritize sustainability, inclusivity, and long-term environmental and social benefits.

<b>Output:</b>	<b>Strategic document for the city</b>	<b>Action owner:</b> Lisbon City Council/ Municipal Directorate of Economy and Innovation/ Department of Employment, Entrepreneurship and Business and Lisbon E-Nova - Lisbon Energy and Environment Agency
<b>Schedule:</b>	May 2025 – May 2027	
<b>Cost estimation:</b>	5.000 €	

**Indicators**

- Formal order from the city council administration appointing the working group (Yes/No)
- Strategical Verticals identified (Yes/No).
- Minutes of meetings held with stakeholders
- Final Document concluded (Yes/No)
- Dissemination and collection of contributions and comments by stakeholders and the population carried out (Yes/No)
- Presentation and approval by municipal bodies (Municipal Administration and Municipal Assembly) (Yes/No)

**Stakeholders**

Lisbon City Council Administration, Lisbon City Council Departments, Lisboa E-Nova, Municipal Companies (Housing, Culture, Water, Sewage), Regional and National entities, Urbact Local Group

**Global Sustainable Development Goals**



**PART III**

**ACTION 2**

**INTEGRATE FAB CITY NETWORK (SELF-SUFFICIENT CITIES)**

**FOCUS AREA**

**RESOURCES EFFICIENCY, EDUCATION, GOVERNANCE**

**STRATEGIC OBJECTIVE**

Strengthen collaborative governance and citizen participation creating socioeconomic opportunities and benefits.

**OPERACIONAL OBJECTIVE**

Creating synergies between partners to accelerate the transition to a more circular local model.

**DESCRIPTION**

Facilitate the urban transition to locally productive, globally connected cities through circular economy strategies and digital social innovation. Promote collaboration across a global network of cities to tackle climate change and social inequality, guided by ten core principles: Ecological, Inclusive, Glocalism, Participatory, Economic Growth & Employment, Locally Productive, People-Centered, Holistic, Open Source Philosophy, and Experimental.

<b>Output:</b>	<b>Formal Integration of Fabcity Association</b>	<b>Action owner:</b> Municipal Directorate of Economy and Innovation/ Department of Innovation and Strategic Sectors
<b>Schedule:</b>	June 2025 – January 2028	
<b>Cost estimation:</b>	15.000 €	
<b>Indicators</b>		<b>Stakeholders</b>
At least capture of interest from 10 local stakeholders		Lisbon City Council Administration, Lisbon City Council Departments, Lisboa E-Nova, Municipal Companies Universe (Housing, Culture, Water, Sewage), Regional and National entities, Urbact Local Group
Production of a video with the Mayor or Deputy Mayor explaining Lisbon's interest in joining the network (Yes/No).		
Participation at least in one conference (Yes/No)		
Formal subscription presented (Yes/No)		
Formal acceptance accepted (Yes/No)		<b>Global Sustainable Development Goals</b>
		  

**PART III**

**ACTION 3**

**INTRODUCE A CIRCULARITY COMPONENT IN THE PRIORITY INTERVENTION NEIGHBORHOODS (BIP/ZIP PROGRAM)**

**FOCUS AREA**

**EDUCATION, GOVERNANCE**

**STRATEGIC OBJECTIVE**

Strengthen collaborative governance and citizen participation creating socioeconomic opportunities and benefits.

**OPERACIONAL OBJECTIVE**

Creating synergies between partners as a way to accelerate the transition to a more circular local model.

**DESCRIPTION**

Integration of circularity criteria in the evaluation and selection of BIP/ZIP projects. Development of a training program for BIP/ZIP project candidates and a mentoring program for approved projects to integrate circularity principles in the design and implementation phases.

<b>Output:</b>	<b>Introduction of circularity criteria in the BIP/ZIP program</b>	<b>Action owner:</b> Lisbon City Council Municipal Directorate of Economy and Innovation, Department of Local Development - Lisboa E-Nova
<b>Schedule:</b>	January 2026 – December 2027	
<b>Cost estimation:</b>	15.000 €	

**Indicators**

- Analysis report on applications submitted between 2023 and 2025 (Yes/No)
- Proposal of broad thematic areas and circularity criteria for integration into the existing application regulations (Yes/No)
- Regulations update (Yes/No)
- Realization of at least one session per year
- Pilot realized (Yes/No)
- Consolidation approved by the responsible of the BIP/ZIP Programme (Yes/No)

**Stakeholders**

Local Associations

**Global Sustainable Development Goals**



**PART III**

**ACTION 4**

**CREATE A CIRCULAR ECONOMY ACCELERATION PROGRAM**

**FOCUS AREA**

**INNOVATION AND ENTREPRENEURSHIP, EDUCATION**

**STRATEGIC OBJECTIVE**

Promote circular businesses and models of production and consumption.

**OPERACIONAL OBJECTIVE**

Promote innovation to develop circular businesses.

**DESCRIPTION**

Acceleration Program to foster innovation and support the development of circular business models in Lisbon. The program will provide startups, SMEs, and innovators with resources, mentorship, and networking opportunities to accelerate the growth of circular businesses. The initiative will focus on scaling solutions that minimize waste, enhance resource efficiency, and create new value chains in line with circular economy principles.

<b>Output:</b>	<b>Acceleration Program</b>	<b>Action owner:</b> Lisbon City Council/Municipal Directorate of Economy and Innovation/Department of Employment, Entrepreneurship and Business, Unicorn Factory, Lisbon Impact Hub
<b>Schedule:</b>	April 2025 – October 2027	
<b>Cost estimation:</b>	60.000 €	

**Indicators**

- Collaboration in building the Hackathon challenges (Yes/No)
- Hackathon Mentoring – holding a session (Yes/No)
- Ensuring the participation of 100 participants in the Hackathon (Yes/No)
- Acceleration Program Mentoring – holding a session (Yes/No)
- Ensuring the holding of an event about the Acceleration Program at Web Summit 2025 (Yes/No)
- Acceleration Program completed (Yes/No)

**Stakeholders**

Lisbon Innovative Ecosystem (official and start-up's)

**Global Sustainable Development Goals**



**PART III**

**ACTION 5**

**DEVELOP AN APP/PLATFORM TO FACILITATE NEIGHBORHOOD CIRCULAR BUSINESS**

**FOCUS AREA**

**INNOVATION AND ENTREPRENEURSHIP, EDUCATION**

**STRATEGIC OBJECTIVE**

Promote circular businesses and models of production and consumption.

**OPERACIONAL OBJECTIVE**

Promote Circular and Sharing Activities.

**DESCRIPTION**

Development of a platform with an associated application, for consumer use, with mapping of commerce and circular and sustainable services that simultaneously promote these activities and more conscious consumption.

<b>Output:</b>	<b>A app/platform for circular business</b>	<b>Action owner:</b> Lisbon City Council Municipal Directorate of Economy and Innovation, Lisboa E-Nova
<b>Schedule:</b>	November 2024 – November 2027	
<b>Cost estimation:</b>	25.000 €	

**Indicators**

Session realized (Yes/No)

The solution found must demonstrate a coverage rate of at least 75% of existing initiatives in the region.

Ideation Session held (Yes/No)

Public presentation of the Platform/Application and launch of a communication campaign (Yes/No)

The application must capture the interest of at least 1000 users in the first semester of the launch year.

**Stakeholders**

Circular Economy Portugal, Zero Waste Lab, Local Business community Parish councils - Trade associations - AHRESP

**Global Sustainable Development Goals**



## PART III

## ACTION 6

## DEVELOP THE BUSINESS MODEL FOR THE IMPLEMENTATION OF A CIRCULAR TOURISTIC PASS

## FOCUS AREA

## INNOVATION AND ENTREPRENEURSHIP

**STRATEGIC OBJECTIVE**

Promote circular businesses and models of production and consumption.

**OPERACIONAL OBJECTIVE**

Promote Circular and Sharing Activities.

**DESCRIPTION**

Development of a service that promotes and encourages more sustainable and circular choices for visitors and local users of the city's tourist and cultural activities. Subscribing to the service will allow you to channel some funds towards the development of this type of business.

<b>Output:</b>	<b>Circular Pass</b>	<b>Action owner:</b>  Circular Shift
<b>Schedule:</b>	April 2025 – December 2027	
<b>Cost estimation:</b>	50.000 €	
<b>Indicators</b>		<b>Stakeholders</b>
Formal constitution of the ONG Realized (Yes/No)		Tourism of Portugal, Visit Lisboa, Lisbon City Council, Lisboa E-Nova
Identification of at least two programs/funding sources		
Obtaining at least one source of financing		
Implementation of at least 10 partnerships		
The platform/service is available (Yes/No)		
A trial year was carried out (Yes/No)		
Demonstration of financial sustainability of the project (Yes/No)		<b>Global Sustainable Development Goals</b>
		  

## PART III

## ACTION 7

## DEVELOP A TOOLKIT WITH TECHNICAL SPECIFICATIONS TO BE INCLUDED IN TENDERS

## FOCUS AREA

## PUBLIC PROCUREMENT

**STRATEGIC OBJECTIVE**

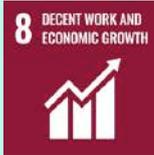
Improve efficiency of city consumption resources, closing resource loops.

**OPERACIONAL OBJECTIVE**

Accelerate Circular Procurement.

**DESCRIPTION**

Support kit for the introduction of circular technical specifications in public procurement processes.

<b>Output:</b>	<b>Kit of circular technical specifications</b>	<b>Action owner:</b> Lisbon City Council/ Financial Department Lisboa E-Nova
<b>Schedule:</b>	January 2026 – December 2028	
<b>Cost estimation:</b>	15.000 €	
<b>Indicators</b>		<b>Stakeholders</b>
<p>Identification and analysis of at least 5 projects or best practices</p> <p>Presentation of a report with the municipal areas of greatest potential (quality of criteria vs. financial impact in relation to the municipal budget) (Yes/No)</p> <p>Holding at least three meetings with regional and national entities</p> <p>Building a portfolio that can be used in at least 25% of public tenders launched during 2027</p> <p>Training of at least 25% of workers in the first year</p> <p>Development of research to assess the level of interest from regional and national entities</p>		<p>Commission for Regional Development and Coordination of Lisbon and Tagus Valley, I.P. (CCDR LVT, I.P.), National Innovation Agency Institute of Public Markets, Real Estate and Construction</p>
		<b>Global Sustainable Development Goals</b>
		  

**PART III**

**ACTION 8**

**DEVELOP BUSINESS MODEL AND IMPLEMENTATION OF REUSABLE CONSTRUCTION MATERIALS BANK**

**FOCUS AREA**

**RESOURCES EFFICIENCY**

**STRATEGIC OBJECTIVE**

Improve efficiency of city consumption resources, closing resource loops.

**OPERACIONAL OBJECTIVE**

Promote Circular Construction.

**DESCRIPTION**

Business model, analysis and financing for implementing a construction materials bank in the city.

<b>Output:</b>	<b>Business model</b>	<b>Action owner:</b> Lisboa E-Nova
<b>Schedule:</b>	January 2025 – January 2028	
<b>Cost estimation:</b>	260.000 €	

<p><b>Indicators</b></p> <p>Engage at least 10 partners for the working group</p> <p>Report Pre-Feasibility presented? (Yes/No)</p> <p>Report presented? (Yes/No)</p> <p>Project presented? (Yes/No)</p> <p>Plan presented? (Yes/No)</p>	<p><b>Stakeholders</b></p> <p>Gebalis - Housing development management company;</p> <p>Municipal Department of Maintenance;</p> <p>Construction Urban Rehabilitation Society;</p> <p>Other partners representing the construction sector value chain.</p>
	<p><b>Global Sustainable Development Goals</b></p> <div style="display: flex; justify-content: space-around;"> <div style="background-color: #f96; padding: 5px; text-align: center;"> <p><b>9</b> INDÚSTRIA, INOVAÇÃO E INFRAESTRUTURAS</p>  </div> <div style="background-color: #f96; padding: 5px; text-align: center;"> <p><b>11</b> CIDADES E COMUNIDADES SUSTENTÁVEIS</p>  </div> <div style="background-color: #f96; padding: 5px; text-align: center;"> <p><b>12</b> PRODUÇÃO E CONSUMO SUSTENTÁVEIS</p>  </div> </div>

**PART III**

**ACTION 9**

**CREATION OF A ONE STOP SHOP TO PROMOTE ENERGY AND WATER EFFICIENCY IN HOUSEHOLDS**

**FOCUS AREA**

**RESOURCES EFFICIENCY**

**STRATEGIC OBJECTIVE**

Improve efficiency of city consumption resources, closing resource loops.

**OPERACIONAL OBJECTIVE**

Promote Energy and Water efficiency in households and public buildings.

**DESCRIPTION**

Creation of a structure for advising citizens regarding improving energy and water efficiency in households.

<b>Output:</b>	<b>Opening of the pilot One-Stop Shop to the public</b>	<b>Action owner:</b> Lisboa E-Nova; Lisbon City Council (Municipal Department of Environment, Energy and Climate Change)
<b>Schedule:</b>	Nov 2024 – June 2027	
<b>Cost estimation:</b>	381.000 €	

**Indicators**

- Support around 150 residents in the first half of the first year of implementation (Starting in April 2025)
- Development of a campaign and dissemination of results on a half-yearly basis (Yes/No)
- Space rehabilitated by the end of 2027 (Yes/No)
- Technical report completed by the end of 2026 (Yes/No)

**Stakeholders**

Municipal Directorate of Mobility (DMM) Municipal; Directorate of Urbanism (DMU) Municipal; Directorate of Finance (DMF); Municipal Directorate of Economy and Innovation (DMEI); Participation Division (SG/DRMP/DP); Municipal Directorate of Maintenance and Conservation (DMMC); Lisbon Urban Intelligence Management Centre (CGIUL); Municipal General Secretary (SG).

**Global Sustainable Development Goals**



**PART III**

**ACTION 10**

**IMPLEMENT THE MUNICIPAL BIOWASTE MANAGEMENT STRATEGY**

**FOCUS AREA**

**RESOURCES EFFICIENCY**

**STRATEGIC OBJECTIVE**

Improve efficiency of city consumption resources, closing resource loops.

**OPERACIONAL OBJECTIVE**

Waste Prevention.

**DESCRIPTION**

Implementation of a diverse set of solutions aimed at improving the efficiency of selective collection of bio-waste in the city. Namely provision of a selective collection system for this sector, reinforcement of the collective composting network, testing of the implementation of "save as you throw" systems.

<b>Output:</b>	<b>Implementation of selective collection of bio-waste</b>	<b>Action owner:</b> Waste Management Municipal Directorate
<b>Schedule:</b>	January 2023 – December 2030	
<b>Cost estimation:</b>	70.000.000 €	

**Indicators**

- Development of an annual municipal action during the strategy implementation period
- Increase the amount collected according to the following goals: (2025) 28% • (2026) 33% • (2027) 39% • (2028) 46% • (2029) 53% • (2030) 65% (Yes/No)
- Triple the number of community compost bins by 2030 (baseline 15 in 2025) (Yes/No)
- Achieve a municipal coverage rate by 2030
- Duplicate the number of UCO Public bins by 2030 (baseline \_\_\_ in 2025)
- Implementation of a pilot project in the parish of Alvalade by the end of 2027 (Yes/No)

**Stakeholders**

Valorsul

**Global Sustainable Development Goals**



**PART III**

**ACTION 11**

**PROMOTE LOW-CARBON, LOCAL FOOD SYSTEMS BY CONNECTING PRODUCERS WITH CONSUMERS AND REDUCING THE ENVIRONMENTAL FOOTPRINT OF PUBLIC MEALS SERVED IN MUNICIPAL FACILITIES**

**FOCUS AREA**

**RESOURCES EFFICIENCY**

**STRATEGIC OBJECTIVE**

Improve efficiency of city consumption resources, closing resource loops.

**OPERACIONAL OBJECTIVE**

Improve food systems and circular urban relations.

**DESCRIPTION**

Implementation of one day a week of vegetarian meals.  
Promotion of actions to stimulate the consumption of short-chain products.

<b>Output:</b>	<b>Implementation of one day a week of vegetarian meals actions to stimulate the consumption of short-chain products</b>	<b>Action owner:</b>  Lisboa E-Nova
<b>Schedule:</b>	November 2025 – December 2027	
<b>Cost estimation:</b>	4.000 €	

<p><b>Indicators</b></p> <p>Implementation of one day a week of plant based meals and left in two canteens</p> <p>Carrying out at least two awareness-raising and match-making actions between producers and consumers in municipal markets</p>	<p><b>Stakeholders</b></p> <p>Department of Health, Hygiene and Safety and Division of Promotion and Local Dynamization</p>
	<p><b>Global Sustainable Development Goals</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>2 ZERO HUNGER</p> </div> <div style="text-align: center;">  <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> </div> <div style="text-align: center;">  <p>15 LIFE ON LAND</p> </div> </div>

**PART III**

**ACTION 12**

**ESTABLISH A CITY-WIDE CIRCULARITY ACTIVATION PROGRAMME COMBINING TRAINING, DEMONSTRATION INFRASTRUCTURES, MOBILE LABS, SCHOOL INITIATIVES, AND COMMUNITY WORKSHOPS TO FOSTER LEARNING-BY-DOING AND SHARING PRACTICES.**

**FOCUS AREA**

**EDUCATION**

**STRATEGIC OBJECTIVE**

Stimulate Education, communication, awareness and training for CE.

**OPERACIONAL OBJECTIVE**

Promote a cultural shift towards circularity by integrating knowledge, skills, and values across institutions, schools and local communities.

**DESCRIPTION**

Develop a portfolio of initiatives and activities tailored to different target audiences, aimed at demonstrating the practical benefits of circular solutions and raising awareness about the advantages of adopting more circular and sustainable practices.

<b>Output:</b>	<b>Portfolio of initiatives and activities</b>	<b>Action owner:</b> Lisbon City Council/ Economy Innovation Department, Training and Development Department, Lisboa E-Nova
<b>Schedule:</b>	January 2026 – December 2030	
<b>Cost estimation:</b>	45.000 €	

**Indicators**

- Number of tailored activities developed
- % of target groups with completed activity portfolios
- Number of educational/communication materials produced
- Number of events or activities held
- Number of local partners involved
- Number of submitted and approved funding applications
- Number of training activities and school programs implemented
- Number of trained human resources
- Number of schools or educational institutions involved

**Stakeholders**

ULG Members

**Global Sustainable Development Goals**



**PART III**

**ACTION 13**

**INTRODUCE CIRCULAR ECONOMY INDICATORS IN THE LISBON OBSERVATORIES TOOL**

**FOCUS AREA**

**MEASUREMENTS AND INDICATORS**

**STRATEGIC OBJECTIVE**

Enhance understanding and measurement of the city's circularity performance.

**OPERACIONAL OBJECTIVE**

Develop monitoring tools.

**DESCRIPTION**

A set of circular economy indicators integrated into the Lisbon Observatories Tool. Development of data collection methodologies and reporting systems for tracking circular economy progress. Publicly accessible dashboards and reports showcasing the city's performance in circular economy areas.

<b>Output:</b>	<b>Publication of dashboards and reports showcasing the city's performance</b>	<b>Action owner:</b>  Lisboa E-Nova; Municipal Directorate of Economy and Innovation.
<b>Schedule:</b>	January 2026 – December 2027	
<b>Cost estimation:</b>	10.000 €	

<p><b>Indicators</b></p> <p>Holding at least 3 exploratory meetings in 2026 with relevant stakeholders from the local ecosystem, regional entities and academia (Yes/No)</p> <p>Stakeholder agreement survey by end of 2026</p> <p>Presentation of dashboard proposal by the end of 2026 (Yes/No)</p> <p>Construction of tool and promotional page completed by the end of the first half of 2020 (Yes/No)</p> <p>Integration completed by end of 2027 (Yes/No)</p> <p>Report template designed by end of Q1 2027 (Yes/No)</p> <p>Publication of the first report by the end of the first quarter of 2028 (Yes/No)</p>	<p><b>Stakeholders</b></p> <p>ULG and Academia</p>
	<p><b>Global Sustainable Development Goals</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>6 CLEAN WATER AND SANITATION</p> </div> <div style="text-align: center;">  <p>7 AFFORDABLE AND CLEAN ENERGY</p> </div> <div style="text-align: center;">  <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> </div> </div>



Implementation  
and Monitoring

**PART IV**



## PART IV

## 9 Financial Plan

Table 6 Estimative of Action Implementation Costs and potential Financial Funds Opportunities

ACTION	FUNDS 1	FUNDS 2	FUNDS 3	TOTAL FUNDS PER ACTION
<b>Action 1</b>	City Budget	C3	-	<b>5.000 €</b>
<b>Action 2</b>	Horizon Europe	Interreg	EEA Grants	<b>15.000 €</b>
<b>Action 3</b>	Fundo Ambiental	Lisboa 2030	-	<b>-</b>
<b>Action 4</b>	Lisboa 2030	Horizon Europe	City Budget	<b>60.000 €</b>
<b>Action 5</b>	PO Regional Lisboa 2030	Horizon Europe	City Budget	<b>25.000 €</b>
<b>Action 6</b>	Linha Turismo + Sustentável (2024–2025)	Interreg SUDOE	Programa Nacional de Turismo de Natureza (PNTN)	<b>50.000 €</b>
<b>Action 7</b>	Lisbon 2030	City Budget	-	<b>15.000 €</b>
<b>Action 8</b>	Horizon Europe CCRI	Lisboa 2030	City Budget	<b>260.000 €</b>
<b>Action 9</b>	Horizon Europe – Net Zero Cities	City Budget	-	<b>381.000 €</b>
<b>Action 10</b>	City Budget	Portugal 2030 – POSEUR	Life Fundo Ambiental	<b>70.000.000€</b>
<b>Action 11</b>	City Budget	Fundo Ambiental	-	<b>4.000 €</b>
<b>Action 12</b>	COMPETE 2030 / +VERDE (Portugal 2030)	FSE+ / Erasmus+	City Budget	<b>45.000 €</b>
<b>Action 13</b>	City Budget	Horizon Europe	Digital Europe	<b>10.000 €</b>
<b>Investimento Global</b>				<b>70.870.000 €</b>

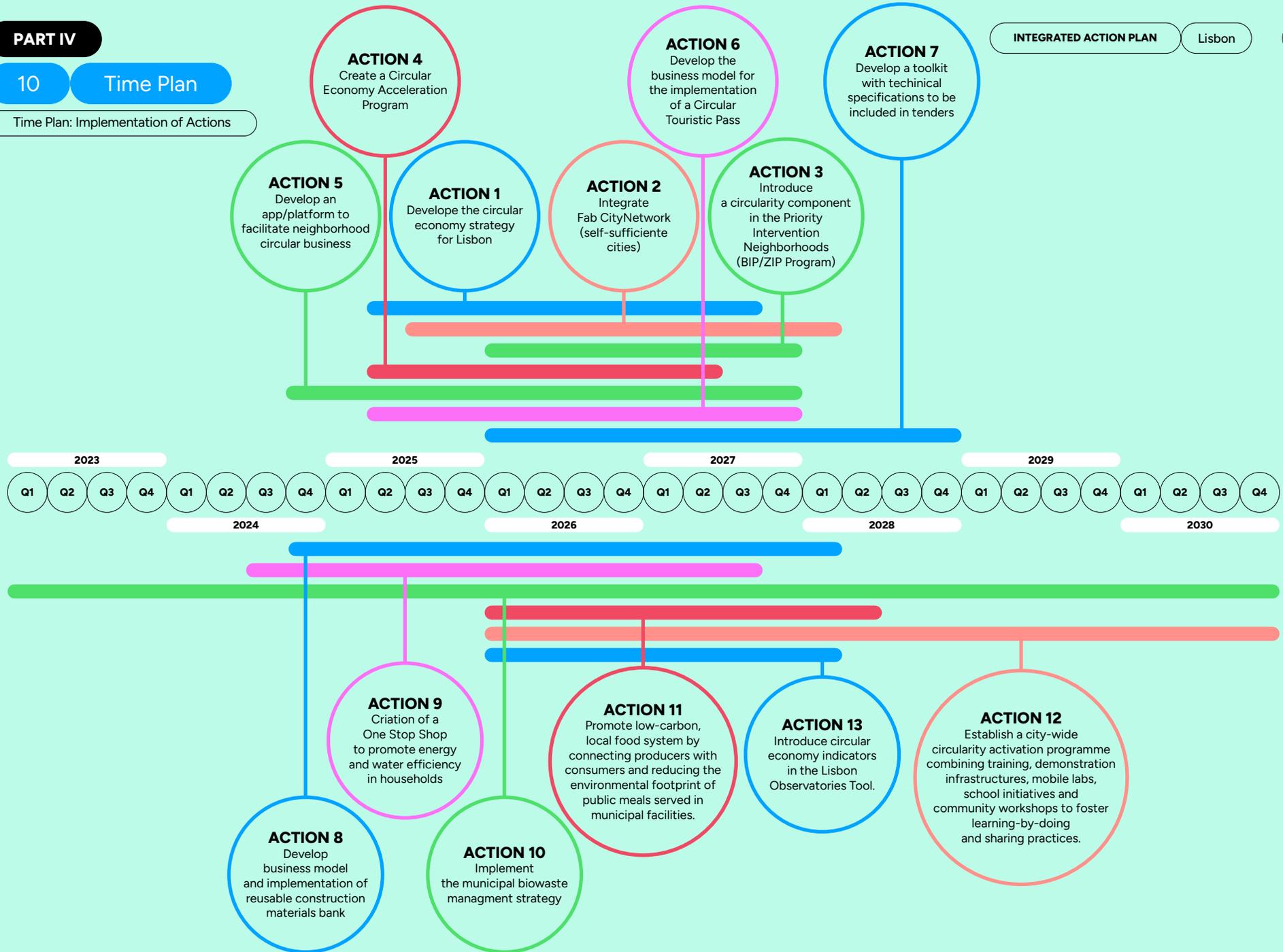


Table 8 Risk Mitigation Plan per Action

ACTION	RISK	TYPE	PROBABILITY	MITIGATION PLAN
1	Ending the governance cycle at the end of 2025, changes in the political agenda may occur that will delay the process.	Institutional	Low/Medium	Presenting all the work already undertaken immediately after taking office, with the aim of encouraging their engagement and demonstrating openness to align and update relevant aspects within their political agenda.
2	Change in level of interest due to change in municipal administration	Institutional	Low/Medium	Engage elements from new administration as project ambassadors.
3	The city administration didn't accept the changes in the regulation	Institutional	Low	Produce a presentation session with best practices from other European cities and the benefits from the proposed updates in regulation.
4	The program has not generated significant interest from the city's startup community.	Operational/ Technical	Low/Medium	Launch innovation calls with prizes and technical support; Establish joint incubation with active hubs (e.g., Beta-i, Unicorn Factory, Lisbon Impact Hub).
	After completing the initial two years with secured third-party funding, the city has been able to identify a new source of financing.	Financial	Low/Medium	Use participatory methodologies (community mapping, crowdsourcing); Collaborate with local parishes and universities.
5	Inability to identify a representative universe of circular activity in the city's neighborhoods	Operational	Low/Medium	Explore alternative ways of collecting information, using data intelligence methodologies and artificial intelligence tools
	Low use by the population	Operational	Low/Medium	Invest in outreach programs and citizen engagement initiatives with the support of residents and neighborhood associations
6	Inability to attract partnerships / The product does not demonstrate interest among visitors	Operational	Medium/High	Strengthening institutional support from the municipality and institutions responsible for tourism in promoting the product.
	Inability to stabilize financial sustainability.	Financial	Medium/High	Investment in the search for sources of financing and diversification of these until the financial sustainability of the business is stabilized
7	Legal restrictions related to national legislation for public procurement	Legal	Low/Medium	Strengthening partnerships with public institutions in the search for solutions that unlock restrictions
	Lack of market solutions for new specifications	Operational	Medium/High	Disseminating examples of best practices and their associated benefits to suppliers. Creating strategies in conjunction with other municipalities, the metropolitan region, and state agencies.
8	Legal restrictions may affect the success of the project	Legal	Medium/High	Strengthening partnerships with public institutions in the search for solutions that unlock restrictions
	Lack of materials to allow progress in implementing the bank	Operational	Medium	Strengthening building rehabilitation and deconstruction mechanisms in the public and private sectors that allow for the collection of materials. Investing in competitive prices for secondary raw materials.
	Disinterest in potential users	Operational	Medium	Publicity promoting the environmental benefits of projects using these materials.

ACTION	RISK	TYPE	PROBABILITY	MITIGATION PLAN
9	There may be delays in the space rehabilitation process.	Operational	Medium	Plan a calendar with safety margins. Agree on contracts with penalty clauses and regular monitoring.
10	Given that the volume of investment is dependent on external financing, there is no capacity or availability of national and community programs to make it available in accordance with the established schedule.	Institutional/ Financial	Low/Medium	Diversify sources (EU, national, private partnerships). Create a phased plan that allows you to start with smaller budgets.
11	Workers' non-adherence to the implementation of the plant-based meal day.	Operational	Low/Medium	Involve workers from the beginning. Awareness-raising activities that demonstrate nutritional and environmental benefits.
	Lack of interest from producers in participating in training sessions.	Institutional	Medium	Create incentives for producers (certification, access to public markets).
12	Inadequate definition of target audiences, logistical difficulties in creating pilot centers, and low involvement of local partners.	Operational	Low	Conduct small pilots to test before scaling. Commitment agreements with key partners before launch.
	uncertainty in access to financing and the complexity in designing effective activities can compromise the impact and sustainability of actions	Financial	Low/Medium	Financial plan with alternative scenarios and reserves.
13	Difficulties in the process of obtaining information to feed the indicator panel	Operational	Low/Medium	Define clear data protocols with suppliers. Automate data collection with digital tools. Schedule regular data quality audits.

PART IV

12 Monitoring and Evaluation Framework

12.1 Governance Framework

To ensure the effective implementation of the Lisbon URBACT LET'S GO CIRCULAR! Action Plan, a dedicated **governance model** has been established.

This framework aims to guarantee continuity, accountability, and coordination throughout the implementation process, while fostering collaboration among all relevant actors identified within the URBACT Local Group (ULG). Conceptually, the model was designed to be simple, inclusive, and flexible—allowing each action to be developed autonomously, while ensuring continuous interaction between partners, active knowledge exchange, and effective dissemination of initiatives to the wider public.

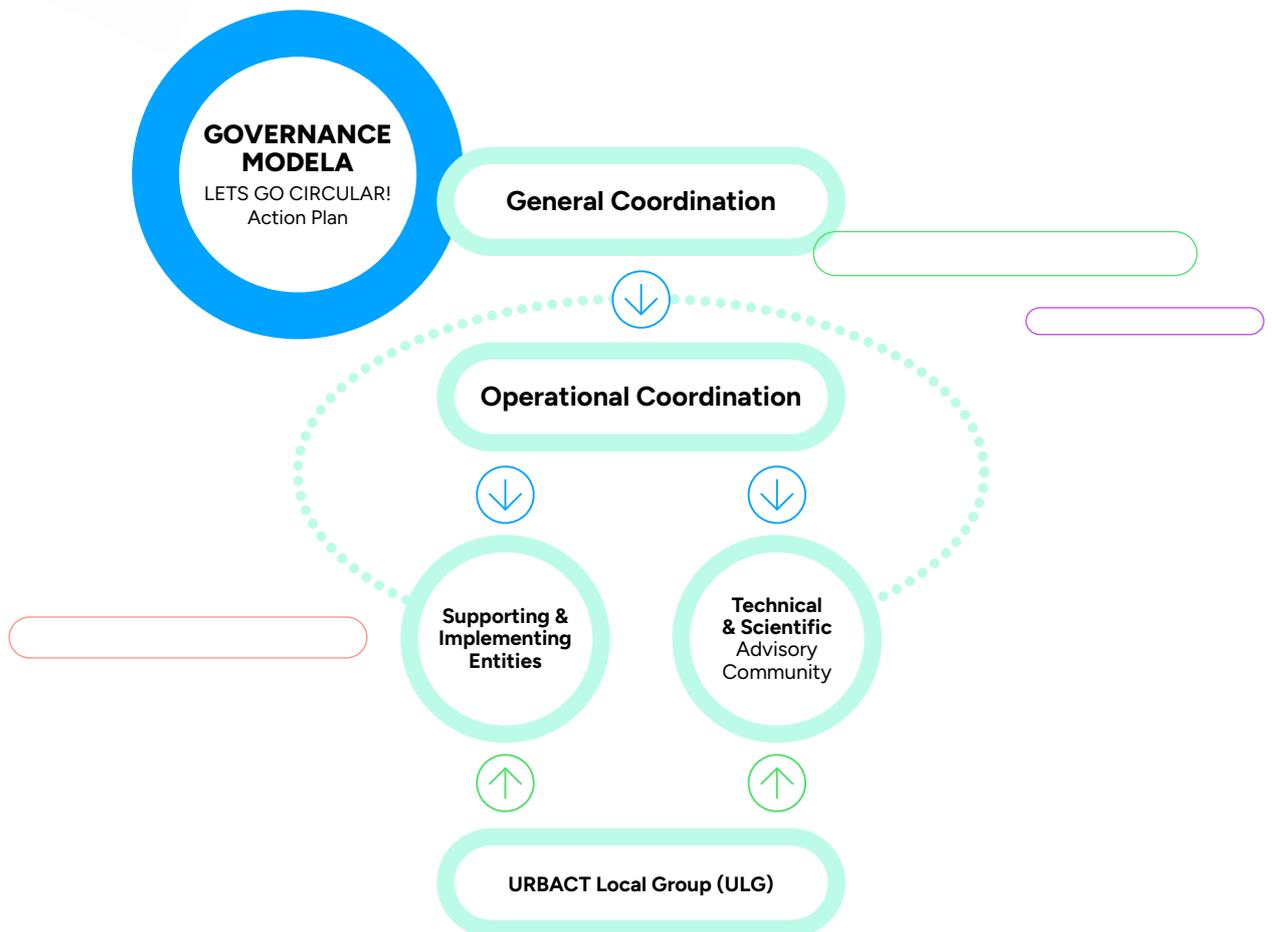


Figure 6 Governance Model of the Lisbon IAP Action Plan

## PART IV

## 12.2 General Coordination

The General Coordination of the Action Plan will be jointly assumed by Lisboa E-Nova – Lisbon's Energy and Environment Agency and the Lisbon City Council (CML).

**This joint coordination team will be responsible for:**



- **Overseeing** the overall implementation and monitoring of the actions identified in the plan;
- **Ensuring** coherence between actions and the city's strategic management framework;
- **Identifying and disseminating** funding opportunities to support the plan's continuity;
- **Coordinating** communication and dissemination activities, ensuring that results and progress are shared widely;
- **Assessing** how the implemented actions contribute to Lisbon's broader sustainability, innovation, and circularity goals.

In close collaboration with the Technical and Scientific Advisory Community, the coordination team will also identify **opportunities to integrate the plan's activities into emerging strategies** and to promote new initiatives that ensure the plan's continuity beyond its initial implementation period.

## 12.3 Operational Coordination

For each action within the plan, a specific **operational coordinator** will be appointed — typically the entity responsible for implementation.

Where an action falls under the direct responsibility of a municipal department or unit, that department will assume operational leadership. In cases involving multiple partners or consortium-based actions, a lead organization will be designated as the primary contact point with the General Coordination team. This structure ensures clarity of roles, smooth communication, and efficiency in joint implementation.

## 12.4 Technical and Scientific Advisory Community

A **Technical and Scientific Advisory Community** will be established to support the development and implementation of the plan. This group's primary functions will be to:



- **Provide** technical guidance and scientific advice for innovative methodologies;
- **Support the preparation** of funding applications and project proposals;
- **Facilitate the replication and scaling** of successful practices;
- **Strengthen the link between local actions and metropolitan or national strategies.** This community will play a key role in promoting articulation with broader initiatives, such as the FoodLink network — which brings together all 18 municipalities of the Lisbon Metropolitan Area — and other circularity-related metropolitan and European strategies.

## 12.5 Supporting and Implementation Entities

Depending on the nature of each action, **specific supporting entities** will be engaged to ensure operational success and alignment with the city's strategic frameworks.

The selection of relevant supporting partners for each action will be carried out jointly by the General Coordination team and the Operational Coordinator responsible for that action. This collaborative approach allows for adaptability and ensures that partnerships remain responsive to emerging needs and opportunities.

## PART IV

## 12.6 Management Team Procedures

The General Management Team will meet regularly with all action coordinators and support partners to: review progress and update the schedule; collect data and materials for monitoring/evaluation; plan communication activities; identify obstacles and propose corrective measures. A summary table (**Table 9**) will present the entities associated with each action.

Table 9 List of action with indicators and responsible per action

	ACTIONS	RESULT INDICATOR	CALCULATION FORMULA	BASELINE (YEAR)	TARGET (YEAR)	RESPONSIBLE
1	Develop the circular economy strategy for Lisbon	Final Document concluded	Yes/No	2025	2027	CML/DMEI   Lisboa E-Nova
2	Integrate the Fabcity Network (self-sufficient cities):	Formal subscription presented	Yes/No	2025	2028	CML/DMEI/DISE
3	Introduce a circularity component in the Priority Intervention Neighborhoods (BIP/ZIP Program)	Proposal of broad thematic areas and circularity criteria for integration into the existing application regulations	Yes/No	2025	2027	DMEI/DMH/DDL   Lisboa E-Nova
4	Create a Circular Economy Acceleration Program	Acceleration programme realized	Yes/No	2025	2027	DMEI   Unicorn Factory   Impact Hub
5	Develop an app/platform to facilitate neighborhood circular business	Application operational and available	1000 users in the first six months of operationalization	2026	2027	CML/DMEI   Lisboa E-Nova
6	Develop the business model for the implementation of a Circular Tourism Pass	Demonstration of financial sustainability of the project	Yes/No	2025	2027	Circular Shift
7	Develop a toolkit with technical specifications to be included in tenders	Building a portfolio that can be used in at least 25% of public tenders launched during 2027	Total number of public tenders*25/100	2026	2028	CML/DMF   Lisboa E-Nova
8	Develop business model and implementation of reusable construction materials bank (Circofin)	Business model presented	Yes/No	2025	2027	Lisboa E-Nova
9	Creation of a One Stop Shop to promote energy and water efficiency in households	Support around 150 residents in the first half of the first year of implementation	Support 150 residents	2025	2025	Lisboa E-Nova   CML/DAEAC
10	Implement the municipal biowaste management strategy	Triple the number of community compost bins by 2030	Number of compost bins in 2030 = Number of compost bins in 2025*3	2025	2030	CML/DMRU
11	Promote low-carbon, local food systems by connecting producers with consumers and reducing the environmental footprint of public meals served in municipal facilities.	Implementation of one day a week of plant based meals and left in two municipal canteens	Yes/No	2025	2027	Lisboa E-Nova
12	Establish a city-wide circularity activation programme combining training, demonstration infrastructures, mobile labs, school initiatives, and community workshops to foster learning-by-doing and sharing practices.	Sixty events or activities held	Number of events or activities held	2026	2030	CML/DMEI   Lisboa E-Nova
13	Introduce circular economy indicators in the Lisbon Observatories Tool	A set of circular economy indicators integrated into the Lisbon Observatories Tool	Yes/No	2026	2027	CML/DMEI   Lisboa E-Nova

## PART IV

## 12.7 Purpose and Benefits of the Governance Model

This governance model embodies the principles of the URBACT integrated and participatory approach, ensuring:



- **Transparency** in decision-making and communication;
- **Co-responsibility** across actors at different governance levels;
- **Knowledge sharing** between public, private, and community stakeholders;
- **Scalability and continuity**, enabling the plan to evolve beyond the URBACT implementation phase.

Ultimately, this structure is designed to ensure that Lisbon's circular transition remains dynamic, inclusive, and adaptive, building on the collective energy of its partners and contributing to the long-term transformation of the city.

## 13 Communication and Public Consultation

## 13.1 Objectives

**Communication is a key factor in the success** of any initiative that depends on the active involvement of a diverse range of actors, as is the case of the URBACT LET'S GO CIRCULAR! Action Plan.

A well-structured, inclusive, and transparent communication strategy ensures that the plan is understood, shared, and collectively owned. The communication framework designed for this Action Plan (**Figure 7**) pursues five core objectives:



- **Clarity** – Ensure that all stakeholders clearly understand the objectives, expected outcomes, and implementation process of the plan.
- **Alignment** – Guarantee that all actors remain coordinated and consistent with the plan's overarching goals.
- **Engagement** – Motivate stakeholders and citizens to participate actively in the plan's implementation.
- **Feedback** – Collect systematic feedback from target audiences to fine-tune strategies and actions.
- **Follow-up** – Communicate progress regularly to maintain transparency, identify challenges, and promote shared accountability.

Based on these principles, a Communication Plan was structured to support the effective implementation and visibility of the actions foreseen in the LET'S GO CIRCULAR! Action Plan.

## 13.2 Communication Framework

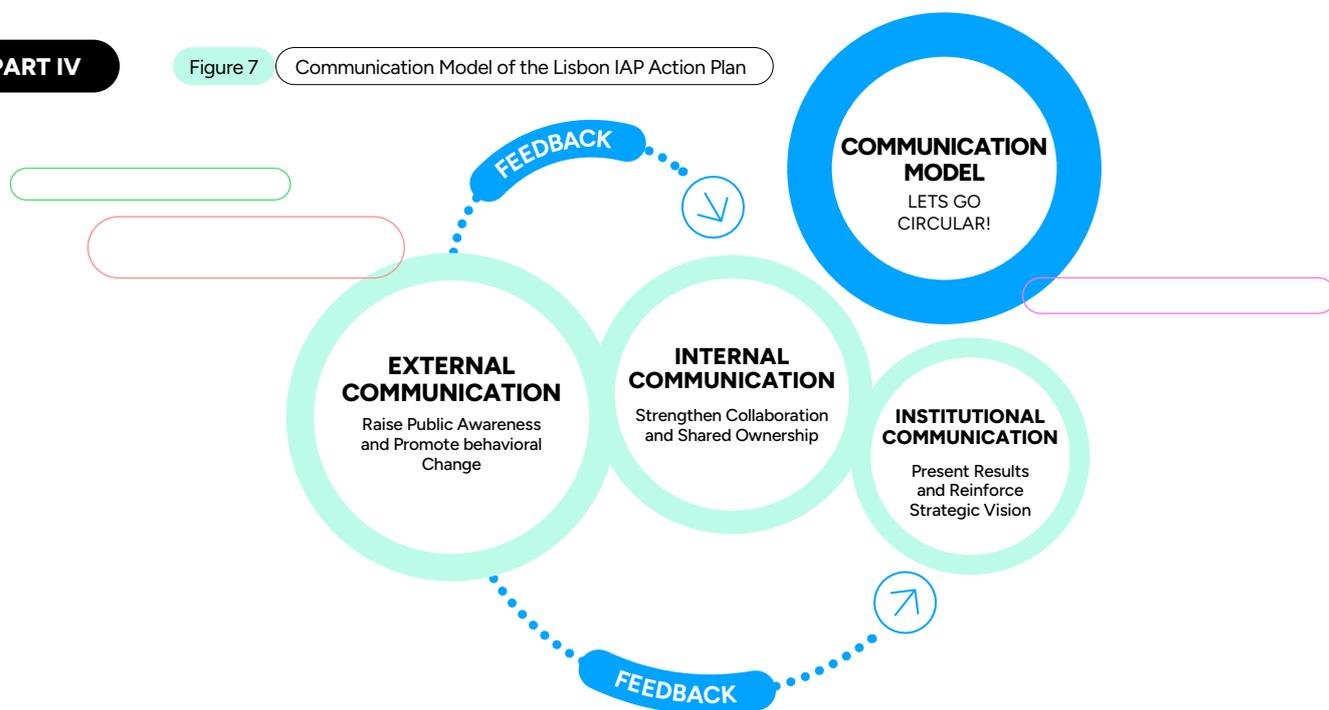
Three complementary levels of communication were defined, each addressing different target audiences and purposes. While interconnected, these levels operate with tailored tools and messages to ensure maximum outreach and impact:



- **External Communication** – To raise public awareness and promote the value of Lisbon's transition towards a more circular, sustainable, and innovative city.
- **Internal Communication** – To strengthen the sense of community, collaboration, and collective ownership among partners of the URBACT Local Group (ULG) and associated stakeholders.
- **Institutional Communication** – To present the city's strategic vision and reinforce Lisbon's positioning as a European leader in circularity, innovation, and sustainable governance.

**PART IV**

Figure 7 Communication Model of the Lisbon IAP Action Plan



**13.3 External Communication**

<b>MESSAGE</b>	<b>Demonstrate Lisbon's progress towards sustainability, inclusiveness, and innovation through the circular transition.</b>
<b>TARGET AUDIENCES</b>	General public; Public and private entities; Parish councils; Specific social groups (children and youth, vulnerable communities, elderly citizens).
<b>CHANNELS / TOOLS</b>	Social media platforms; Local and regional media; Institutional communication infrastructure (e.g., digital billboards, posters, MUPIs).
<b>KEY ACTIONS</b>	Promotion of local dialogues and community conversations; Awareness-raising campaigns and information sessions; Collaborative actions with ULG partners; Engagement of local ambassadors and inspiring personalities.

**13.4 Internal Communication**

<b>MESSAGE</b>	<b>Foster a sense of shared purpose, collaboration, and mutual success among all partners.</b>
<b>TARGET AUDIENCES</b>	URBACT Local Group partners; Potential new partners and collaborators.
<b>CHANNELS / TOOLS</b>	Internal social media groups; Partner newsletters and information bulletins; Digital communication platforms (shared drives, collaborative tools).
<b>KEY ACTIONS</b>	Regular in-person meetings to present progress, successes, and lessons learned; Thematic visits to projects developed under the Action Plan; Creation of an internal digital workspace for exchange of materials and updates.

## PARTE IV

## 13.5 Institutional Communication

<b>MESSAGE</b>	<b>Reinforce Lisbon's vision of innovation, modernity, and good governance through the presentation of tangible results and best practices.</b>
<b>TARGET AUDIENCES</b>	Municipal departments and decision-making bodies; Citizens; National and international thematic networks; Other municipalities and city networks.
<b>CHANNELS / TOOLS</b>	Official municipal social media accounts; Press releases and interviews; Reports and technical publications.
<b>KEY ACTIONS</b>	Institutional meetings to align circular policies; Press coverage and interviews highlighting achievements; Public events and conferences to share outcomes and foster replication.

## 13.6 Public Consultation and Stakeholder Dialogue

Beyond information dissemination, the communication strategy incorporates **public consultation mechanisms** to ensure that the plan remains responsive and participatory.

Feedback channels will include:

- **Online surveys and feedback forms** to collect inputs from citizens and stakeholders;
- **Workshops and local dialogues** to discuss specific actions or themes;
- **Collaborative review sessions within the ULG** to assess implementation progress and refine actions.

**These mechanisms reinforce the URBACT principle of co-creation**, allowing the plan to evolve dynamically based on community input and stakeholder experience.

## 13.7 Monitoring and Visibility

The communication plan will be **monitored and updated periodically**, ensuring that **all communication activities contribute** to the Action Plan's objectives.

Indicators will include:

- **Number and diversity** of participants in engagement activities;
- **Media coverage** and visibility metrics;
- Partner and citizen **satisfaction**;
- **Level of engagement** across digital and physical communication channels.

**All communication outputs will follow Lisbon's institutional identity guidelines and the URBACT visual identity, ensuring coherence with both local and European frameworks.**

## PART IV

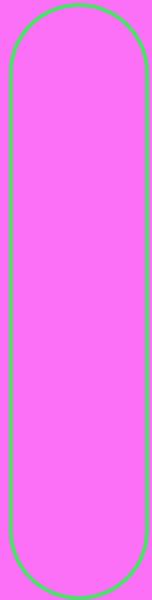
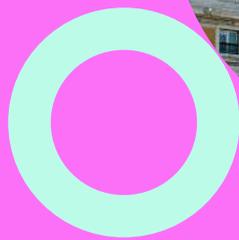
COMMUNICATION  
LEVEL

## MAIN PURPOSE

## TARGET AUDIENCES

## EXAMPLES OF ACTIVITIES

<b>External</b>	Raise public awareness and promote behavioural change.	General public, communities, private and public entities.	Local conversations, campaigns, storytelling, MUPIs, media articles.
<b>Internal</b>	Strengthen collaboration and shared ownership.	ULG partners and local stakeholders.	Partner meetings, project visits, newsletters.
<b>Institutional</b>	Present results and reinforce Lisbon's strategic vision.	Decision-makers, networks, and other cities.	Press releases, institutional events, conferences, reports.



The Future

# PART V

## PART V

## The Future

Over the past years, the city of Lisbon has been steadily investing in initiatives that demonstrate its evolution towards becoming a **more sustainable, inclusive, and climate-responsible city**.

As the circular economy is a vast and transversal theme, the Action Plan presented here fulfills the objective of creating a document that reflects the collective effort of local partners in the transition towards more circular economic models, directly linked to the city's carbon neutrality commitments.

Within the framework of the **LET'S GO CIRCULAR!** initiative, and through the active collaboration between the Municipality and a broad range of local and regional stakeholders, Lisbon is taking significant steps to accelerate its circular transition. The actions foreseen in this **Integrated Action Plan** aim to build upon existing good practices and ongoing projects, serving as a catalyst for future initiatives that contribute to a more circular, just, and regenerative urban model.

The URBACT approach, based on participatory and co-creation methodologies, has been a crucial support in structuring the work, creating the conditions for different actors to actively engage in shaping solutions. The close cooperation with other European cities brought clear advantages, opening horizons, comparing practices, and reinforcing the relevance of a bottom-up approach, where solutions emerge from the contributions of local communities. The diversity of perspectives and the commitment of the network members greatly enriched the process, strengthening the relevance and applicability of the proposed actions.

Rather than creating an isolated set of measures, this plan seeks to connect, align, and strengthen diverse initiatives that already contribute to Lisbon's circular transformation. Its implementation will therefore act as a platform for continuity and collaboration, stimulating the emergence of new partnerships and pilot actions while reinforcing those already underway.

In summary, this Plan represents not only a set of concrete actions but also a clear **demonstration of the commitment and enthusiasm of all stakeholders to implement the proposed measures** and to continue the process of transforming Lisbon towards a more circular, sustainable, and resilient economic model.

It is important to underline, however, that this is a work in progress: **as the actions are implemented, new goals and initiatives are expected to emerge, further enriching the results of the ongoing transition.** Through the consolidation and implementation of the actions proposed, Lisbon aspires to:



- **Strengthen a network of stakeholders and partnerships** that demonstrate the city's evolution towards a circular, inclusive, and resilient urban model;
- **Act as a catalyst in promoting collaboration** between local, regional, national and European levels, in close articulation with several entities;
- **Ensure alignment and synergy** with broader policy frameworks developed for the city;
- **Foster experimentation and pilot development**, accelerating innovative processes inspired by the lessons learned through the LET'S GO CIRCULAR! initiative.

Ultimately, the ambition is that the implementation of this Action Plan will contribute not only to Lisbon's leadership in circularity and sustainability but also to **inspire other cities and territories — nationally and internationally — by showcasing tangible examples of urban innovation, partnership-based governance, and long-term commitment to the circular transition.**

## PART V

## Acknowledgement message

This Action Plan is the result of a collaborative process made possible by the **active engagement, expertise and dedication of many individuals and organisations.**

We would like to express our **sincere thanks to all members of the URBACT Local Group**, who contributed their time, insights and commitment throughout this journey. Your perspectives have been instrumental in shaping a shared vision for circularity in Lisbon.

We are also grateful to our **colleagues in the URBACT "LET'S GO CIRCULAR!" network** – your experiences, feedback and encouragement have enriched this process and reminded us of the strength of peer learning across European cities.

A very special thank you goes to our **Lead Expert, Eleni Feleki**, for her continuous support, thoughtful guidance, and inspiring presence throughout the development of this plan.

We also thank the **Lisbon City Council, local businesses, academic institutions, neighbourhood associations and other stakeholders** who generously supported this process. Your contributions have helped us align ambition with local realities.

Finally, we thank the **URBACT Secretariat and National Contact Point for their support and guidance**, and for fostering a space of innovation, exchange and co-creation that made this Action Plan possible.

Together, we are building the foundations  
for a **more circular, inclusive and resilient Lisbon.**



Cluj-Napoca



Corfu



Guimarães



Granada



Lisboa



Malmö



Oulu



Riga



Tirana



Munique

URBACT



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# ANNEXS

ANNEXS

A.1 Results of Urbact Dynamics for Defining the Vision

Tomorrow's Newspaper



**LISBOA  
E+NOVA**

URBACT

# LISBOA CIRCULAR



LISBOA

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Let's Go Circular. Grupo de Ação Local de Lisboa

janeiro 2024 / N.º 01

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**Lisboa: de cidade linear a comunidade circular**

A capital portuguesa mudou radicalmente em sete anos. É autossuficiente em energia e água e todos setores de atividade da cidade são zero waste. Uma verdadeira (r)evolução.

---

**Pela primeira vez não esgotámos os recursos naturais da Terra, e Lisboa contribuiu muito para isto!**

Em 2030, Lisboa torna-se na primeira cidade do planeta auto-suficiente nos setores energéticos e alimentares, tornando-se assim numa cidade zero waste.

---

**Lisboa Capital Europeia do Zero e do Granel**

Entre 2023 e 2030, Lisboa tornou-se numa cidade totalmente circular. A geometria comportamental mudou radicalmente. Não há desperdício. Só se compra a granel, os taxas de reciclagem são a 100% e a água reutilizada é a única utilizada na rega e na lavagem de ruas.

## Mouraria

### 1º Bairro 100% circular no mundo



**A** Mouraria é o primeiro bairro totalmente circular e regenerativo do mundo. Há zero produção de resíduos, a comunidade produz energia, os seus espaços verdes são co-geradores de matéria-prima e o ciclo da água é completo. No bairro mais sustentável do mundo, de pequenino faz-se o destino e a circularidade tem um hub nas escolas. Na Mouraria nada se perde e tudo se transforma.

**Na Mouraria nada se perde e tudo se transforma.**

---



**Cidades da rede Let's Go Circular visitam em Lisboa boas práticas locais**

Em Lisboa, foi dado especial enfoque aos temas de diagnóstico de fluxos de materiais e indicadores de circularidade, bem como, a sua importância nos processos de definição de estratégias circulares para as cidades. Neste contexto, destacam-se as participações e debates

com os dois convidados, Paulo Ferrão e Pau Ruiz, do Instituto Superior Técnico e da organização internacional Circle Economy, respetivamente. As duas cidades portuguesas apresentaram também outras boas práticas nas áreas da educação e sensibilização, reutilização inovadora de materiais em fim de vida, compostagem comunitária, gestão da água, compras públicas, métodos e ferramentas (mapeamento de fluxos) e inovação e empreendedorismo. Em Lisboa, tiveram ainda a oportunidade de visitar a fábrica da Água e a Lisboa Unicorn Factory, ambas apontadas como bons exemplos de circularidade. O próximo Encontro da rede será na cidade de Riga, na Letónia.

---

**Andorinhas voltam: A Circularidade coloca Lisboa no topo das cidades com melhor qualidade de vida**

Todos juntos, cidadãos, setores público e privado, academia e associações transformaram em sete anos Lisboa numa cidade mais circular e com melhor qualidade de vida.



• [inf em https://urbact.eu/network/lets-go-circular](https://urbact.eu/network/lets-go-circular)

## ANNEXS

## A.2

## Entities that are part of the Local Action Group

CLASSIFICATION	NAME
<b>Academia</b>	Faculdade de Ciências e Tecnologia/ Universidade Nova de Lisboa
	Instituto de Ciências Sociais
	Instituto Superior Técnico/ Universidade de Lisboa
<b>Association/ Municipal Company</b>	Águas de Portugal/EPAL
	BUILT COLAB
	SMART WASTE PORTUGAL
<b>Sectoral Association</b>	ADENE
	DECO
	REDE DLBC LISBOA
<b>Association/ Municipal Company</b>	CARRIS
	EGEAC
	GEBALIS
	Visit Lisboa
<b>Company</b>	3 DRIVERS
<b>National Organization</b>	Direção Geral do Território
<b>Regional Organization</b>	Área Metropolitana de Lisboa
	Comissão de Coordenação de Lisboa e Vale do Tejo
	VALORSUL
<b>Non-Governmental Organization</b>	ZERO WASTE LAB
	CIRCULAR SHIFT
	CIRCULAR ECONOMY PORTUGAL
	DONA AJUDA
	RENOVAR A MOURARIA
	ZERO

## ANNEXS

## CLASSIFICATION

## NAME

CLASSIFICATION	NAME
<b>Municipal Service</b>	Câmara Municipal de Lisboa/ Economia e Inovação
	Câmara Municipal de Lisboa/ Finanças
	Câmara Municipal de Lisboa/Ambiente
	Câmara Municipal de Lisboa/Centro de Gestão de Informação Urbana de Lisboa
	Câmara Municipal de Lisboa/Cultura
	Câmara Municipal de Lisboa/Desenvolvimento Local
	Câmara Municipal de Lisboa/Higiene Urbana
	Câmara Municipal de Lisboa/Manutenção Construção
	Câmara Municipal de Lisboa/Mobilidade
<b>Startups</b>	CIRCULAR
	IMPACT HUB LISBOA
	MURO ATELIER

ANNEXS

A.3

Pilot Actions (description & results)

CIRCULAR CONSTRUCTION TALK

THE CHALLENGE	THE HYPOTHESIS	THE RESEARCH QUESTION
<p><b>Assess with the local Ecosystem the interest in developing partnerships related to circularity activities in the construction sector</b></p>	<p>We believe that a wide range of good practices and experiences are beginning to emerge in various links of the value chain that can be replicated and scaled to create impact in the city.</p>	<p>Investing in good practices in economic activity: Construction, could have an impact on the city's circularity levels and the decarbonization process</p>
<p><b>To verify the research question, we will pilot...</b> (our idea and stakeholders involved).</p>	<p><b>To confirm success, we will measure...</b> (output indicators).</p>	<p><b>Results</b> (quantitative and qualitative).</p>
<p>During Lisboa Unicorn Week 2024, we invited a wide range of people from the construction sector to discuss the state of the art in sustainable construction, as well as to present good examples already operational in the city (May 16, 2024).</p>	<p>We measure the level of community interest through the number and type of participants.</p>	<p>From the conversation with the speakers and the participating public, a set of areas were identified that are relevant to scale up to create impact (namely: Architectural projects, use of BIM tools, potential for production of new construction materials and direct reintroduction of construction waste in the rehabilitation processes in public spaces).</p>
WHAT WE LEARNT	ITERATION ACTIONS IF NEEDED	NEXT STEPS
<p>We learned that there is already a set of initiatives that can be replicated and have the potential to contribute to the levels of circularity of construction activity in the city. We can get fruitful ideas by bringing different stakeholders together.</p>	<p>The format used was successful and can serve as inspiration for the process of involving stakeholders in the action related to the design of the building materials bank for Lisbon.</p>	<p>The approach will be used to engage stakeholders for the action (Construction Materials Bank) and as a model to be adapted in actions related to education and training.</p>

ANNEXS

CIRCULAR NEIGHBOURHOODS

THE CHALLENGE	THE HYPOTHESIS	THE RESEARCH QUESTION
<p><b>Promote the construction of a tool/webpage that allows the promotion of sustainable and circular local businesses in Lisbon neighborhoods</b></p>	<p>We believe that there is a large group of people who do not opt for repair and second-hand purchasing processes because they are not aware of the options available in their neighborhood.</p>	<p>The existence of a robust tool on circular businesses and initiatives in the city's neighborhoods could increase sustainable purchasing behavior and the use of repair and prevention of waste production.</p>
<p><b>To verify the research question, we will pilot...</b> (our idea and stakeholders involved).</p>	<p><b>To confirm success, we will measure...</b> (output indicators).</p>	<p><b>Results</b> (quantitative and qualitative).</p>
<p>For 3 months (October to December 2024) with the support of a group of students from the Kaos Pilot Program (Danish training program) we explored the state of the art in a city neighbourhood, the tools that already exist and what kind of criteria could contribute to the design of a tool to promote circularity.</p>	<p>We identify the type of tools that already exist, the level of use and the level of interest from traders in participating in the construction of the tool.</p>	<p>A good interest was identified on the part of traders and a relevant set of businesses that can be classified as circular in the analysed neighbourhood (Bairro da Penha de França).</p>
WHAT WE LEARNT	ITERATION ACTIONS IF NEEDED	NEXT STEPS
<p>As a critical factor in implementing the intended purpose, it was concluded that it will be necessary to invest in a systematic method of collecting and updating information (complex because since Portugal opted for the "Zero Licensing" process there is no official database with the census of traders). It was also concluded that the existing tools can be updated to meet the intended purpose.</p>	<p>Improved definition of the criteria for defining the "Circular Neighborhood". Exploring alternative methods of collecting and updating information.</p>	<p>In order to mitigate the process of surveying and collecting information, test the use artificial intelligence support methods to be explored in conjunction with the scientific community. Search for funding sources and assess the feasibility of integrating this topic as part of a more comprehensive circularity project for the city.</p>

## ANNEXS

## CIRCULAR SHIFT (CIRCULAR TOURIST PASS)

THE CHALLENGE	THE HYPOTHESIS	THE RESEARCH QUESTION
<p><b>Explore initiatives that can promote tourism activity in a more sustainable and circular way</b></p>	<p>We believe that providing and promoting local activities linked to circular tourism could generate interest among city visitors in more sustainable activities.</p>	<p>Providing a pass that promotes partnership with sustainable and circular tourism activity could support these new local businesses.</p>
<p><b>To verify the research question, we will pilot... (our idea and stakeholders involved).</b></p>	<p><b>To confirm success, we will measure... (output indicators).</b></p>	<p><b>Results (quantitative and qualitative).</b></p>
<p>To test the Circular Pass prototype, a partnership was created with the Circular Shift Association.</p>	<p>In this pilot development phase, only the number of businesses that could potentially integrate the offer made available by the pass was measured.</p>	<p>The first survey revealed a satisfactory level of interest from businesses in joining. Around 50 initiatives that expressed interest were identified.</p>
WHAT WE LEARNT	ITERATION ACTIONS IF NEEDED	NEXT STEPS
<p>That there is potential for making the pass available. In the presentations of the concept, the organizations responsible for Tourism in Lisbon and Portugal showed interest in being able to coordinate efforts with initiatives developed by them.</p>	<p>Continue exploring businesses that can integrate the pass offering. Development of official partnerships with local and national public bodies.</p>	<p>Search for funding sources and assess the feasibility of integrating this topic as part of a more comprehensive circularity project for the city.</p>

## ANNEXS

## TEXTILE FASHION DAY

THE CHALLENGE	THE HYPOTHESIS	THE RESEARCH QUESTION
<p><b>Encourage sustainable consumption practices, reuse and repair in the textile and fashion sector among the population</b></p>	<p>We believe that by presenting alternatives to fast fashion, teaching how to repair and transform, this could be a way to reduce the consumption of new clothes.</p>	<p>Providing alternatives to conventional new clothing stores and investing in learning how to repair and upcycle could contribute to reducing first-hand clothing consumption and extending the life of textiles.</p>
<p><b>To verify the research question, we will pilot... (our idea and stakeholders involved).</b></p>	<p><b>To confirm success, we will measure... (output indicators).</b></p>	<p><b>Results (quantitative and qualitative).</b></p>
<p>During one day at the beginning of the Christmas season (7 Dec. 2024), we organized a series of workshops on repairing and upcycling clothes. In parallel, two conversations were held on the state of the art of implementing the textile recycling model in Lisbon, calculating the environmental footprint of clothes and the new businesses developed by the city's entrepreneurial community.</p>	<p>We measure the level of community interest through the number and type of participants.</p>	<p>Through the exchange of experiences and public participation, an interest was identified in making this type of event a regular occurrence in the future. Building a textile bank to be used by the entrepreneurial community. Participation of around 10 people in the two workshops developed and around 40 participants from the public in the two talks organized.</p>
<p><b>WHAT WE LEARNT</b></p>	<p><b>ITERATION ACTIONS IF NEEDED</b></p>	<p><b>NEXT STEPS</b></p>
<p>We learned that there is already a set of initiatives that can be replicated and have the potential to contribute to the levels of circularity of sustainable consumption and reuse of clothes in the city. We can get fruitful ideas by bringing different stakeholders together.</p>	<p>The format used was successful and can serve as model for the engagement of stakeholders in the action related to education and awareness.</p>	<p>Replicate the model periodically. Include this kind of initiatives in the action related with education, awareness, and capacitation. Start the operationalization of a textile material bank.</p>

ANNEXS

A.4 Action Prioritization

During the exercise, participants were divided into four groups and asked to **classify each action using the matrix shown in Figure A5.1.**

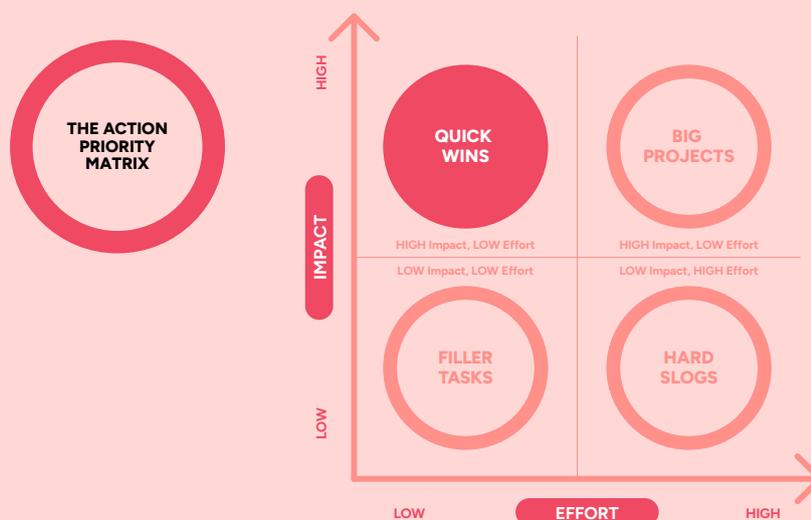


Figure A5.1 Prioritization Matrix

After the exercise, the results obtained from each group for each action were aggregated and a coherence analysis was carried out. **Figure A5.2** presents an example of this process for Action **No.1**.

Selection of **13 actions** that will be further detailed in **Part III** through an assessment of the feasibility (considering the rough availability of funds, risks, impacts) of the listed actions. Selection needs to be done with the ULG members, following a voting methodology.

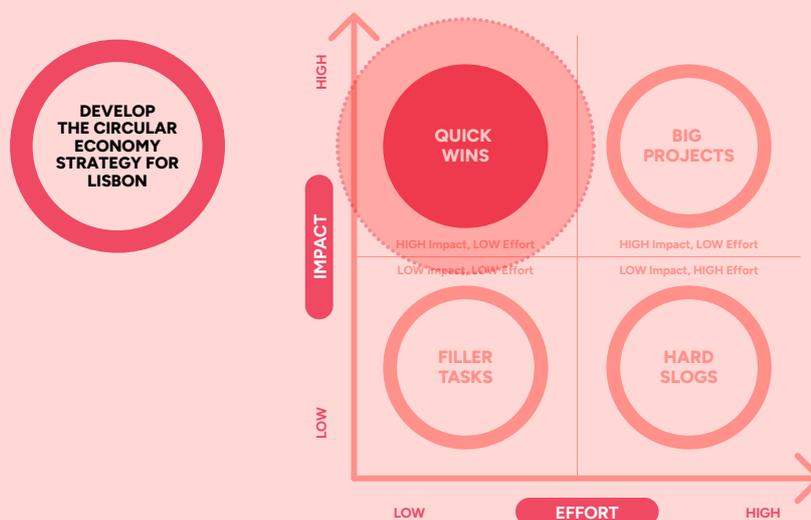


Figure A5.2 Coherence Analysis

