CASCAIS
2030

SUSTAINABLE
DEVELOPMENT
GOALS

CASCAIS AND THE 2030 AGENDA
FOR SUSTAINABLE DEVELOPMENT

VOLUNTARY LOCAL REVIEW (VLR) OF PROGRESS TOWARDS THE SUSTAINABLE DEVELOPMENT GOALS IN CASCAIS
2022

cascais.pt

CASCAIS

Table of Contents

About Cascais

Cascais is a coastal town in the Lisbon District of Portugal, located on the Portuguese Riviera. With a total of 214,124 inhabitants over an area of 97.40 km^2 and located just 30 kilometres away from the Portuguese capital – Lisbon, Cascais is situated on the western edge of the Tagus estuary, between the Sintra mountains and the Atlantic Ocean. The territory of Cascais is limited in the north by the municipality of Sintra, south and west by the ocean, and east by the municipality of Oeiras.

Administratively, the municipality is divided into 4 civil parishes, with municipal authority vested in the Câmara Municipal of Cascais (CML): Alcabideche, Carcavelos and Parede, Cascais and Estoril, and São Domingos de Rana.

Highlights of Cascais

214 124
Habitants[1]

53%
Women

47%
Men

97,40 km^2
area

Cascais aspires to be a **vibrant**, **energetic**, **clean**, **green**, and **inclusive town**, where people want to live and work, and where industries and businesses enrich the community and thrive.

2 181.5 hab./km^2
population density[2]

52%
of the population between **25 and 64** years of age.

[1] Censos 2021 – **https://tabulador.ine.pt/censos2021**
[2] **https://www.camara-municipal.pt/municipio-cascais.html**

Letter from the Mayor

The balance between economic development, social prosperity and the limits of the planet is perhaps the greatest challenge facing humanity in the 21st century.

Indeed, the great challenge of this time is to ensure economic prosperity, which allows social progress (food, health, housing, social and political participation), within the limits of the planet (preserving its natural systems) on which (our) life depends, without leaving anyone behind.

The 2030 Agenda for Sustainable Development, with its 17 Sustainable Development Goals (SDGs), will, in good time, remind us of this mission and establish a clear reference framework that encourages all actors to align themselves with a new model of progress – economically, socially and environmentally responsible and sustainable. A tool through which each of us – individually or collectively – can find a way to start changing the world.

A global mission, undoubtedly, but one that can only be resolved by combining clear social, economic and ecological principles with local and dynamic structures of governance, action and participation in each territory.

CASCAIS
2030
SUSTAINABLE
DEVELOPMENT
GOALS

I'm not the one saying it: both Agenda 2030 and the European Green Pact highlight the role of local and regional governments in the success of the sustainable development agenda – two-thirds of the Sustainable Development Goals will not be achieved without the contribution of cities and their local governance structures.

Cascais, aware of its role as a local administrative cell, is committed to the implementation of the SDGs, and also committed to the evaluation of its work. This has given rise to the Voluntary Local Review of Progress towards the Sustainable Development Goals. To consolidate a coherent way of making public policies in Cascais and – dare I say it – in the government of Portugal. To monitor, report, debate and act on the most emerging and decisive issues of our local collective progress. So that, together, we will find the best answers to the greatest challenges, within a new conceptual framework provided by Agenda 2030 and the SDGs.

So that Cascais may always and responsibly be the best place to live, work and visit, where quality of life, health and well-being are anchors of the territory and where economic capital and natural capital thrive symbiotically and generate wealth for the entire municipality, without leaving anyone behind.

Carlos Carreiras
Mayor of Cascais

"The SDGs have this **appealing**, **powerful**, and **communicative** characteristic that encourages organizations to be active contributors towards a sustainable economic model."

Joana Balsemão

Councillor in the Municipality of Cascais
Responsible for the Environment, Decarbonization
and Citizenship and Participation policies

Executive Summary

The Sustainable Development Goals (SDGs), also known as the 2030 Agenda, were adopted by all United Nations (UN) Member States in 2015, as a global call to action to end poverty, protect the planet and improve the lives and prospects of all people everywhere by 2030. To achieve the 2030 Agenda, actions must be taken at the global, national, and sub-national levels. Therefore, cities and municipalities play an increasingly important role as global influencers and local advocates for the SDGs. Many urban issues exist around the world, such as increased poverty, unemployment, social inequality, and others, and cities and municipalities have faced significant challenges in developing effective and inclusive solutions at the local level.

As part of the 2030 Agenda follow-up and review mechanisms, signatory countries are encouraged to conduct regular and inclusive reviews of progress at the national and sub-national levels, which are country-led and country-driven. Within this spirit, local and regional governments are increasingly engaging in sub-national reviews of SDG implementation, also called Voluntary Local Reviews (VLRs). As such, this document presents Cascais's first VLR, which explains the participatory approach the municipality has taken to embed the SDGs into the daily operations of the different departments. More than presenting a set of data about how Cascais is achieving specific goals, this first VLR is much more about the participatory processes that took place to identify the priority SDGs, actions, needs and challenges to overcome, which involved key members of the town hall, community leaders, and local stakeholders.

Cascais's Voluntary Local Review (VLR) for the Sustainable Development Goals (SDGs) describes the town's goals, actions, and financial commitments to accelerating local progress toward the achievement of the SDGs. These accomplishments are the result of the town hall's ongoing dedication to the 2030 Agenda and its commitment to incorporating the SDGs into frameworks and strategies for local governance.

Throughout the document, circular text boxes will be displayed with examples of good practises related to the municipality's work toward the Sustainable Development Goals.

1.

The role of municipalities in achieving a Sustainable Development

The Sustainable Development Goals were adopted in 2015 by the United Nations. They consist of a set of comprehensive goals that focus on people, planet, prosperity, peace, and partnership for the next 15 years.
There are 17 goals that make up the 2030 Agenda, with the aim of achieving a sustainable society. Among the various goals, it is intended to end poverty, improve health and education, reduce inequalities, while combating climate change, preserving oceans and forests, stimulating economic growth, among others.

To achieve the SDGs, the signatory countries committed to implement strategies, adopt plans, monitor their performance, and enhance their overall contributions towards a global sustainable development path. Due to the challenges associated with the SDGs overall ambitions, businesses and local actors have been identified as key agents of change. For the world to be able to reach the 2030 Agenda ambitions, several stakeholders, including companies, municipalities, educational institutions, media, local governments and individuals, must be involved.

Cities and municipalities play a major role in achieving the SDGs, as they represent the community and have direct communication mechanisms with citizens that may be used to promote and improve stakeholders' decisions that can enhance sustainable development. Furthermore, municipal actions have a direct impact on the daily lives of residents and should be capable of leading the transformation process that the world needs toward a green, inclusive, and humanistic society.

In a globalised world, investors look for more appealing cities to deploy their business activities, and this, combined with the municipality concern to have a sustainable model, can help leverage transformations in several areas, such as infrastructure, mobility, housing, green spaces, resulting in healthier cities with better life conditions, higher levels of diversity, inclusion, innovation, and (green) job opportunities.[3]

Municipalities sit in a strategic position between national governments and the residents and can better understand citizens' needs, interact directly with them, co-define possible solutions to satisfy those needs, and engage with them to inform and promote training on sustainable innovation and other related areas.

We believe that local governments are transformational agents, best positioned to connect local communities with global goals, and thus play a crucial role in achieving the SDGs.[4]

"Vida Cascais" Program

The "Vida Cascais" program is, essentially, a municipal channel for finding the services and assistance citizens need to live a better life. This program aims to provide all Cascais municipalities with access to teleconsultations in either general and family medicine or pediatrics in less than an hour, as well as home medication delivery (developed in collaboration with the Permanent Medical Service). "Cabine de Saúde" (in collaboration with Médis and the Cascais Foundation) is another new service added to an already extensive offering.

To relieve the overburdened National Health Service, Cascais launched this network of Local Health and Social Solidarity Services, leading in a new era of support and care for citizens (SL3S). An action accompanied by the launch of a website – **https://vida.cascais.pt/geral/resultados-e-impacto** – that compiles all available data. Additionally, Vida Cascais Program has been proactively linking their initiatives with the SDGs.

VIDA CASCAIS

[3] **https://www.cascais.pt/sites/default/files/anexos/gerais/new/relatorio_ods_19052020.pdf**
[4] **https://www.cascais.pt/area/cascais-2030**

SUSTAINABLE DEVELOPMENT GOALS

2.

Our SDG Journey

"We saw the SDGs framework as an opportunity to have a helicopter view in an organization, where the only way ahead is to keep moving forward."

Joana Balsemão

Cascais first mentioned and worked with the SDGs during the creation and subsequent launch of the **website Cascais 2030**, at the end of 2017. It was the first time Cascais openly stated its commitment, readiness, and ambition to collaborate with the SDGs, being the first Portuguese municipality to publicly commit to the SDGs by a unanimous all-party City Council deliberation. This extended political consensus has been critical to the success of SDG implementation at the local level. Furthermore, the website served as an online tool for teaching the SDGs to the local public and how they could be incorporated into some of the Municipality of Cascais' future plans.

Following the City Council's public commitment to the SDGs, several initiatives were launched. The "ODS Cascais 2030" Agenda initiatives were implemented in 2018 as part of the Cascais European Youth Capital program, with the goal of educating young people and locals about the issues and challenges associated with a sustainable development.

Meetings with all municipal department directors and municipal company directors were held in the first semester of 2019, with the goal of raising their awareness and involving them in the local implementation of the SDGs. These meetings were extremely beneficial, as they helped us realise that the SDGs are all interconnected and, as a result, should be approached holistically rather than individually. On the other hand, we discovered that municipal workers have extensive knowledge of the local reality, which is critical for diagnosing the current situation.

In 2020, due to the Covid-19 pandemic, the city council was forced to reconsider its approach to the SDGs. Before moving forward with the various initiatives, it was determined that it was critical to begin by training and involving employees who would ultimately be responsible for implementing the SDGs.

We began preparing training sessions for each thematic area, to raise employee awareness of the importance of the SDGs, following an Inside-Out Methodology. The 15 training sessions took place between March and May. The initial plan was to conduct training before proceeding with the SDG's localization process. However, as we interacted with the teams, new ideas emerged, and many spin-offs SDG-related projects were implemented along the way by employees' own initiative.

SUSTAINABLE DEVELOPMENT GOALS

In June, we launched the SDG visa, a feature that allowed to identify the main SDG to which each submitted municipal proposal contributes. In the same month, we began the process of localizing the SDGs in two thematic areas: Mobility & Transport and Education. This process consisted in adapting the SDG targets and indicators to Cascais's reality, using the outcomes of the workshops and municipal strategic documents as a starting point.

One month later, Cascais city hall collaborated with the AcinGov procurement platform to implement this feature that identifies which SGDs each proposal submitted contributes to. This feature is now available to everyone who uses the AcinGov platform.

Later, we were able to determine how the budget was affecting the SDGs thanks to the "SDG Budget", which groups the projects that the municipality is developing with each impacting SDG. This tool is crucial for managing the investment designated to each SDG.

Finally, in September of that same year, we began the process of localizing the SDGs for the thematic area of Environment, as we had done for the other two thematic areas.

At the end of 2021, we were awarded with the "Selo ODS", which intends to highlight the municipalities that have the best overall results in using the "Local SDGs Platform" and the most favourable evolution since 2015. This award reflected our achievements and progress on the SDGs, and motivated us even more to continue our efforts towards sustainable development in 2022.

We effectively completed the Localization of the SDGs in the three thematic areas in early 2022, where we finished the process of adapting the SDGs' targets to our local circumstances, as well as setting indicators for each applicable SDG. This process yielded 13 priority SDGs, 98 targets, and 207 indicators that were tailored to the reality of Cascais. Following this initial phase, we started collecting municipal data.

Finally, in May, "Action! SDG" Congress, an event fully dedicated to the SDGs took place at the Estoril Congress Centre. At this event, municipal employees had the opportunity to discuss sustainability and the SDGs with external participants, and ideas were debated to help improve Cascais' sustainable progress.

The work we've done so far has given us the knowledge and motivation to keep improving our SDG localization process. The inside-out methodology allowed for a more in-depth understanding of the SDGs before defining plans, initiatives, and solutions to help improve the lives of Cascais residents. However, we are aware that there are several challenges to overcome in terms of data organization. Furthermore, we want to communicate our progress to the community and make the data public, as well as involve citizens and the larger community in a more active way. There is still a long way to go, but we hope to continue inspiring local and national action toward sustainable development.

Table 1 | Cascais SDGs Timeline

2017

SEP
- Launch of the website Cascais 2030.
- Cascais public commitment to working with the SDGs.

2018

JAN › DEC
- Development of different initiatives of the "ODS Cascais 2030" Agenda, part of the Cascais European Youth Capital program.

2019

JAN › JUN
- Meetings with all CMC department directors and municipal company directors to raise their awareness and involve them in the implementation of the SDGs.

2021

JAN
- Preparation of the training sessions for each thematic area.

MAR › MAY
- Execution and completion of the 15 training sessions.

JUN
- Implementation of the SDG visa.
- Start of the Localization process of the SDGs in the thematic areas of Mobility/Transport and Education.

JUL
- Cascais city hall teamed up with the AcinGov procurement platform.

AGO
- Analysis of the first semester SDG financial report, which provided important data such as the amount committed by the Municipality of Cascais to each SDG.

SEP
- Start of the Localization of the SDGs in the thematic area of Environment.

NOV
- The municipality of Cascais is awarded with the "Selo ODS".

2022

JAN › FEB
- Completion of the Localization process in the three thematic areas.
- Annual analysis of the SDGs financial report.

MAR › APR
- Preparation of the general awareness program and of the SDG Congress.
- Data collection for the three thematic areas.

MAY
- "Action! SDG" Congress was held at the Estoril Congress Centre.

SUSTAINABLE DEVELOPMENT GOALS

2.1. **Inside-Out Methodology**

2.1.1. **Engage to empower**

Employees are intimately familiar with the realities of the community: they have tangible knowledge about the challenges, the needs, the problems, as well as the solutions being developed in Cascais. In essence, the initiatives developed by the municipality' employees cover all areas of society (education, urban planning, social action, mobility, etc.), as well as the entire Cascais territory. The Municipality concluded that it was fundamental to involve employees in the SDGs identification process from the beginning.

Additionally, since employees directly influence how the affairs of the municipality are managed, employees are also significant change agents, so it is crucial to train and develop their understanding. For this reason, the municipality provided training sessions, so that employees could better understand the SDGs and be able to introduce the SDGs within their daily work.

The first step was to identify the main SDGs to which Cascais was contributing the most. Employees were asked to classify the SDGs that were most relevant to the activities being developed in their departments. The SDGs that came up more often were then further analysed using specific data obtained by employees for further evaluation. However, before conducting such evaluation, the municipality ensured that employees were better informed about all 17 SDGs, to create a common understanding of the challenges and ambitions.

Figure 1 | Organization of the training sessions by Cascais.

The goal of these training sessions was simple: to share knowledge with employees, provide them with the necessary tools, and make them realize how important their current knowledge of Cascais is and how their positive contribution can have a multiplier effect on the population's quality of life.

The first two sessions were for context, during which topics such as the evolution of sustainable development and the SDGs were discussed. This training was provided to approximately 300 municipal employees. Employees who participated in the sessions were either recommended and chosen by each Director, or they self-registered to participate.

This empowering process enabled not only the gathering of information, but also the dissemination of the SDGs topic among the municipality force's active agents. It allowed the employees to feel like agents of change, as they realized their level of practical and *in loco* knowledge.

2.1.2. **Thematic areas as building blocks**

As mentioned, nearly 300 employees participated in the training and engagement sessions. These were divided into 15 thematic areas, and their participation was focused on the area most relevant to their job and experience. The 15 thematic areas are as follows:

1. 1**Financial and patrimonial management**
2. **Cultural area**
3. **Youth and sport**
4. **Education**
5. **Environment**
6. **Territorial management**
7. **Mobility and transport**
8. **Public and international relationship**
9. **Territorial intervention**
10. **Economical activities**
11. **Communication, technology, and digital innovation**
12. **Human resources**
13. **Security**
14. **Social action**
15. **Executive Council**

There were two training sessions for each thematic area. In these sessions, specific exercises were conducted so that employees' contributions could be more specific and valuable, opening the door to discussions about the work being developed in each thematic area. Employees were asked to identify projects they had developed within the scope of their thematic area and then correlate them with the SDGs. Employees were also asked to provide project ideas that could be implemented in the near future in Cascais.

Following these exercises and in-depth discussions with employees, the next step was to start process of localizing the SDGs.[5]

[5] https://urban.jrc.ec.europa.eu/sdgs/?lng=en

Figure 2 | Development of training sessions for each thematic area

The Localization of the SDGs is a framework that assists local and regional governments by providing a process for defining, implementing, and monitoring strategies to meet the SDGs.[5]

The Municipality decided that it would be better to begin this process by delving deeper into some of the thematic areas. As such, the areas that started the Localization of the SDGs' process, in June 2021, were Mobility and Transport, as well as Education. Because this approach was yielding the expected results, the Environment thematic area was worked later in September.

The idea behind this strategy is that each employee has the potential to make a positive and valuable contribution, and that every thematic area is relevant to achieve a sustainable development. Therefore, each thematic area must be approached fairly and patiently, making full use of internal knowledge. Other thematic areas will be included soon, based on the premise that "all pieces create the total".

2.1.3. **Shape, improve and implement**

Following the identification of the first thematic areas, the process of localizing the SGDs started. The "SDG Localization" workshop began with an overview of the group work. It was critical to demonstrate to employees a step-by-step explanation of how to identify the SDGs most impacted by city hall's activities. In addition, certain practical exercises were provided as inspirational cases, such as Los Angeles and Bristol, allowing for real-life examples of communities that have completed the SDG's localization process.

Each thematic area (Mobility and Transport, Education, and Environment) analysed and summarised all SDGs – from eradicating poverty to implementing partnerships – so that

municipal employees could understand how SDGs are interconnected, and how different areas can tackle different problems and contribute towards several SDGs. After this, employees choose which SDGs were more relevant to their thematic area:

- **Mobility and Transport** – **SDG 9** Industry, Innovation and Infrastructure, **SDG 10** Reduced Inequalities and **SDG 11** Sustainable Cities and Communities;

- **Education** – **SDG 4** Quality Education, **SDG 10** Reduced Inequalities and **SDG 17** Partnerships for the Goals;

- **Environment** – **SDG 2** Zero Hunger, **SDG 3** Good Health and Well-being, **SDG 4** Quality Education, **SDG 8** Decent Work and Economic Growth, **SDG 11** Sustainable Cities and Communities, **SDG 12** Responsible Consumption and Production, **SDG 13** Climate Action, **SDG 14** Life Bellow Water, **SDG 15** Life on Land and **SDG 17** Partnerships for the Goals.

Figure 3 | Group work developed by the employees of Cascais

Following that, it was time to define goals and indicators that were relevant to the reality of Cascais. Since the SDGs were first created as commitments for governments, they have a wide scope, and there is the need to adapt the SDGs' targets to the local circumstances and devise metrics to track progress.

Therefore, the next phase was to evaluate the SDGs and set targets and indicators for each applicable SDG, while taking Cascais's circumstances into consideration.

In the "Localization of the SDGs" workshop, employees were required to:

- **Classify the intended target**: it was critical to determine if the SDGs targets were applicable to the municipality of Cascais;

- **Adapt the language or the context**: it was important to adapt and rewrite each target without changing its original meaning;

- **Review the targets**: there was the need to ensure that the city's vision and context were kept while modifying the original text of the SDGs targets. Strategic documents of each area served as a source for the definition of targets and indicators.

- **Define specific indicators**: for each target it was important to define specific indicators to track the progress being made;

- **Construct new targets**: because certain relevant themes were left out of the SDGs, it was necessary to create new ones to ensure that no one (and no relevant topic) is left behind;

- **Validate**: it was critical to assess the targets and ensure that they were in line with the community's interests;

- **Align strategic documents with the SDGs**: the localization process acted as an inspiration for updating strategic documents (e.g., Strategic Plan for Education).

Table 2 | **Summary of the localization process done by each thematic area**

Thematic area	Education	Mobility and Transportation	Environment
Number of SDGs analysed	3	3	10
Number of targets adapted to Cascais	43	15	40
Number of indicators adapted to Cascais	66	91	84

Examples of some local goals defined in each subject area can be found below.

Thematic area: **Education**

4 QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Global goals	Local goals
By 2030, ensure that all girls and boys complete free, equitable, and quality primary and secondary education leading to relevant and Goal-4 effective learning outcomes.	Reduce annually, per year of schooling, to reach a retention and dropout rate of 0% or residual by 2030.
By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing states.	By the year 2030, formalize two collaboration protocols for the training and sharing of practices between teachers from two cities linked with Cascais, in cooperation with the Cascais School Training Center.

10 REDUCED INEQUALITIES

Reduce inequality within and among countries.

Global goals	Local goals
Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies, and practices and promoting appropriate legislation, policies, and action in this regard.	By 2030, interdisciplinary teams will be present in all local school buildings to facilitate inclusive education, working with the local community to completely ensure universal inclusive education

Thematic area: **Mobility and Transport**

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Global goals	Local goals
Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in the least developed countries.	By 2030, access to user-friendly information and communication technology in public transportation and related infrastructure should be expanded (e.g., Wi-Fi and real-time information).
By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	By 2030, modernize infrastructure to make it sustainable, with greater efficiency in the use of resources and greater adoption of clean and environmentally friendly technologies.

11 SUSTAINABLE CITIES AND COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable.

Global goals	Local goals
By 2030, ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums.	By 2030, ensure access to safe, adequate and affordable housing for all.
By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	By 2030, reduce the environmental impact of Cascais's mobility and transportation sector significantly.

Thematic area: **Environment**

13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts.

Global goals	Local goals
Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	Implement the Cascais Action Plan for Climate Change Adaptation.
Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.	Promote an education for citizenship through actions of mitigation and/or adaptation to climate change, in accordance with national guidelines at the level of the ENEA and PAAAC.

15 LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forest, combat desertification and halt and reserve land degradation and halt diodiversity loss.
Global goals	**Local goals**
By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.	Implement management strategies to protect endemic species, habitat, and species diversity in the Natural Park.
Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.	Protect, conserve and reproduce the native flora species through the genetic conservation bank.

Additionally, it is important to highlight that there were some issues became more apparent during the localization process, for example:

- The territory's social, economic, and environmental asymmetries (for instance in terms of transport infrastructure, mobility, bike lanes, ecological corridors, green areas, etc);

- Education, training, and awareness-raising for young and adult populations that integrates social, economic, and environmental values;

- Affordable housing for everyone (for example, in addition to the need for affordable housing for young people, the settlement of teachers, public safety officers, and other essential professionals in the municipality was identified as a challenge due to current property acquisition and rental values);

- The need for social and medical assistance for the most underprivileged families.

The success of the "localization of the SDGs" workshops heavily depended on the subject-area team, and some teams needed additional assistance to complete the task at hand. **Every participant found the process of localizing the SDGs to be very enlightening, as they learned how to adapt these global goals to their local reality, as well as the impact they may have in their daily work.**

2.1.4. **The importance of learning by doing**

Developing a unique methodology can be enriching and motivational for everyone involved, but it also carries a lot of challenges. As our chosen approach has no predefined standards

to help guide us through difficulties, it is critical to keep an open mind and be prepared to adjust the strategy as needed.

It is critical to have the municipality President engaged and genuinely interested in the topic. Furthermore, it is essential to have a focused staff that is willing to try out original approaches. A team that is open and honest about their work and, as a result, is receptive to rectifying it, which brings us back to the principle of learning by doing.

The localization process revealed that, while in all three thematic areas we had extremely motivated colleagues to work on the topic, they required varying levels of support and assistance. While some were very hands-on with the project and could complete every task independently, others required time and attention to understand the problem and discuss a solution. As a result, the methodology for locating the SDGs will remain the same for the next thematic areas, but the team is now better prepared to deal with the various situations.

The inside-out methodology resulted in some unexpected responses from participants. During the training sessions, the employees were asked to evaluate which SDG was more relevant for the different thematic areas. For the Mobility and Transport thematic area, the main SDG turned out to be 10 – "Inequalities", rather than the expected SDG 9 – "Infrastructures" or SDG 11 – "Sustainable Cities and Communities". Indeed, municipal employees are Cascais residents who are aware of the disparities between those who live near the coast and have easy access to various modes of transportation and those who live further inland and do not.

Overall, the SDG most chosen was 10 – "Inequalities", and as a result, the three thematic areas were asked to work with that SDG in the localization process, even if they had not voted for that to be particularly important.

In the end, it is important to remember that all of this was possible because we have an open-minded team that can be surprised by different outcomes and learn from them. A team that is flexible, self-critical, and transparent to the municipality and the residents of Cascais. A team that wants to keep pushing forward, while learning and adapting along the way.

2.1.5. **Co-developing with the community**

Our methodology is called "Inside Out" because we believe that before we can apply our knowledge externally, we must first educate ourselves about the SDGs.

After completing the SDGs localization workshop in three of the fifteen thematic areas, it was time to carry out the planned exercises and projects. As a result, the municipality hosted the first SDG Congress to raise awareness among employees and the general public about the commitment and aspirations of the SDGs, as well as to encourage greater debate and the identification of new potential projects.

Figure 4 | "Action! SDG" Congress

In May, the Estoril Congress Center hosted the first "Action! SDG" Congress. "Action! SDG" is and will continue to be a type of meeting in which several topics concerning Cascais are discussed with the goal of identifying and promoting projects and solutions capable of improving Cascais' contribution to sustainable development.

In this event, the municipality employees got the opportunity to discuss and debate sustainability and the SDGs with external participants, hearing new perspectives and different arguments that contributed to innovative ideas.

With around 300 people in attendance, the Congress defined the priority SDGs to which Cascais can contribute more, based on all of the work and projects that have been developed. After the SDGs were prioritised, each participant contributed to cocreating solutions for each key SDG.

Figure 5 | Priority SDGs

Prioritizing the SDGs is critical since, in practice, only a few organizations are capable of making a meaningful contribution to the 169 targets that comprise the 17 separate SDGs. Even if a holistic evaluation of the SDGs is required, targeted and concentrated engagement across a smaller cross-section of priority Goals is likely to stimulate more robust action and produce more meaningful long-term development. Prioritizing the SDGs, as a result, aids in focusing efforts and driving meaningful engagement.

Finally, the projects were presented to each Congress participant, and the top ten finalists were chosen. Employees created these projects with the intention of producing solutions for the municipality that were consistent with the Sustainable Development Goals and would aid in the advancement of the municipality's agenda in this direction.

Finalist's projects that contribute to SDG 1

Finalist group:
Fórmula Química GF ao cubo

Project's name:
Tia Alexa

An artificial intelligence app with a virtual assistant that uncomplicates administrative processes and makes it easier to explain how to access State policies.

Finalist group:
Sabe + Embaixadores

Project's name:
Viver Cascais

Network of internal Card Ambassadors "Viver Cascais" (employees, "Vida Cascais" Centers) and external ambassadors (people trained by the Municipality of Cascais, local agents).

Finalist's projects that contribute to SDG 3

Project's name:
Match

On billboards, in the street of Cascais, young people are challenged to respond to the following question "Do you want to know yourself?". Young people can answer using an app, which will then make a mental health diagnostic, linking them to a database of information and services that can assist in resolving issues related with mental health.

Project's name:
Saúde Mental 2.0

To combat the lack of articulation and communication among entities dealing with Mental Health and Social Isolation in Cascais, a platform can be created to unite all the services and entities, allowing for an integrated response, identifying these cases and directing them to the various possible actions.

4 QUALITY EDUCATION

Finalist's projects that contribute to SDG 4

Project's name:
Unlocka-te + Smart Cascais, Mentes brilhantes

School space for youth participation in critical areas such as mental health or financial literacy. And the creation of emotional intelligence clubs in schools promoted by community volunteers.

Project's name:
Jovens – vamos mudar o refeitório

Young people redecorate the cafeteria, choose the menus, and are in charge of making it more dynamic.

10 REDUCED INEQUALITIES

Finalist's projects that contribute to SDG 10

Finalist group: **Parede**

Project's name:
Mover Cascais

Combat desertification by taking Cascais inland and encourage remote labor by giving businesses tax benefits.

Finalist group: **Avencas**

Project's name:
8-80 (Oito-Oitenta)

Establishing joint ATLs for the young and elderly.

11 SUSTAINABLE CITIES AND COMMUNITIES

Finalist's projects that contribute to SDG 11

Finalist group: **Os Fresquinhos**

Project's name:
Refreshcais

Identification of thermal islands, followed by intervention to reduce city temperatures (using natural-based solutions, such as more shade, water sources, etc.), and creation of future recommendations to be taken into consideration in urban development.

Finalist group: **ProAmbiente e Inlcui +**
Project's name:
Cascais on Time + Ruas para Todos

Merging two initiatives: a platform for real-time information sharing and integration of all mobility options, including the identification of the most inclusive pedestrian paths.

The first "Action! ODS" did not end at the Estoril Congress Center. In fact, the time for Action! had only just began. The executive committed to seeing the finalist's projects through to completion in collaboration with the developers of each project. The "From Idea to Action!" meeting was held at the Cascais Cultural Center.

The authors of the selected projects will attend a two-day intensive programme to try to improve the project they have developed in the following stages of the implementation process. The projects will then be supervised for six months by the Social Entrepreneurship Institute (IES) and will receive coaching from IES staff members to help them deal with minor issues that may arise along the way to completion.

Figure 6 | "From Idea to Action!" at the Cascais Cultural Center

In the context of Sustainable Development, Cascais stands out

Cascais stands out among the 61 municipalities that have already signed up for the Municipal Platform for Sustainable Development Goals – ODSLocal – demonstrating its dedication to integrating the various aspects of sustainability into its policies and day-to-day operations.

The Municipality of Cascais was distinguished in two categories: Municipal Performance, which recognizes municipalities with outstanding performance and with the highest overall scores; and Municipal Dynamics, which honors municipalities with the most encouraging trends in the ODSLocal Platform's progress indicators since 2015.

The ODSLocal Platform intends to encourage the development of a sizable "national ODSlocal movement" with multiplier effects, which encourages the development of a significant community of actors dedicated to the Sustainable Development Goals and showcases local players and their activities.

For more information about ODSLocal, please visit: **https://odslocal.pt**

3.

Where we Stand

3.1. **An SDG visa for every proposal**

The "Cascais 2030 SDG Visa", which was conceived a few years ago, became effective in June 2021.

This implementation tool aims to assess the contributions that each project submitted for City Council approval could make to achieving the SDGs, assisting in categorising all submitted proposals. This is done to ensure that the SDGs are at the heart of every decision and action taken by the City Council.

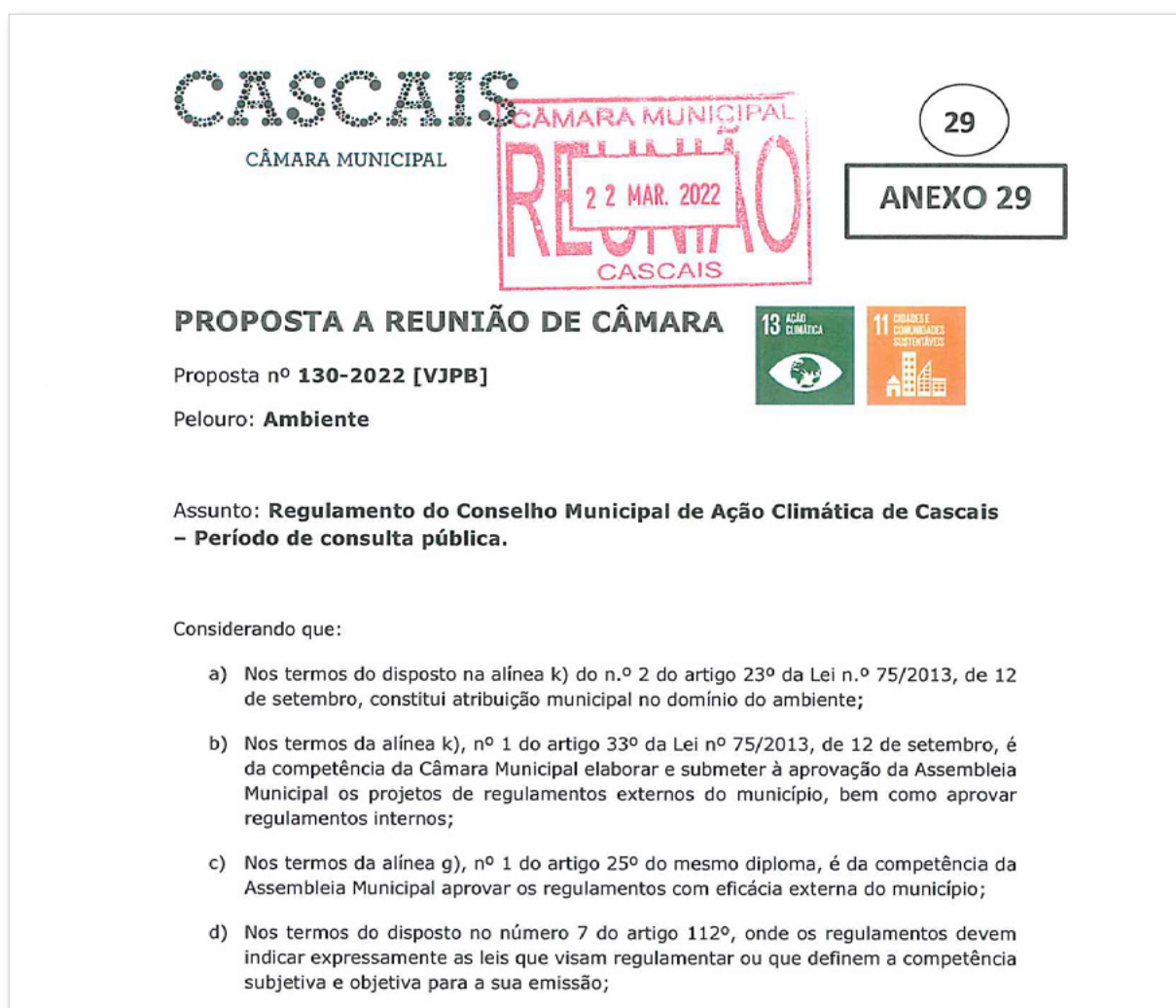**Figure 7** | Proposal for the city council meeting with the SDGs related

It enables short- and medium-term policy evaluation and management by assisting in determining the true impact of decisions and which initiatives contribute the most to the 2030 Agenda commitment. Furthermore, making the Municipality's contributions to Cascais 2030 available in their entirety promotes management transparency.
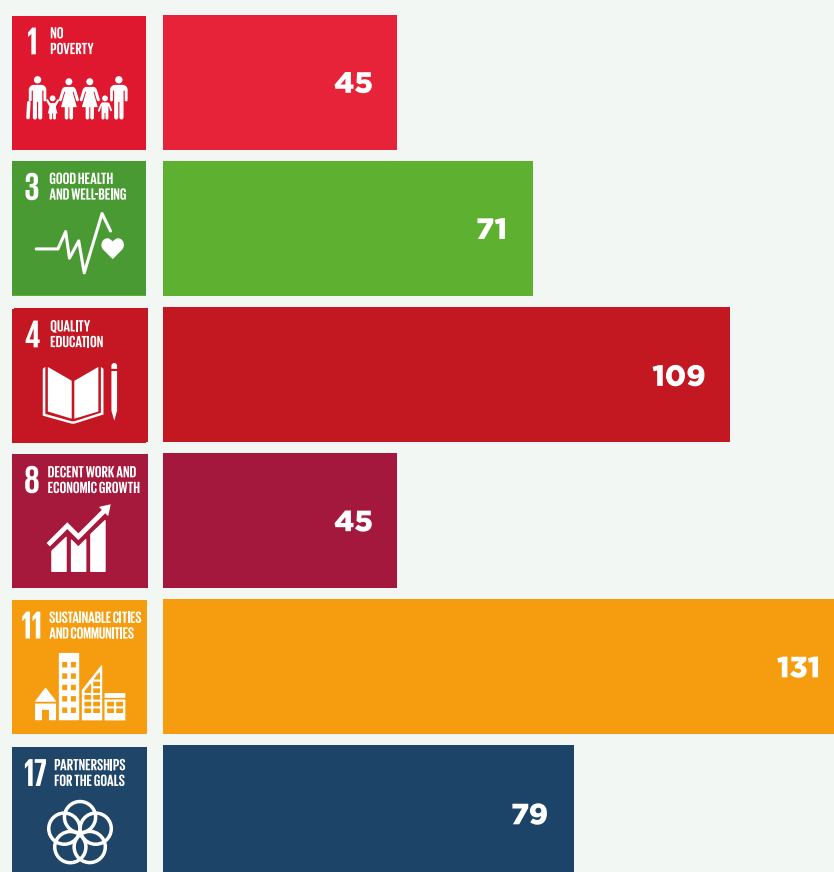
As a result, the "Cascais 2030 SDG Visa" helps in assessing the annual number of projects presented to the municipality, as well as their individual contribution to the SDGs.

Key results of the second semester, 2021:

Number of proposals with an assigned "SDG Visa": **624** (88 % of all proposals)

Number of proposals contributing to each SDG:

SDG	Number
1 NO POVERTY	45
3 GOOD HEALTH AND WELL-BEING	71
4 QUALITY EDUCATION	109
8 DECENT WORK AND ECONOMIC GROWTH	45
11 SUSTAINABLE CITIES AND COMMUNITIES	131
17 PARTNERSHIPS FOR THE GOALS	79

3.2. **Building an SDG budget**

"SDG Budget" categorises the SDGs to which the projects contribute to, allowing the CMC to perceive the investment assigned to each SDG and build a balance sheet of the CMC's financial contribution to achieving each SDG.

The primary takeaway for the CMC from the GOP (Great Plan Options) balance sheet is that it enables the CMC to understand the contribution of different organisational units and respective awareness for the implementation of the various SDGs. However, there was one limitation: the GOP categorises the actions based on the primary SDGs to which they

contribute and does not consider the effects that such projects may have on other SDGs. Although the approach of examining only the primary SDGs of each project has limitations, we hope to perform a more in-depth analysis in the next phase to generate a more holistic view of the total impact (consolidation phase).

The implementation phase produced the following results:

According to the GOP 2021 balance sheet, **88% of a total funding of 291M€ has already been invested in activities that contribute positively to the SDGs**. For the 2021 year, the SDGs considered to be the most significant financially (with higher investments), **were SDGs 8, 11, 9, 4, and 3, which received 77% of total financing.**

Table 3 | Cascais financial investment on the most significant SDGs

8 DECENT WORK AND ECONOMIC GROWTH	1. **SDG 8: Decent Work and Economic Growth** Investment made in 2021 – 105 M€ (36% of the total)
11 SUSTAINABLE CITIES AND COMMUNITIES	2. **SDG 11: Sustainable Cities and Communities** Investment made in 2021 – 81 M€ (28% of the total)
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	3. **S4. SDG 4: Quality Education** Investment made in 2021 – 22 M€ (7% of the total)
4 QUALITY EDUCATION	4. **SDG 3: Good Health and Well-being** Investment made in 2021 – 15 M€ (5% of the total)
3 GOOD HEALTH AND WELL-BEING	5. **SDG 3: Good Health and Well-being** Investment made in 2021 – 15 M€ (5% of the total)

3.3. Procurement featuring the SDGs

The City Council of Cascais, in line with its ambition to align all processes with the SDGs, wanted to introduce the SDGs in public procurement and started collaborating with AcinGov.

AcinGov is a procurement platform that connects government entities and various providers to provide a multipurpose public procurement solution that is tailored to the needs of contracting authorities and suppliers. This platform has already been used to adjudicate over 2 trillion euros, demonstrating its popularity.

Cascais had a mechanism in place to identify its SDG contribution due to its internal categorization of each submitted proposal, whereas other municipalities had not yet implemented this procedure. As a result, the goal of this collaboration with AcinGov was to maximise the benefits of the work being done in Cascais so that other municipalities could account for their contribution to the SDGs as well.

AcinGov has already put in place this mechanism to help proposal authors categorise all submitted proposals and align them with the municipality's goal of achieving the SDGs. This feature is now available to anyone who uses the AcinGov platform.
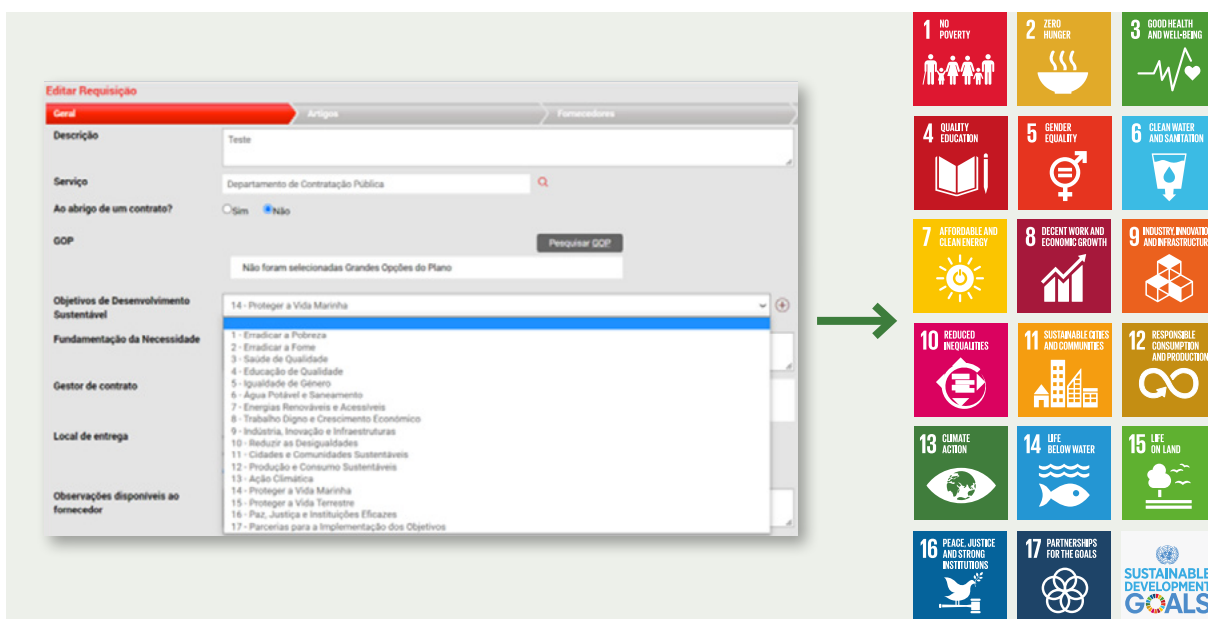

Figure 8 | AcinGov procurement platform and the option to choose the SDG that each contract contributes to

SDG	N.º RI	Amount awarded
1 - No Poverty	1	€ 15 750,00
2 - Zero Hunger	0	0
3 - Good Health and Well-being	55	**€ 1 760 151,36**
4 - Quality Education	36	**€ 2 132 651,82**
5 - Gender Equality	0	0
6 - Clean Water and Sanitation	3	€ 247 742,17
7 - Affordable and Clean Energy	3	**€ 3 139 369,21**
8 - Decent Work and Economic Growth	6	€ 354 130,85
9 - Industry, Innovation and Infrastructure	11	€ 93 080,10
10 - Reduced Inequality	4	€ 4 760,10
11 - Sustainable Cities and Communities	17	€ 178 194,33
12 - Responsible Consumption and Production	5	€ 12 515,57
13 - Climate Action	4	€ 765 436,00
14 - Life Below Water	1	€ 300,00
15 - Life on Land	5	€ 27 161,42
16 - Peace and Justice Strong Institutions	5	€ 229 914,00
17 - Partnerships to achieve the Goal	13	€ 63 192,65

Figure 9 | Results of the Internal Requirements (RI) (2nd Semester of 2021)

"Jovem Cascais" Volunteering Programme

The annual youth volunteering programme aims to provide opportunities for vocational and professional exploration for young people through short-term participation in projects and events developed by the services of the Municipality of Cascais.

Volunteering activities vary according to the nature of the project/event, involving areas such as education, sport, youth, urbanism, environment, communication, and culture, among others.

Young residents or students of educational establishments in the municipality of Cascais aged 15 to 30 are eligible to participate in this year-round program.

For more information, please visit:
https://jovem.cascais.pt/pt-pt/node/440

Active Aging and Life Quality

Cascais Municipality runs several programmes and projects aimed at promoting healthy ageing and combating isolation and social exclusion. These are carried out through a variety of lifelong learning activities, sports and recreation, leisure and entertainment, and knowledge acquisition and transmission, all of which contribute to the promotion of a better quality of life for people over the age of 65 and their families, the maintenance of autonomy and social participation, the formation of meaningful relationships, and the adoption and/or maintenance of healthy lifestyles, thereby promoting a more positive image of older people..

For more information, please visit:
https://vida.cascais.pt/projetos-e-programas/ envelhecimento-ativo-e-qualidade-de-vida.

Cascais Action Plan for Climate Change Adaptation (PAAACC)

The Action Plan for Climate Change Adaptation – Cascais 2030, which was presented on September 15, 2017, identifies 13 measures, totaling 80 actions, that will be implemented in the municipality and will have an immediate impact on the safety of people and property.

This is a second-generation action plan, following the 2010 Cascais Strategic Plan on Climate Change (PECAC), which allowed for the updating of expected climate scenarios, reducing uncertainties associated with natural phenomena, and guiding the Municipality's strategies and services toward effective results.

The identified actions will cost 11.5 million euros to implement over the next 13 years. A transparent and consultative management model is also planned, with the municipality's living forces empowered and involved throughout the implementation process.

For more information, please visit:
https://ambiente.cascais.pt/pt/page/plano-acao-adaptacao-as- alteracoes-climaticas-cascais

3.4. **Participatory Budgeting**

Participatory Budgeting (PB) is a municipal project that ensures the population's informed and responsible participation in local government processes, guaranteeing their participation in decisions about municipal investment. As a result, the PB is a critical tool in the Municipality of Cascais' strategy.

Since 2011, citizens have already decided to apply for 45 million Euros, which has resulted in 198 winning projects, the result of a participation and citizenship work that places the municipality among the most prominent in Europe, if not the world.

Every project submitted is aligned with the SDGs, hereafter some examples of projects can be found:

- **SDG 1** – Requalification of the Association of Educational and Social Responses to the Community – Acquisition of equipment for the kitchen, offices, training rooms and the social store.

- **SDG 3** – Palliative Care – Acquisition of 5 vehicles, 1 ambulance and medical equipment. Strengthening of resources for the palliative care community support team. Purchasing of modified and non-modified vehicles.

- **SDG 4** – Outdoor science – Conducting outdoor classes of Natural Sciences for 1st, 2nd and 3rd cycle students in Cascais County Urban Parks.

- **SDG 10** – Help for the homeless – adaptation work in institutions that integrate Cascais' Homeless Planning and Intervention Center and acquisition of equipment/furniture and services.

- **SDG 11** – Requalification of Carreira Square in São João do Estoril – The project reorganizes traffic and parking, the requalification of the seating/playing area, the creation of a terrace area and improvements in lighting, paving and urban furniture.

- **SDG 15** – Reforestation of areas affected by fires – Cleaning of burned woody material, control of invasive exotic flora, erosion control, creation of retention micro-watersheds and planting of native species.

- **SDG 16** – Technological innovation Smart Rescue – Modernization of the IT infrastructure of Cascais Fire Department. Acquisition of technological equipment for rescue and informatics teaching materials.

For more information, please visit:
https://op.cascais.pt/orcamento-participativo
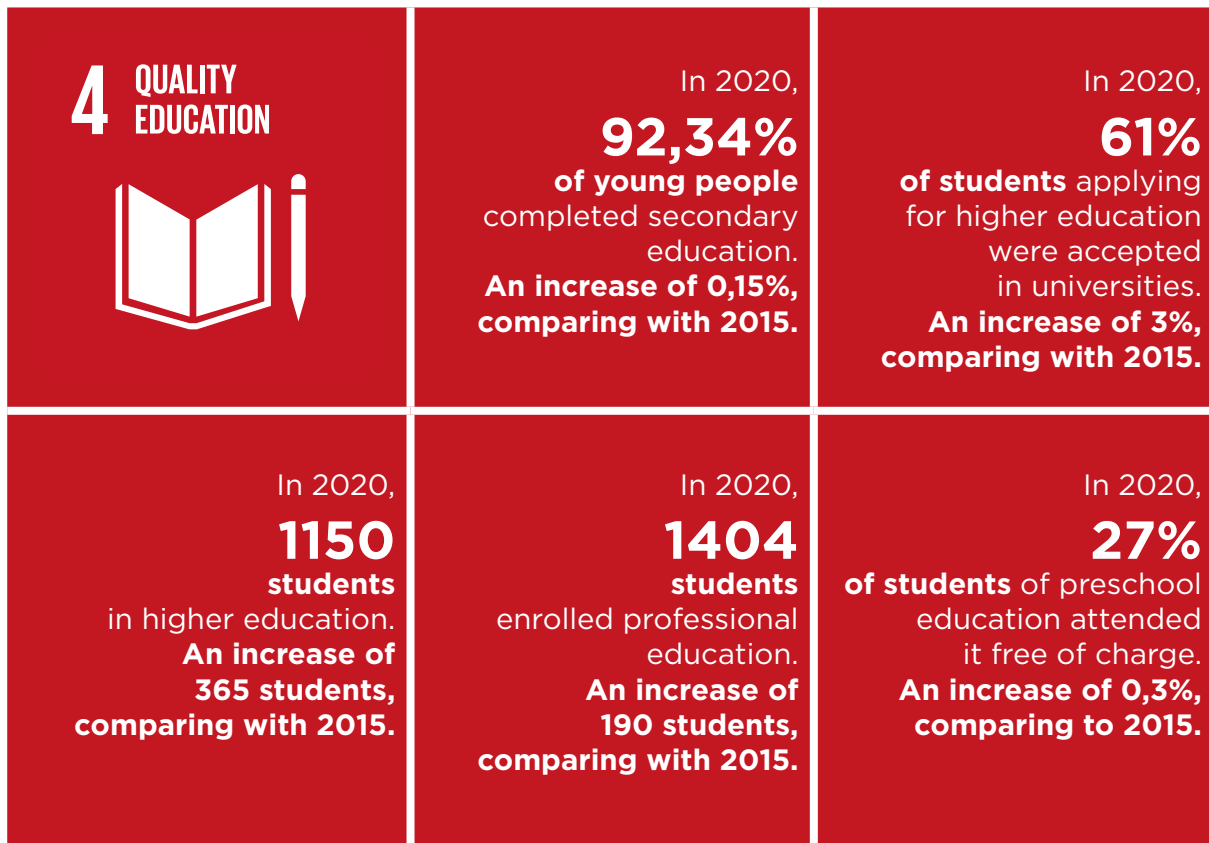
3.5. Work developed by thematic area

As previously stated, three thematic areas were further analysed, and the most relevant projects have been developed to contribute in a direct way for the SDGs. Thereafter, it's possible to find more information regarding these projects and data gathered on Education, Mobility & Transport and Environment.

3.5.1. Education

Requalification plan for educational establishments

Implementation of a requalification plan for educational establishments from pre-school to high school, which anticipates a municipal investment of more than 75 million euros in Cascais until 2025. (from 2019, fifteen million have already been executed). This requalification plan adheres to what was approved in the Educational Letter Action plan, which was approved in 2018. Examples of initiatives:

- INova 2025, collaborative network of public and private schools for the transformation of education.

- Alimentation program, that includes lunches, snacks, fruit and milk in schools.

| **4 QUALITY EDUCATION**	In 2020, **92,34%** **of young people** completed secondary education. **An increase of 0,15%, comparing with 2015.**	In 2020, **61%** **of students** applying for higher education were accepted in universities. **An increase of 3%, comparing with 2015.**
In 2020, **1150** **students** in higher education. **An increase of 365 students, comparing with 2015.**	In 2020, **1404** **students** enrolled professional education. **An increase of 190 students, comparing with 2015.**	In 2020, **27%** **of students** of preschool education attended it free of charge. **An increase of 0,3%, comparing to 2015.**

Municipal Strategic Educational Plan

The municipal educational strategic plan aims to maximise educational opportunities in formal, non-formal, and informal settings. For this, the plan held a series of workshops in which students, parents, professors, and principals were able to voice their concerns.

- High-school and the transition to active life, which includes the promotion of vocational education and the support to employability.

- Local resources for the promotion of the educational success and inclusion.

10 REDUCED INEQUALITIES
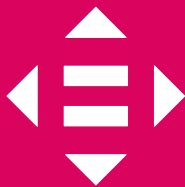
In 2021,
90
school buildings
have multidisciplinary teams to support inclusive education.

17 PARTNERSHIPS FOR THE GOALS

In 2021,
200
teachers
participated in postgraduate training.

In 2021,
271
teachers
were welcomed in low-cost residences.

In 2021,
11
schools
were involved actively in the international network of Educating Cities and Learning Cities.
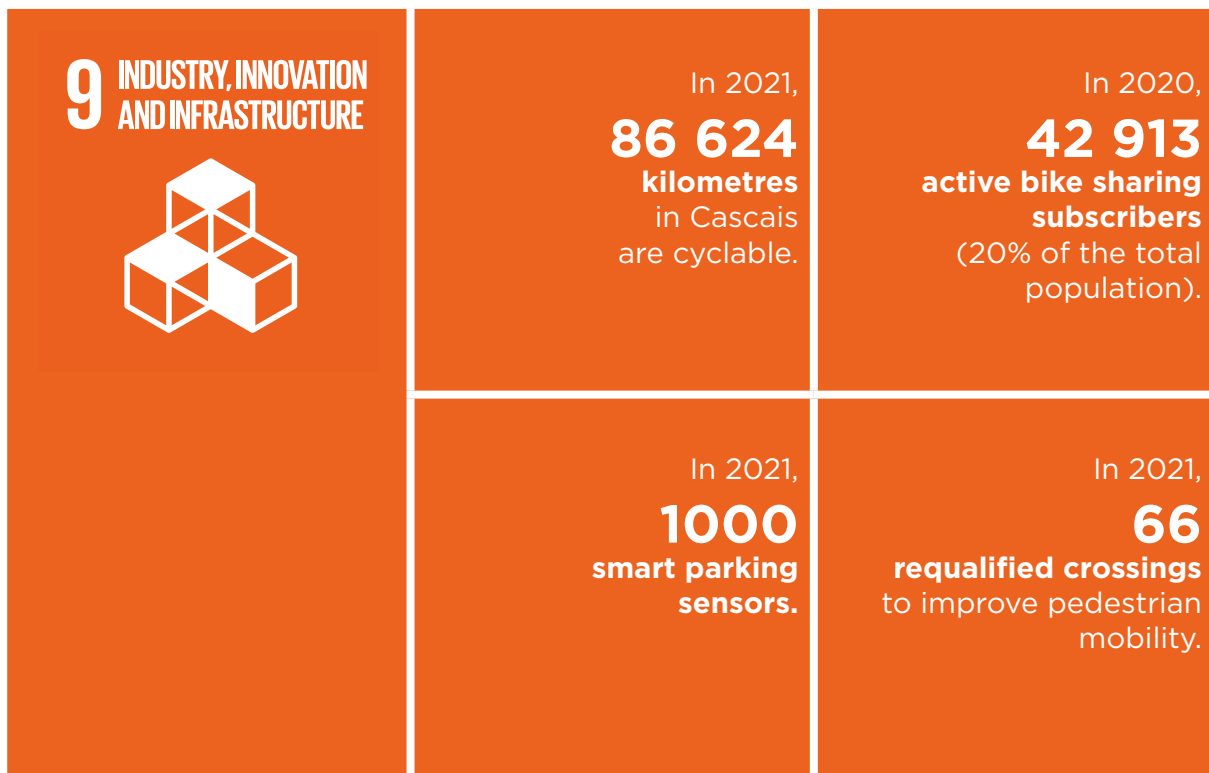
3.5.2. **Mobility and Transport**

MobiCascais – the initiative to revolutionize the mobility in Cascais, in a new sustainable way

MobiCascais is the management network for sustainable mobility in Cascais, and it has already contributed with projects such as the "ViverCascais" transport card, the bikesharing system, and multiple electric car charging stations. However, more projects will be developed in the future, such as the:

- Acquisition of hydrogen buses and construction of a hydrogen production and supply station;

- Construction of shared mobility stations;

- Implementation of an intelligent traffic light system;

- Expansion of the bike lane network in Cascais.

Find more about this project in the **link**.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

In 2021,
86 624
kilometres
in Cascais
are cyclable.

In 2020,
42 913
active bike sharing subscribers
(20% of the total population).

In 2021,
1000
smart parking sensors.

In 2021,
66
requalified crossings
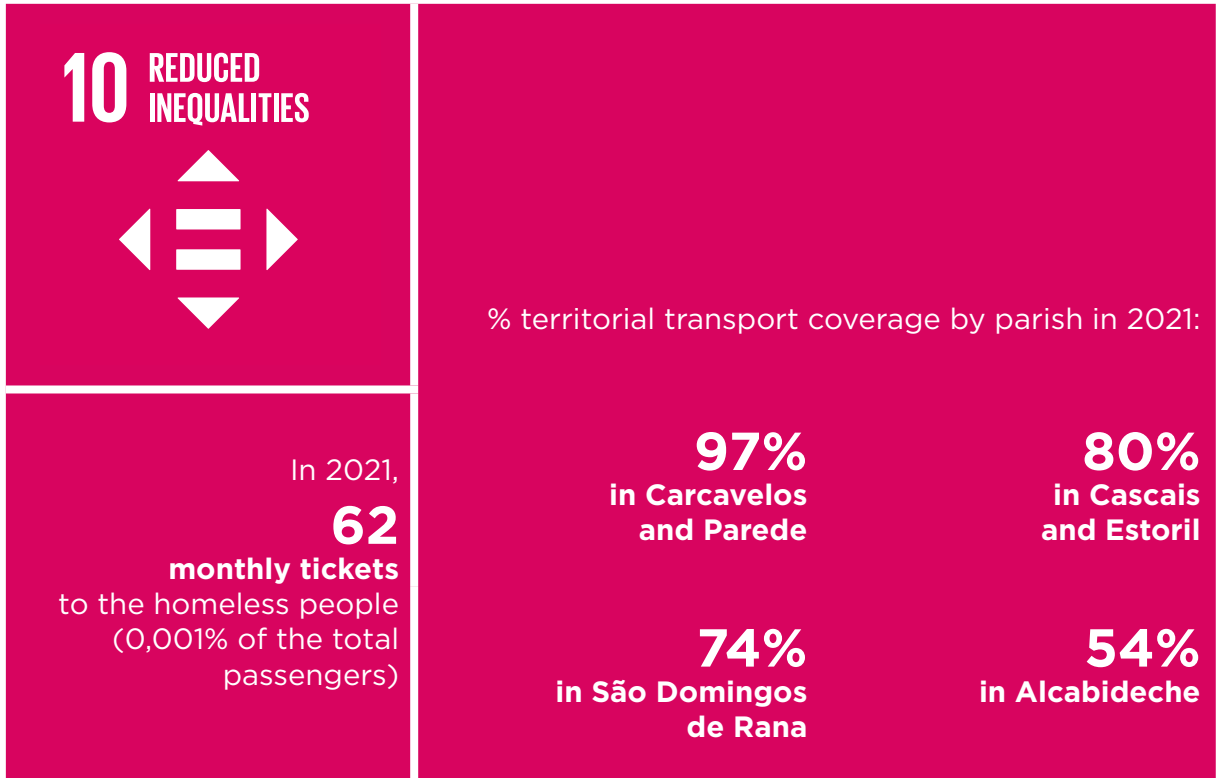to improve pedestrian mobility.

How Cascais is becoming a smart city – Mobility for free

Cascais is expanding the network of services available to residents, workers, and students in the county. People can use the ViverCascais transport card for only seven euros, and then they can use the various solutions that the card and MobiCascais have to offer.

After registering, residents can use the card for up to five years, increasing the variety of transportation options available to them.

Find more about this project in the **link**.

10 REDUCED INEQUALITIES

In 2021,
62
monthly tickets
to the homeless people
(0,001% of the total
passengers)

% territorial transport coverage by parish in 2021:

97%
**in Carcavelos
and Parede**

80%
**in Cascais
and Estoril**

74%
**in São Domingos
de Rana**

54%
in Alcabideche

11 SUSTAINABLE CITIES AND COMMUNITIES

From 2016 to 2021,
40
**interventions
in public spaces**
to create inclusive
accessibility to housing.

In 2021,
72%
of urban parks
are accessible to people
with disabilities.

In 2021,
98%
of buses
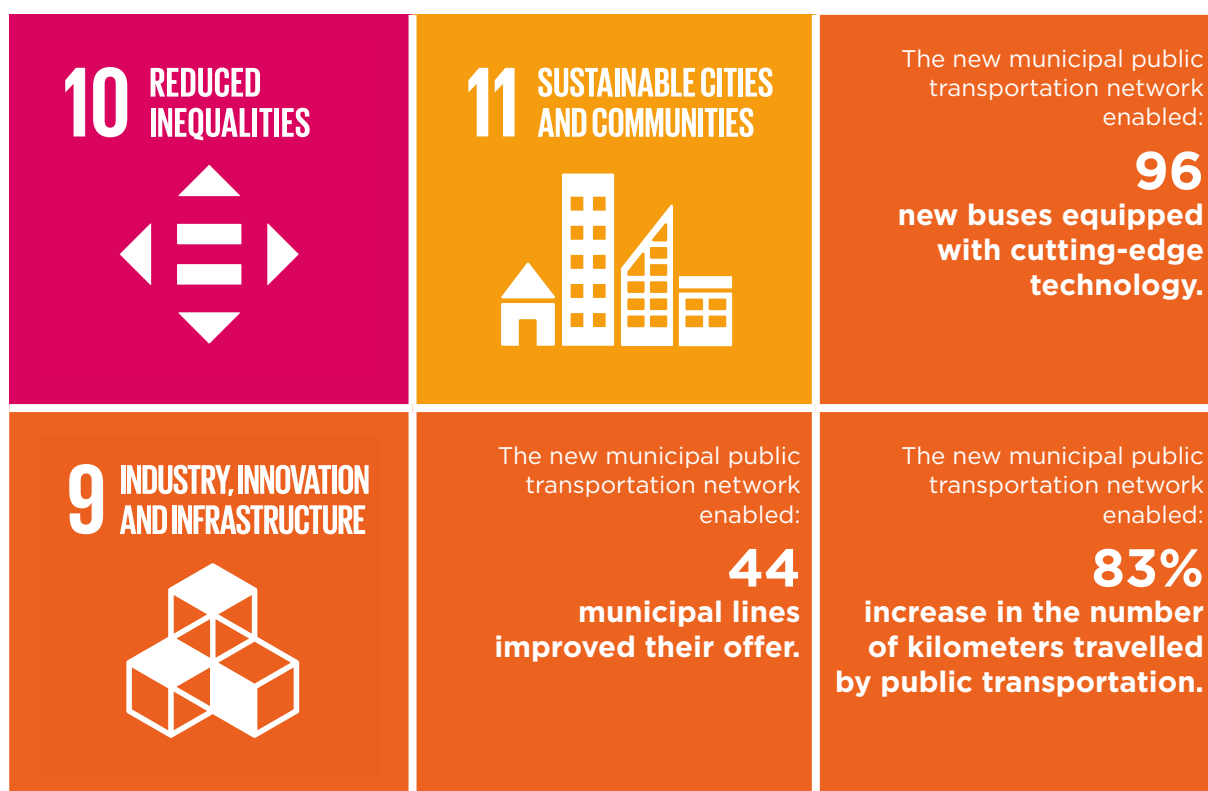are accessible to people
with motor disabilities.

The new municipal public transport network and infrastructure improvements

The new municipal public transportation network will be more environmentally friendly, more accessible, and user-friendly, with adequate timetables and routes. The quality and energy efficiency of municipal public transportation have improved as a result of this initiative. 96 new buses with cutting-edge technology have begun service. There was also a better offer on the 44 municipal lines that connect all points in the municipality, with more timetables and an 83% increase in kilometres travelled. This project contributes to SDG 10: Reduce Inequalities as well as SDG 11: Sustainable Cities and Communities by ensuring equal opportunities and expanding the territorial coverage of the public transportation network.

In addition, some infrastructure improvements were made, such as new stops and shelters, some of which will have real-time information in the future, as well as improvements to interfaces and terminals to support the public transportation network. These initiatives contribute to SDG 9: Industry, Innovation, and Infrastructure.

Find more about these projects in the link.

10 REDUCED INEQUALITIES	**11 SUSTAINABLE CITIES AND COMMUNITIES**	The new municipal public transportation network enabled: **96 new buses equipped with cutting-edge technology.**
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	The new municipal public transportation network enabled: **44 municipal lines improved their offer.**	The new municipal public transportation network enabled: **83% increase in the number of kilometers travelled by public transportation.**

Awareness-raising actions in schools

The goals of the awareness-raising activities are to inform and raise the awareness of the entire school community about the benefits of using public transportation, as well as to demonstrate the consequences of this behavioural change. We hope that by taking these

actions, we can highlight the benefits of using these modes of transportation in terms of health, the environment, and energy efficiency.

These actions can be incorporated into SDG 4: Quality Education as a means for children and young people to gain the knowledge and skills required to promote sustainable development and lifestyles.
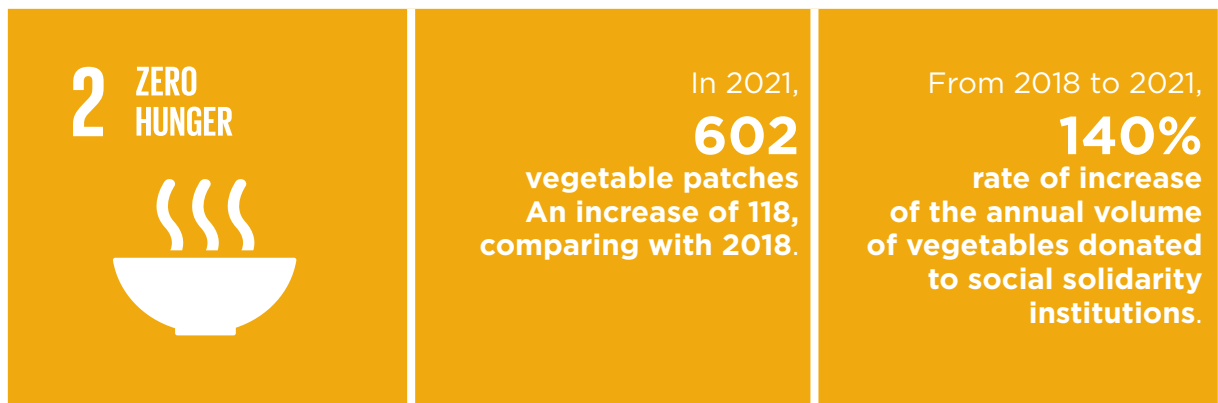
Find more about these initiatives in the link.

3.5.3. Environment

Cascais wants to have more community vegetable gardens

The municipality is keen on encouraging more residents into becoming horticulturists for free and wants to give them the right training and knowledge required, with the help of the new manual called "Manual das Hortas Comunitárias".

Find more about this project in the **link**.

2 ZERO HUNGER	In 2021, **602** **vegetable patches** **An increase of 118,** **comparing with 2018**.	From 2018 to 2021, **140%** **rate of increase** **of the annual volume** **of vegetables donated** **to social solidarity** **institutions**.
4 QUALITY EDUCATION		In 2021, **30%** **of schools** **participated in local** **sustainability** **projects**.

6 CLEAN WATER AND SANITATION

In 2021,
100%
of sea bathing waters was rated as Excellent.
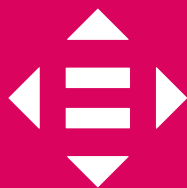
8 DECENT WORK AND ECONOMIC GROWTH

In 2021,
39 355kg
of agricultural production obtained in Cascais (89% increase over 2018).

Different species in the protected marine area of Avencas

"Área Marinha Protegida das Avencas" is the first local protected marine area in Portugal with over one hundred and thirty-six species that are being constantly monitored by scientists and biologists.

Find more about this project in the **link**.

10 REDUCED INEQUALITIES

In 2021,
the green spaces distribution by borough was:

51%
in Cascais
and Estoril

20%
in São Domingos
de Rana

18%
in Carcavelos
and Parede

11%
in Alcabideche

In 2021,
3.3ha
of the riverside area
was requalified in
the borough of São
Domingos de Rana.

11 SUSTAINABLE CITIES AND COMMUNITIES

In 2021,
there was
an area of

3.04m²
green space
per inhabitant.

13 CLIMATE ACTION

In 2021,
130 000€
invested from PAAACC[6]
actions in Cascais
(in 2018, it was invested
188 000€).

---

[6] PAAACC – Action Plan for Climate Change Adaptation in Cascais.

There have already been retrieved fifteen trucks worth of rubble and litter from the stream Ribeira das Vinhas

These interventions of requalification and renaturalization of the municipality's creeks allow for the expansion of green spaces and, above all, contribute to increasing soil permeability in order to reduce flood effects.

Find more about this project in the **link**.

14 LIFE BELOW WATER	In 2021, **59ha** protected marine areas.
15 LIFE ON LAND	In 2021, more than **2M€** invested in the requalification of the riverside.

SUSTAINABLE DEVELOPMENT GOALS

4.

Our commitment with the future

SUSTAINABLE DEVELOPMENT GOALS

The work completed thus far, as detailed in this report, has provided us with the knowledge and willingness to continuously improve our SDG localization process and balance sheet. The inside-out methodology used allowed for a more in-depth understanding of the SDGs before beginning to thoroughly define plans, initiatives, and solutions to help improve the lives of Cascais residents. The city hall in Cascais plans to provide awareness training for everyone who works for the municipality and for the city hall companies in the coming months. We will also continue with the process of localization in other thematic areas. This means that we are getting closer to the "out" component of the methodology. The Mayor of Cascais's determination and confidence, as well as the staff's interest, have enhanced a good and happy working environment that allows us to believe that we will increase our positive impact towards having Cascais as an example of a sustainable city.

As previously stated, the employees have created ten projects that are being developed in close collaboration with the city council. These projects will rely on the support of the councilmen who have already been appointed by the President to accompany each project to completion. As a result, these projects will be implemented soon and will directly contribute to the SDGs while improving the lives of Cascais residents. This close working relationship with its employees is ingrained in the City Council's DNA, as it is in the rest of the community. In order to have a greater and more beneficial influence, teachers will be made aware of the SDGs and their significance, students will be engaged in this effort, and the entire school community will be integrated in projects related with the SDGs.

With the support and political will of the Municipal Executive, the implementation of the SDGs in Cascais will allow for coordinated action towards the solution of the identified challenges, thus allowing for a very significant improvement in the quality of life in the municipality, based on a broad global partnership with the active participation of everyone, including citizens, businesses, civil society institutions, educational institutions and the media.

The next steps will also include the implementation of a model for managing and monitoring indicators and data reported around the SDGs, while optimizing the SDG financial reporting. In a near future, it will be possible to assess the financial investment made by the City Council, in projects that contribute to achieving the SDGs, separately by primary and secondary SDG.

It is important to highlight that this is our first report, and succeeding reports will contain further insights and activities, as well as more reliable and relevant data from targets and indicators. Although it was not the most important component to define at this early stage of the project, this is acknowledged as one of the work's existing limitations.

In subsequent reports, we will be able to disclose a broader range of indicators as well as more objectives that are clearly defined within the organization and widely supported. The SDGs are also expected to serve as a tool to help unite the vision for the future development of Cascais. Furthermore, the SDGs are expected to strengthen accountability both within and outside of the municipality.
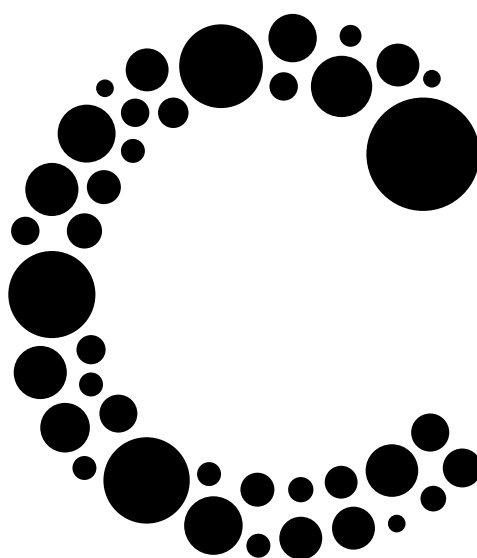
Figures and Tables Index

Figures

Tables

cascais.pt