

Agenda Lagos 2030

Voluntary Local Review

July 2025

“As engines of economic growth and innovation, cities are central to achieving the 2030 Agenda and the Sustainable Development Goals. They are also on the frontlines of today's complex challenges, from the climate crisis to growing inequalities and political polarisation.”

António Guterres, UN Secretary-General

31 October 2023



Acronyms

- AICE** – International Association of Educating Cities (*Associação Internacional das Cidades Educadoras*)
- ANMP** – National Association of Portuguese Municipalities (*Associação de Municípios Portugueses*)
- APA** – Portuguese Environment Agency (*Agência Portuguesa do Ambiente*)
- CAAN** – High-Level Monitoring Committee (*Comissão de Acompanhamento de Alto Nível*)
- CLAIM** – Local Support Centres for the Integration of Migrants (*Centros Locais de Apoio à Integração de Migrantes*)
- CPPC** – Portuguese Council for Peace and Cooperation (*Conselho Português para a Paz e Cooperação*)
- DEJD** – Division of Education, Youth and Sports (*Divisão de Educação, Juventude e Desporto*)
- DGLAB** – Directorate-General for Books, Archives and Libraries (*Direção-Geral do Livro, dos Arquivos e das Bibliotecas*)
- EE** – Strategic Axes (*Eixos Estratégicos*)
- EAPN** – European Anti Poverty Network (*Rede Europeia Anti-Pobreza*)
- FEDER** – European Regional Development Fund (*Fundo Europeu de Desenvolvimento Regional*)
- GAPI** – Support Office for the Elderly (*Gabinete de Apoio à Pessoa Idosa*)
- GAVA** – Victim Support Office (*Gabinete de Apoio à Vítima*)
- GOP** – Major Planning Options (*Grandes Opções do Plano*)
- GVA** – Gross Value Added (*Valor Acrescentado Bruto*)
- INE** – Statistics Portugal (*Instituto Nacional de Estatística*)
- IPDJ** – Portuguese Institute of Sport and Youth (*Instituto Português do Desporto e Juventude, I.P.*)
- IPSS** – Private Institutions of Social Solidarity (*Instituições Particulares de Solidariedade Social*)
- MNE** – Ministry of Foreign Affairs (*Ministério dos Negócios Estrangeiros*)
- MSI** – Municipal Sustainability Index (*Índice de Sustentabilidade Municipal*)
- OE** – Strategic Objectives (*Objetivos Estratégicos*)
- PES** – Persons Employed in Establishments (*Pessoal ao serviço dos estabelecimentos*)
- PMAAC-L** – Lagos Municipal Climate Change Adaptation Plan (*Plano Municipal de Adaptação às Alterações Climáticas de Lagos*)
- REE** – Waste Electrical and Electronic Equipment (*Resíduos de Equipamentos Elétricos e Eletrónicos*)
- RIIS** – Social Innovation Incubators Network (*Rede de Incubadoras de Inovação Social*)
- RTPCE** – Portuguese Territorial Network of Educating Cities (*Rede Territorial Portuguesa das Cidades Educadoras*)
- SDG** – Sustainable Development Goal (*Objetivo de Desenvolvimento Sustentável*)
- UN** – United Nations (*Organização das Nações Unidas*)
- USF** – Family Health Unit (*Unidade de Saúde Familiar*)
- VLR** – Voluntary Local Review (*Relatório Voluntário Local*)
- VN** – Turnover (*Volume de Negócios*)



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Foreword

The 2030 Agenda represents a global commitment that calls for collective action and shared responsibility. In Lagos, we embraced this vision for the future early on, anchored in sustainability, inclusion and intergenerational justice.

The preparation of this Voluntary Local Review – Agenda Lagos 2030 – reflects the path we have been forging, aligning public policies and local practices with the Sustainable Development Goals (SDGs) and reaffirming our commitment as an active agent in achieving the 2030 Agenda.

This document marks a moment of reflection but, above all, of projection. We analyse progress made towards the SDGs with a critical eye, identify challenges with realism and chart courses of action with ambition. Lagos, as a diverse and dynamic territory, demands responses capable of addressing complex phenomena such as climate transition, population ageing and inequalities in access to resources and opportunities.

I would like to highlight the participatory nature of the process that led to this report. Involving municipal services, local institutions and community stakeholders was essential to ensure that the Agenda Lagos 2030 accurately reflects the Municipality of Lagos, as well as the concrete aspirations of those who live, work and invest here. Our civic forces are our greatest attributes and assets as a Municipality, and the Agenda Lagos 2030 aims to recognise and enhance this reality.



**Hugo Miguel
Marreiros
Henrique Pereira**

Mayor of Lagos

In this context, it is important to acknowledge that the implementation of the 2030 Agenda requires a continuous effort to coordinate policies, sectors and levels of governance. The challenges we face are global in their causes but local in their impacts, requiring coordinated and integrated action.

The Agenda Lagos 2030 is supported by a series of mechanisms that have already been implemented or are to be implemented in our municipality. The consolidation of monitoring systems, such as the Municipal Sustainability Index (MSI) and the ODSlocal platform, will not only allow us to measure our performance more rigorously, but also to make even more informed and transparent decisions.

In conclusion, sustainability is not a destination, but a journey. And this journey is built with strategic vision, the capacity to listen and consequential action. The Agenda Lagos 2030 is another firm step in that direction – a contribution from Lagos to the collective effort to build a fairer and more sustainable future for all.

Executive Summary

In 2015, the United Nations (UN) launched the 2030 Agenda and its 17 Sustainable Development Goals (SDGs), establishing a collective vision for the future of Humanity rooted in the promotion of sustainability across multiple dimensions — environmental, social, economic and institutional. The project calls for shared responsibility, engaging all sectors of society.

Adopted by all 193 UN Member States, the 17 goals and 169 targets set out in the 2030 Agenda aim to "leave no one behind" on the path toward sustainability. These objectives are communicated through a common language for all stakeholders, establishing clear targets organised around five fundamental principles for Humanity: People, Planet, Prosperity, Peace and Partnership.

Recognising the importance of SDG implementation and action at the local level, the Municipality of Lagos is committed to executing actions that contribute to achieving the targets and goals of the 2030 Agenda.

Since 2017, the Municipality has been a member of the CESOP-Local Network, which serves as an observatory for monitoring territorial sustainability through the Municipal Sustainability Index (MSI), marking its seventh edition in 2024. In 2025, the Municipality formalised its membership in the ODSlocal (LocalSDG Platform), reinforcing its commitment to disseminating good practices and monitoring the SDGs at the local level.

The preparation of the Voluntary Local Review (VLR) is an organic step in the Municipality's

ongoing work with the SDGs. The "Agenda Lagos 2030" VLR is an analytical document tracking the Municipality's progress in achieving the SDGs, following the technical guidelines proposed by the UN. Essentially, its primary purpose is to assess the current status of SDG alignment to chart the path forward.

This report begins by detailing the adopted methodology, focusing on the participatory process that involved municipal employees—both management and technical staff — and external entities (relevant local stakeholders) in the development of this document.

The second chapter presents aspects of the local enabling environment for the pursuit of the SDGs, in particular the local public policy instruments aligned with the 2030 Agenda and other means of implementation available to the Municipality. The third chapter reflects on the territory's progress for each of the SDGs, presenting benchmark indicators and local good practices. Finally, the main challenges are identified, and proposals for future action along with operational initiatives for the Municipality are presented.

The preparation process of the "Agenda Lagos 2030" VLR is deeply participatory in nature, materialised through various moments of consultation and co-creation.

From the outset, it is evident that local public policy instruments cover the majority of the SDGs contributing to the 2030 Agenda. The VLR highlights local good practices that directly contribute to the principle of "leaving no one behind" in the areas of reception, integration and support for the most vulnerable segments of the community.

Regarding data and measurement, this VLR builds on the monitoring work developed through the MSI. The localisation of the SDGs provided by this instrument was complemented by inputs from consultations with Municipal employees.

There is an identified need to strengthen the monitoring system, ensuring coverage of all UN targets relevant to the municipality, as well as adjusting selected indicators to more appropriately represent the dimensions of the SDGs and local phenomena, such as tourism seasonality. In a subsequent phase, to adapt the MSI to the territory's specific characteristics, the Municipality will consolidate its monitoring system through the MSI+, a tool that enables the creation of a customised report in accordance with the local authority's management.

For each one of the SDGs, the main challenges for the municipality were identified and action plans were outlined to address them. A total of 48 challenges were identified, and 58 action pathways were proposed, 13 of which stemmed from the reflection promoted in the workshop session with local actors external to the City Council.

The diagnostic phase highlighted key local requirements for the operationalisation of the 2030

Agenda in Lagos: establishing effective mechanisms for internal coordination and key stakeholder engagement; promoting cultural change; and strengthening monitoring, by working towards an increasingly robust system that is technically suited to the municipality's specific dynamics.

In a forward-looking approach, and based on the identified local needs, four key stages for operationalising the 2030 Agenda in Lagos have been established: 1) plan and prioritise; 2) engage and create partnerships; 3) implement and monitor; 4) raise awareness and report on progress.

Finally, eight activation initiatives have been defined to mitigate the identified needs, linked to the four aforementioned steps. Notably, this includes the creation of a Steering Committee for the 2030 Agenda, which will include ambassadors for each SDG within the Municipality.



Support Building for the Barão de São João MTB Centre

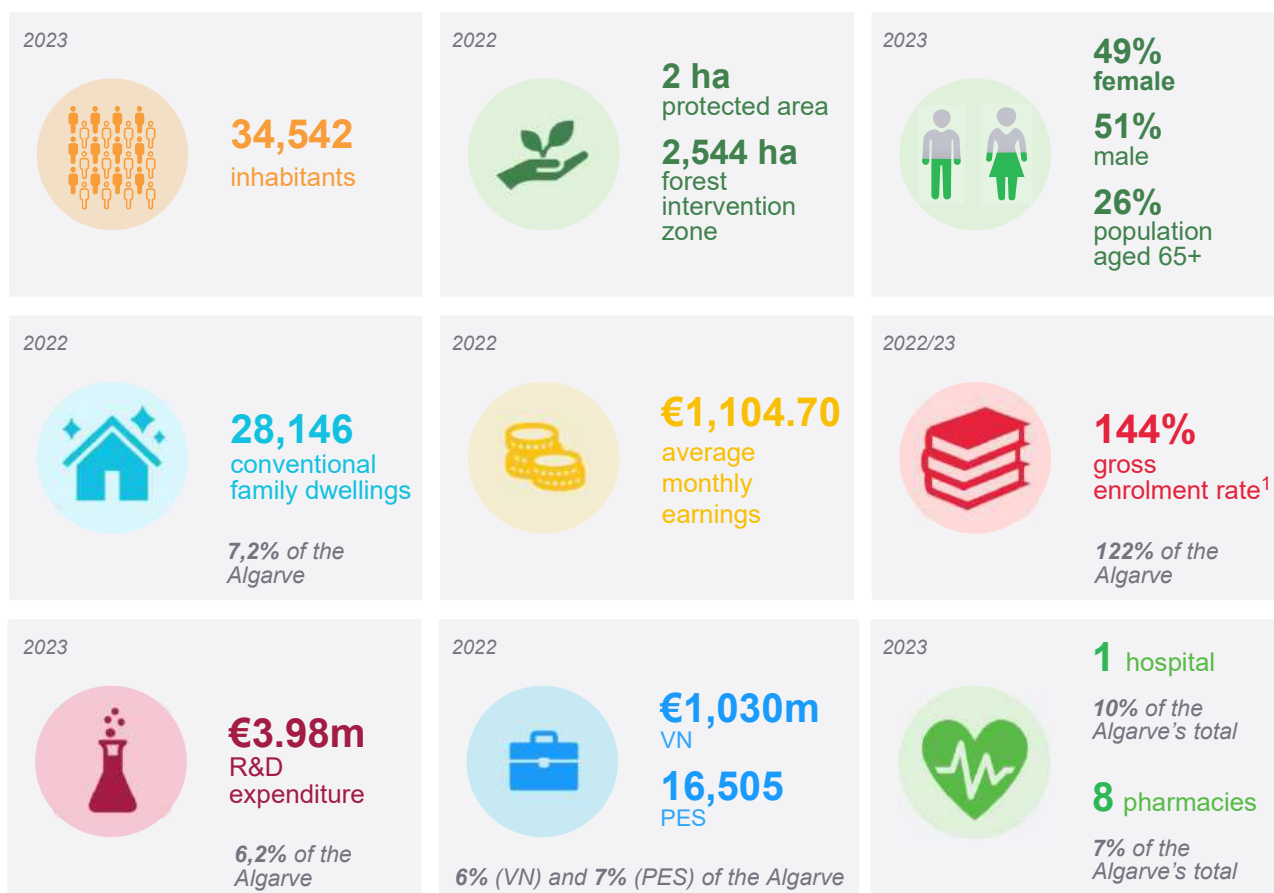
Introduction

Lagos is a municipality in the Algarve region with an area of approximately 213 km² and a population of 34,542 inhabitants, according to the most recent resident population estimates.

Comprising four civil parishes (São Gonçalo, Odiáxere, Luz and União de Freguesias de Bensafrim e Barão de São João), the municipality is subdivided into three zones: the coastal area, where the city of Lagos is located; the *barrocal*, which represents the transition zone between the coast and the mountains; and the mountainous area, which occupies approximately 50% of the territory.

The municipality is bordered by the Atlantic Ocean and features a coastline of approximately 150 km. It is renowned for its deep connection to the sea, dating back to the era of the Portuguese Discoveries, a historical heritage that is reflected throughout the municipality's patrimony.

The historic centre, local gastronomy, beaches and attractive coastal climate are distinctive elements that not only shape the identity of Lagos Municipality but also make it one of the most sought-after tourist destinations in southern Portugal, owing to the scenic beauty of its bay and its architectural legacy.



1. Rate for students enrolled in all upper secondary education and training programmes.

The Municipality's actions reflect its commitment to implementing the Sustainable Development Goals (SDGs) through the adoption and execution of measures and initiatives aimed at meeting the targets established by the United Nations.

In March 2017, the Municipality formally joined the CESOP-Local Network, committing to the creation of a knowledge observatory focused on the SDGs. The primary objective is to promote citizen involvement and participation in assessing quality of life standards in Lagos, using the SDGs of the 2030 Agenda as the main reference framework.

In 2025, joining the ODSlocal Platform reinforces the Municipality's commitment to the SDGs, encouraging the dissemination and promotion of good practices by the community and relevant organisations within the territory, as well as projects aligned with sustainability.

This report represents a natural step in the commitment made towards sustainable development, serving as a driver for collective responsibility in building a more just and sustainable future.

1

In 2005/2006, the Municipality joined the **ECO XXI Project**, which aims to identify and recognise good sustainability practices, based on two pillars: (i) education for sustainability; and (ii) environmental quality. Throughout this project, the Municipality has consistently achieved positive results, earning the ECO XXI award every year.

4

In 2024, the Municipality commenced the preparation of its **Voluntary Local Review (VLR)**, underscoring the importance of sustainable development and reaffirming its political commitment to the 2030 Agenda at the local level.

2

In 2017, the Municipality joined the **CESOP-Local Network**, a sustainability knowledge observatory focused on the SDGs that supports strategic decision-making and enhances municipal performance. Through this network, annual Sustainability Index reports have been produced since 2018.

5

In 2025, the Municipality joined the **ODSlocal Platform**, an online portal that enables monitoring the progress of Portuguese municipalities towards the SDGs, encouraging their integration into municipal decisions, priorities and actions.

3

In 2019, the Municipality approved the **Municipal Climate Change Adaptation Plan (PMAAC-L)**, which aims to assess and reduce the territory's climate vulnerabilities through strategic planning that defines adaptation measures.

A Municipality increasingly focused on and invested in sustainability...



1

Methodology and participatory process

1.1. Methodological considerations

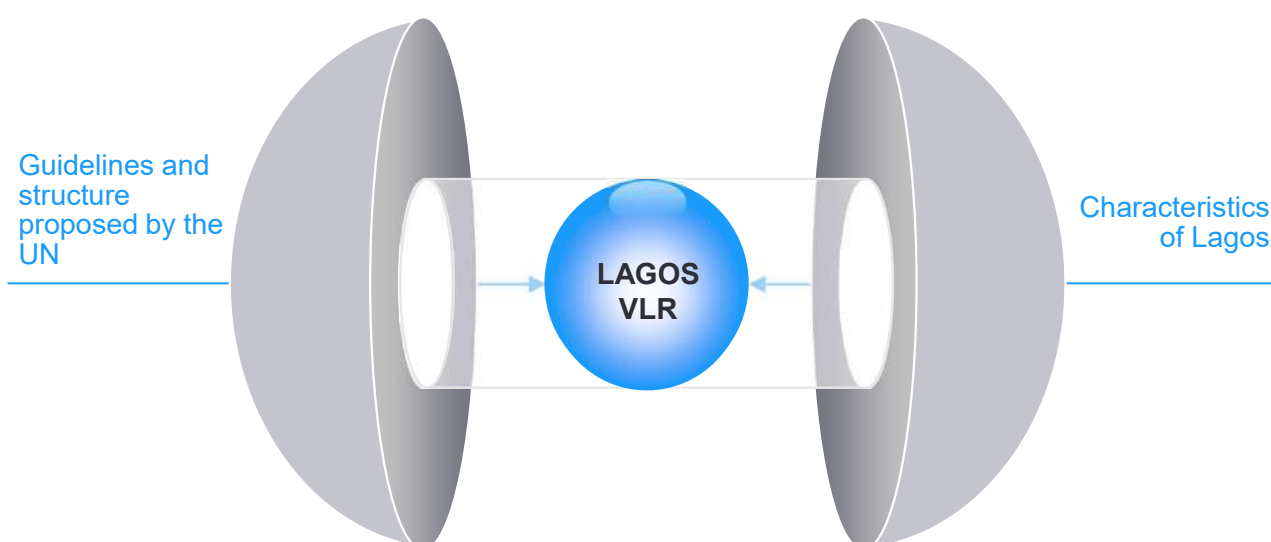
The Agenda Lagos 2030 – Voluntary Local Review (VLR) adopts a partially standardised structure and content organisation, aligned with a reference framework common to similar documents. It is established on the guidelines of United Cities and Local Governments (UCLG) and UN-Habitat². This methodological choice aims to strike a balance between two fundamental objectives:

- ▶ Ensuring comparability and transparency in the communication of results across different territories and their respective reports;
- ▶ Ensuring a specific and territorialised approach to the dynamics, challenges and specificities of the Municipality of Lagos within the scope of the SDGs.

Thus, while similarities in structure may be observed across certain models, each report incorporates information tailored to the local reality, reflecting the socio-economic, environmental and institutional specificities of Lagos.

Additionally, the preparation of this report draws on data from the 2024 MSI, which establishes an SDG monitoring index for the Municipality. This baseline document ensures methodological consistency in measuring local progress towards sustainable development, serving as a benchmark for the analysis and interpretation of the indicators used.

The alignment between UN guidelines and the characteristics of Lagos



2. Guiding documents can be consulted via the following links: [Global Guiding Elements for VLRs of SDG implementation](#), [Guidelines for VLRs | Volume 1](#) ; [Guidelines for VLRs | Volume 2](#).

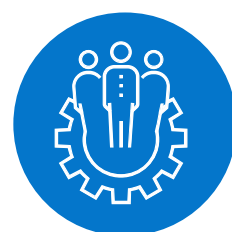
1.2. VLR preparation phases and participatory process



26
interviews



4
workshops



89
participations
throughout
the various
engagement
stages

This report establishes a foundation for the continuous monitoring and evaluation of the Municipality's progress regarding the SDGs. The methodology adopted in the construction of the Agenda Lagos 2030 reflects the importance attributed to the active involvement and participation of local socio-economic agents in the reflection on the sustainable development of the municipality, and is subdivided into two phases:

The **“Phase 1 – Baseline diagnosis”** main objectives were:

- ▶ To analyse the local context and understand the organisational structure of the Lagos Municipality in light of the SDGs and their respective targets;
- ▶ To localise the SDGs based on documentary and statistical analyses, through a co-creation model with the Lagos City Council;
- ▶ To identify and systematise municipal projects and good practices aligned with the SDGs, through the application of consultation techniques.

To this end, 26 individual interviews were conducted with senior managers from the Municipality's organisational units (covering four departments, 16 divisions, two municipal services

and four offices), as well as four interactive workshops – two aimed at municipal managers and technicians, and two with entities external to the City Council.

The **“Phase 2 – Preparation and Delivery of the Agenda Lagos 2030 VLR”** main objectives were:

- ▶ To systematise structural measures for the future, in line with the SDGs;
- ▶ To establish strategic planning foundations for sustainability;
- ▶ To compile the results of the work in the single final report now presented, entitled Agenda Lagos 2030.

The presented VLR is a document that systematises the progress of the SDGs in the municipality of Lagos, including the presentation of flagship projects and local good practices. Thus, the VLR preparation phase is the result of a collective reflection on the SDGs and their implementation in the Municipality, as well as proposals for action and potential measures to achieve the planned targets.

The interview process

The interviews marked the beginning of the participatory co-creation process for the Agenda Lagos 2030. The primary objective was to introduce the VLR as a tool to support the localisation of the SDGs in the Municipality to the various organisational units, as well as collecting diverse contributions related to its development:

- ▶ Analysis of the influence of the SDGs on the activities of each municipal department/division;
- ▶ Review of resources available in each municipal division and/or department to support the achievement of the SDGs and identification of possible strategic partnerships;
- ▶ Identification of ongoing (or to be developed) actions to involve local stakeholders in the fulfilment of the SDGs;
- ▶ Identification of challenges faced and lessons learned in the implementation of the SDGs in the municipality;

- ▶ Review of the alignment of the various departments/divisions with the principles of sustainability;
- ▶ Collection of the main strategic frameworks associated with and/or guiding the actions of each division/department.
- ▶ Parallel to the collection of contributions previously presented, this process also sought to collect, systematise and document municipal projects, initiatives and good practices aligned with the SDGs.

The interview process took place over a period of approximately two and a half months and played a central role in the development of the Agenda Lagos 2030, helping to raise awareness and foster the engagement of the Municipality’s internal structures regarding the 2030 Agenda and the SDGs.

Annex 1 presents the matrix that systematises the collection of contributions across four thematic areas that structured this interview process.



Main objectives achieved in the consultation process with the internal structures of the Municipality of Lagos



Understanding of the organisational structure of Lagos Municipality



Assessment of municipal policy guidelines within the SDG implementation framework



Identification of the main strategic/sectoral studies



Identification of the main SDG challenges

The diagnostic workshops

These played a central role in the collaborative and participatory construction of the Agenda Lagos 2030. Furthermore, these sessions enabled the collection of different perspectives on local sustainable development, promoting the active participation of stakeholders in the identification of challenges, good practices and opportunities related to the implementation of the SDGs in the municipality of Lagos.

Two **internal** workshops were held at Lagos City Council and two **external** workshops involving local entities.

It is important to note that the preparation process for these workshops included a capacity-building phase for the participants, promoting the development of a common knowledge base among local agents on the 2030 Agenda and the SDGs.

The sessions included co-creation moments, in which participants were challenged to reflect on the 2030 Agenda and its application to the municipality of Lagos. Annex 2 highlights the exercise carried out in the context of prioritising the SDGs at the local level. Annex 3 presents the participants' feedback regarding the sessions.



Internal workshops

2 26

Targeted at municipal senior managers and technicians, including the presence of the SDG ambassadors appointed by the Municipality. The objectives were to assess the Municipality's position regarding the SDG targets and to reflect on local challenges in achieving the SDGs, identifying gaps in monitoring mechanisms and analysing potential municipal measures and projects that could contribute to reaching the 2030 Agenda. The sessions were based on the five pillars of the SDGs – People, Planet, Prosperity, Peace, and Partnerships – ensuring a structured and comprehensive approach.



External workshops

2 37

These sessions brought together representatives from businesses, third-sector organisations, school clusters, parish councils and other local actors. The workshops facilitated the introduction of the core concepts of the 2030 Agenda, showcased the project and enhanced the collection of good practices in achieving the SDGs. Participants were invited to propose actions to accelerate the fulfilment of the SDGs. Preliminary results of the 2030 Agenda diagnostic at the local level were also presented, inviting stakeholders to collaborate in the development of proposals for the previously identified challenges.

Key:

Number of sessions Number of participants

The co-creation methodology included reflection exercises targeted at various municipal employees, considering their respective areas of activity.

The first exercise challenged employees to reflect on the current alignment of local public policy instruments with the SDGs. The outcome of this exercise was mentioned in Chapter 2, “SDGs in local public policy instruments,” and is presented in greater detail in Annex 5.

The second exercise challenged employees to reflect on the main challenges in achieving each SDG and to identify local good practices. This exercise supported Chapter 3, “Progress on the Goals and targets”.

The work carried out during this Diagnostic phase also contributed to the clarification of the main structural issues limiting Lagos' progress towards achieving the SDGs; the systematisation of the main challenges per SDG (totalling 48 challenges); the definition of action pathways to address these challenges (totalling 58 action pathways), as set out in Chapter 4, "Reflections for the Future"; and the development of operational initiatives that the Municipality can pursue on the path to 2030.

Examples of data collection and processing regarding the reflection exercises



Progress on the Goals and targets
Chapter 3



Main action pathways by SDG
Chapter 4



Alignment of Municipal instruments with the SDGs
Annex 5

1.3. Information and measurement

The current monitoring of the SDGs took the international system established by the UN as its starting point. This framework comprises a set of global indicators designed to cover diverse contexts, including both developed and developing countries. Consequently, several countries that adopted the Agenda have adapted these indicators to their own reality, developing their own monitoring systems.

In Portugal, the National Statistics Institute (INE) provides a set of indicators that allow for the monitoring of the country's progress in achieving the SDGs. For several of these indicators, it is possible to access disaggregated data down to the municipal level.

The MSI is one of the national platforms created with the aim of monitoring the progress of Portuguese municipalities regarding the SDGs. The quantitative basis used in the preparation of this VLR results from the work carried out at the municipal level within the scope of this index. It is

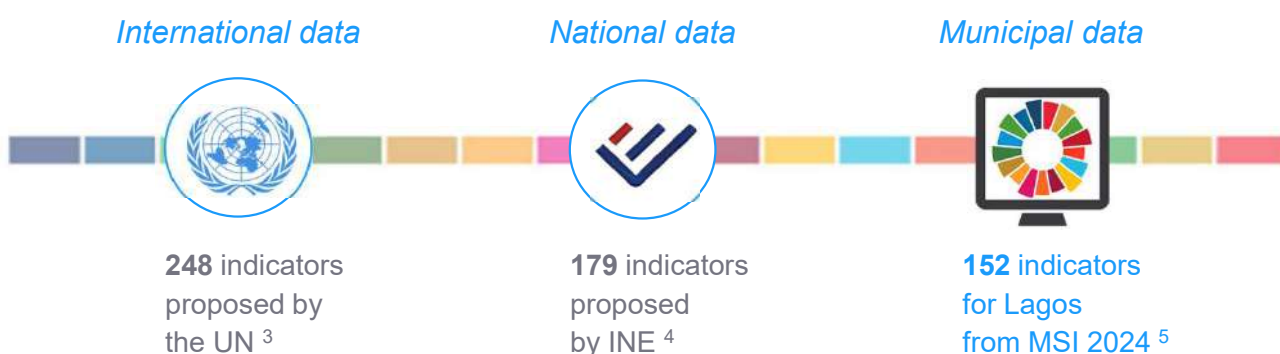
important to note, however, that the indicators provided by the platform are not yet sufficient to cover all the defined targets.

The lack of local monitoring for some of the indicators proposed by the UN within the scope of this index is due, in certain cases, to the absence of official statistical data disaggregated at the municipal level. Given the gaps identified during the process, the inclusion of new specific indicators is planned through the adoption of MSI+ (Customised MSI), complemented by internal data and data from official regional or municipal government entities.

In this spirit of evolution and strengthening the methodology for monitoring SDG development at the local level, the Municipality decided to join the ODSlocal Platform, an additional tool in the pursuit of the 2030 Agenda within the municipality.

The following page presents the number of indicators considered by the UN, INE, MSI and ODSlocal sources.

Monitoring system deployed within the scope of the Agenda Lagos 2030



3. Global Indicator Framework, UN (2022).

4. *Indicadores ODS*, INE (2024).

5. Number of indicators used to assess Lagos' progress towards the monitored targets. In the 2024 edition, the MSI includes 152 indicators (134 of which are unique), covering 74 targets. By comparison, the first version of the MSI, launched in 2018, comprised 101 indicators that assessed 65 targets.

Indicators

	UN	INE	MSI ⁶	local SDG ⁷		UN	INE	MSI ⁶	local SDG ⁷
1 NO POVERTY 	13	9	9	11	10 REDUCED INEQUALITIES 	14	10	6	6
2 ZERO HUNGER 	14	8	3	4	11 SUSTAINABLE CITIES AND COMMUNITIES 	15	11	8	19
3 GOOD HEALTH AND WELL-BEING 	28	25	17	14	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13	7	4	5
4 QUALITY EDUCATION 	12	8	11	11	13 CLIMATE ACTION 	8	5	9	9
5 GENDER EQUALITY 	14	8	12	6	14 LIFE BELOW WATER 	10	5	6	5
6 CLEAN WATER AND SANITATION 	11	7	9	6	15 LIFE ON LAND 	14	13	6	12
7 AFFORDABLE AND CLEAN ENERGY 	6	5	9	7	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	24	17	10	13
8 DECENT WORK AND ECONOMIC GROWTH 	16	13	18	12	17 PARTNERSHIPS FOR THE GOALS 	24	17	10	6
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	12	11	4	8					

6. According to the MSI methodological note, the number of benchmark indicators considered by the MSI are those that exist and are relevant to the Municipality of Lagos.

7. Both benchmark and specific indicators provided for the Municipality of Lagos on the ODSLocal platform were included.

Source: Global Indicator Framework, UN (2022); *Indicadores ODS*, INE (2024); MSI Lagos (2024).

2

SDGs in local public policies



2.1. SDGs in local public policy instruments

The Municipality of Lagos has been steadfast in pursuing action consistent with the 2030 Agenda, having progressively reinforced its sustainable development strategy at the municipal level through the alignment of its policies and projects with the SDGs. One of the Municipality's foremost strategic guidance frameworks, the Major Planning Options (GOP) for 2025, is already fully aligned with the SDGs, ensuring that its lines of action are conducive to balanced and sustainable development.

Succinctly, the Municipality of Lagos, in its GOP, presents a set of Strategic Axes (EE) which are translated into Strategic Objectives (OE).

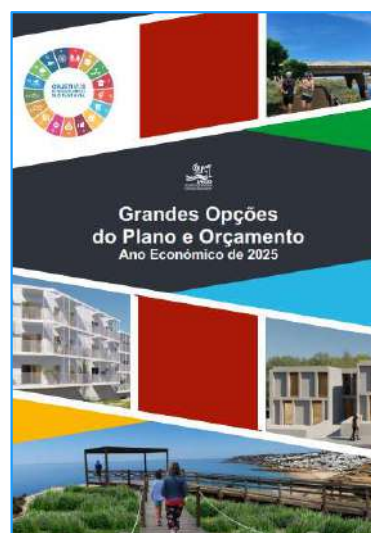
Axis 1, "Lagos: More Supportive, Safe and Healthy", focuses on increasing and rehabilitating the housing supply, strengthening support for education, youth and sport and promoting social equality and safety. Its central mission is to foster a more inclusive and secure environment for the municipality's residents.

Axis 2, "Lagos: More Organised, Accessible and Clean", seeks to invest in the local urban environment by improving accessibility and mobility and by optimising the management of urban spaces.

Axis 3, "Lagos: More Sustainable", is centred on enhancing the local territorial planning and management system, consolidating Lagos' brand as a destination of tourism excellence and valorising its cultural and natural heritage.

Axis 4, "Lagos: Closer to Its People", aims to strengthen the mechanisms of proximity between citizens and municipal governance, fostering greater community participation and engagement in local decision-making.

The presentation of the guiding axes of Lagos' Major Planning Options (GOP) illustrates how the Municipality's policy framework is aligned with the aims of sustainable development and the SDGs. The Municipality further seeks to facilitate this reading by mapping its various Strategic Objectives (OE) to the SDGs, enabling an analysis of these objectives through the lens of the 2030 Agenda. A summary of this alignment can be found in Annex 4.



*Major Planning Options and Budget
(Financial Year 2025)*

The commitment to sustainable development is equally reflected in other municipal strategic instruments across diverse areas, such as the environment, tourism and culture and social inclusion.

Ecological transition and climate resilience have been priority areas for the Municipality. The Lagos Municipal Climate Change Adaptation Plan outlines measures to mitigate the impacts of climate change; the Municipal Waste Plan establishes guidelines for more efficient urban waste management; and the Study for the Development of the Bio-waste Collection System and the Lagos Urban Green Structure Management Plan lay down the guidelines and foundations for the valorisation of the municipality's green spaces.

In the field of safety and civil protection, the Lagos Municipal Emergency Civil Protection Plan establishes measures to strengthen the territory's resilience and protect the population in risk situations.

The commitment to sustainable tourism is also central to the municipality's development. The Strategic Plan of Tourism for the Municipality of Lagos, aligned with Tourism Strategy 2027 and the Algarve Strategic Tourism Marketing Plan 2028, establishes a long-term vision for a sector that aspires to balance economic growth with environmental preservation and cultural valorisation.

In the cultural sector, the Lagos Strategic Plan for Culture defines a set of actions aimed at valorising heritage, invigorating the cultural offer and promoting local identity.

In parallel, the Lagos Municipal Museological Master Plan aims to structure and enhance the quality of museological spaces, reinforcing the role of culture as a central element in the municipality's sustainable development strategy.



Lagos Municipal Climate Change Adaptation Plan



Strategic Plan of Tourism for the Municipality of Lagos



Lagos Strategic Plan for Culture

Social inclusion and quality of life are likewise pillars of municipal action. The Lagos Municipal Social Charter 2023–2027, the Municipal Social Development Plan and the Social Diagnosis of People Experiencing Homelessness provide a detailed framework of the municipality's social needs, enabling the formulation of effective policies for social cohesion and inclusion. The Lagos Local Housing Strategy is a key instrument for promoting access to decent and affordable housing.

Youth is also a priority, reflected in the Lagos Strategic Plan for Youth 2024–2027. This document stems from a broad participatory process involving the consultation of over 800 young people in the municipality, identifying education and training, health promotion and disease prevention and youth housing as priority areas. The theme of youth features prominently in the recent debate on the evolution of the 2030 Agenda. In 2024, world leaders adopted the "Pact for the Future", which includes a Declaration on Future Generations, setting out concrete measures to take future generations into account in decision-making.

The instruments analysed generally show a clear link (explicit or implicit) to the 17 SDGs. Many of them have a time horizon extending to 2030 or 2050, making them current and relevant. There are, however, some instruments that warrant revisiting. Of the instruments analysed, over 90% feature indicators that allow for their monitoring.

A more in-depth list of the instruments analysed can be found in Annex 5.



Lagos Municipality Social Development Plan



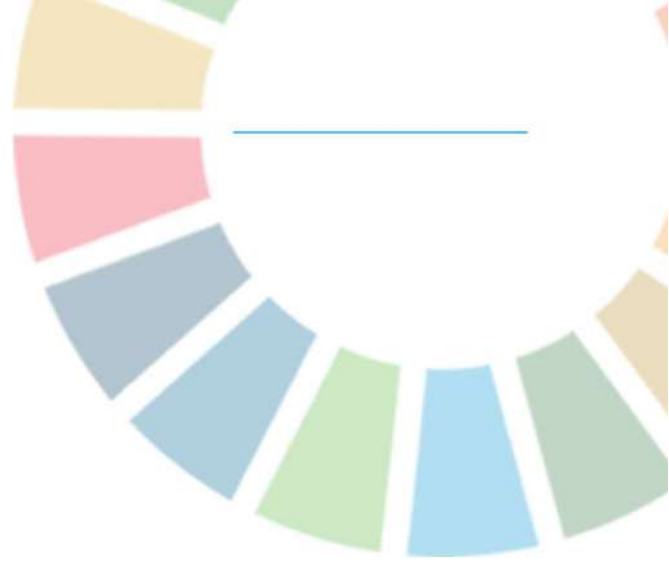
Social Diagnosis: People Experiencing Homelessness in the Municipality of Lagos



Lagos Strategic Plan for Youth

2.2. Social inclusion: leaving no one behind















This is a fundamental pillar of the 2030 Agenda and a central element of the Municipality's action. It is reflected in the political commitment to social intervention and in the various actions and projects carried out to ensure that no one is left behind. The following section presents local practices that foster social inclusion in the municipality, whether led by the Municipality or in collaboration with other local entities.



Areas of intervention

	Reception and integration of ethnic minority, migrant and/or refugee communities
	Support for the inclusion and improvement of the older population's quality of life
	Promotion of gender equality
	Promotion of social inclusion and empowerment for equal opportunities
	Inclusion of persons with disabilities and specific needs

Examples of good practices towards social inclusion

	Awareness-raising actions for a more inclusive society		Implementation of the Family Support and Parental Counselling Centre
	Lagos Inclusion Desk		"Diversity, Accessibility and Inclusion" Project
	Application for construction of a Residential Facility for Older Persons		Empowerment and support project for informal carers in the municipality
	Development of the "Radar Social" project		Project for the collection of historical memories from the residents of Lagos
	Invigoration of the "Lagos Senior Citizen's Space"		"Saúde em Movimento" Project
	Meeting of the Social Innovation Incubator Network		Discovery guide to Lagos for persons with visual impairment
	Forum on employability and vocational training		Monthly publication on disability and inclusion

2.3. Institutional mechanisms

The Municipality of Lagos is part of several national and international networks, either thematic or specifically aimed at achieving the 2030 Agenda. The purpose of incorporating these mechanisms into the process of fostering local sustainable development is, among others, to assess and identify opportunities for institutional innovation, leveraging existing public policy tools available to the municipality and promoting new opportunities for multilevel collaboration. The VLR also aims to reinforce the existing potential for fostering collaborative networks towards sustainable development.

One of the key mechanisms for the achievement of the SDGs stems from the Municipality's membership of the CESOP-Local Network (since 2017), having undertaken, jointly with the entities involved, the commitment to establish a knowledge observatory and to promote citizen engagement and participation in order to gauge satisfaction standards and quality of life in the municipality.

Also in this context, the Municipality joined the ODSlocal Platform (detailed on page 26), which aims to foster cooperation in the collection, sharing and dissemination of information relevant to monitoring the progress of Portuguese municipalities towards the SDGs.

Municipal action is also markedly shaped by partnerships and cooperation with external entities. Participation in networks such as the Educating Cities Network, the CIVITAS Network, the Lagos of the World Network, the Network of Cities and Towns that Walk and the Algarve Intermunicipal Library Network underscores the importance of collaboration with national and international institutional partners across diverse areas of action (further detailed on the following page).

Existing institutional links – with other municipalities, the private sector, the third sector, academia and civil society – are key strategic bridges established to explore opportunities for cooperation towards the 2030 Agenda.

Municipal participation in **national networks** directly linked to the 2030 Agenda



- CESOP-Local Network/Sustainable Territories
- ODSlocal Platform

Municipal participation in **national/international networks** relevant to the 2030 Agenda



- | | | |
|--|--|---|
| <input type="checkbox"/> Educating Cities Network | <input type="checkbox"/> “Lagos of the World” Network | <input type="checkbox"/> Algarve Intermunicipal Library Network |
| <input type="checkbox"/> CIVITAS Network | <input type="checkbox"/> Network of Cities and Towns that Walk | <input type="checkbox"/> Network of Municipalities for Adaptation to Climate Change |
| <input type="checkbox"/> Regional Network for the Support and Protection of Victims of Human Trafficking | <input type="checkbox"/> National Network of Youth-Friendly Municipalities | |

As previously mentioned, Lagos has been consolidating a sustainable development model based on inclusion, innovation and community participation. The Municipality is recognised as an "Educating City" and is an active member of the Portuguese Territorial Network of Educating Cities (RTPCE). Since officially joining the RTPCE in 2017, Lagos has integrated the "Inclusive Cities" and "Playing in the Educating City" working groups, promoting intergenerational initiatives. In 2025, the city hosted the 1st Meeting of the "Inclusive Cities" Working Group, where it shared local good practices such as the leisure programme "Viver o Verão + In", a holiday activities programme for children and young people with specific needs attending public schools in the municipality and the intergenerational music project "Cavaquinhos", developed in partnership with local cultural associations in the municipality.

Also, at the regional/national level and in the area of active mobility and valorisation of public space, Lagos is in the process of joining the "Network of Cities and Towns that Walk", an initiative aimed at encouraging healthy habits and improving urban environment quality. The commitment to access to culture and knowledge is also reflected in the Municipality's participation in the Algarve Intermunicipal Library Network, through which Lagos collaborates with other municipalities, the University of the Algarve and the Directorate-General for Books, Archives and Libraries (DGLAB) to promote literacy and equitable access to information.

On an international scale, the emphasis placed on sustainability and urban mobility led Lagos to

approve its membership of the European CIVITAS Network, a platform with the common goal of developing innovative solutions for sustainable mobility. This integration enables the Municipality to strengthen strategies and measures that promote accessibility, decarbonisation and citizens' quality of life. Furthermore, Lagos has strengthened its international presence through the "Lagos do Mundo" (*Lagos of the World*) Network, a consortium that brings together namesake cities from Portugal, France, Spain, Greece and Mexico, promoting cultural and strategic exchanges.

In the area of promoting interculturality and social innovation, Lagos has hosted events and thematic showcases aligned with the SDGs. The Intercultural Week, organised by EAPN⁸ Portugal, has served as a space for dialogue and sharing among diverse communities. The Meeting of the Social Innovation Incubators Network (RIIS), held in Lagos, brought together professionals and leading entities to discuss innovative solutions for positive social impact. The valorisation of maritime resources and coastal identity is further reflected in Lagos' participation in the "Caminho Marítimo de Santiago" (*Maritime Way of Saint James*), a project that links tourism, culture and sustainability.

Through this broad network of cooperative initiatives and events, Lagos reaffirms its position as a municipality committed to the principles of the 2030 Agenda, promoting an integrated and participatory approach. A non-exhaustive list of the types of institutional entities that may cooperate with the Municipality in the development of initiatives towards the achievement of the SDGs can be consulted in Annex 6.

8. European Anti-Poverty Network.

ODSlocal Platform



The Municipality of Lagos has reinforced its commitment to the **2030 Agenda** by **joining the ODSlocal platform**, underscoring the need for a significantly strengthened commitment to monitoring the 17 SDGs.



What is the ODSlocal platform?

The ODSlocal platform is a project developed by a consortium coordinated by the CNADS (National Council for the Environment and Sustainable Development) that aims to promote sustainable development at the local level, aligned with the 2030 Agenda and its 17 SDGs.



What are the objectives of the ODSlocal platform?



To foster the visualisation and communication of municipal contributions to the SDGs



To enhance collaboration among stakeholders within the scope of the SDGs



To support the process of monitoring, reporting and securing funding that supports the implementation of the SDGs



To encourage and give visibility to noteworthy initiatives developed by civil society and municipalities



What model was used to develop the ODSlocal platform?

The ODSlocal Platform is a collaborative online tool that aims to give visibility and support to national municipalities in achieving and monitoring the 2030 Agenda. It is open to contributions from municipal entities and can be freely consulted by the community.



What has been the impact of the ODSlocal platform so far?

133

Municipalities participating in the platform

150

Municipal benchmark indicators

3.788

Municipal good practices introduced

1.490

Local projects developed

161.112

Visitors have engaged with the ODSlocal platform

2.4. Engagement with Central Government on the 2030 Agenda

In Portugal, cooperation between municipalities, regional entities and the Central Administration for the implementation of the SDGs still lacks an integrated vision. Despite this, the National Association of Portuguese Municipalities (ANMP) has been promoting this coordination, by creating a dedicated section on the SDGs within its institutional platforms.

Firm leadership in sustainable development is required of the Central Administration. Thus, in 2016, the Ministry of Foreign Affairs (MNE), together with the then Ministry of Planning and Infrastructure, committed to the global principles of the 2030 Agenda.

In early 2023, a Resolution of the Council of Ministers⁹ assigned to the Presidency of the Council of Ministers the coordination and monitoring of the implementation of the SDGs.

The creation of a High-Level Monitoring Committee (CAAN) is also envisaged under this authority, to monitor and evaluate the implementation of the SDGs, aiming to strengthen cooperation between national, regional and local levels.

Statistics Portugal (INE) leads the monitoring of the SDGs and disseminates the indicators of the current monitoring system.



Paços do Concelho Séc. XXI Building

“

*Pursuant to subparagraph g) of Article 199 of the Constitution,
the Council of Ministers resolves:*

1 - To delegate to the member of the Government responsible for the area of the Presidency of the Council of Ministers the competence to coordinate and monitor, at the governmental level, the implementation of the Sustainable Development Goals (SDGs) established by the 2030 Agenda for Sustainable Development (2030 Agenda), at the domestic level, without prejudice to the competences of the foreign affairs governmental area at the external level and in cooperation policy, as well as those of other governmental areas within the scope of sectoral implementation.

”

Council of Ministers Resolution No. 5/2023, of 23 January 2023.

9. Council of Ministers Resolution No. 5/2023, of 23 January 2023. Unofficial translation from the original Portuguese text published in the *Diário da República*.

2.5. Local accountability in the pursuit of the SDGs

To foster accountability among local actors for the achievement of the SDGs, the Municipality has been developing awareness-raising and capacity-building efforts on this topic, particularly within the school community through the Citizenship subject, as well as with the wider community.

These initiatives are highlighted on the municipal website, in a section dedicated to the 2030 Agenda, which provides a brief description and identifies the main projects and networks supporting community collaboration towards the achievement of its goals.

In parallel, the Municipality commits to developing the role of "SDG Ambassador". This role involves supporting the preparation of the VLR, as well as capacity-building and promoting the implementation of the 2030 Agenda at the local level, with the following potential responsibilities:

- ▶ **Dissemination and awareness-raising:** promoting outreach and capacity-building on the SDGs among the local community and other organisations;
- ▶ **VLR implementation follow-up:** using the results of the VLR to guide the strategic planning of public policies and future actions of the Municipality;
- ▶ **Proposal of new partners and cooperation initiatives:** identifying and suggesting new partners for the implementation of SDG targets;
- ▶ **Proposal of innovative solutions towards the achievement of the SDGs:** actively participating in the planning and execution of projects that address local challenges, encouraging innovative

approaches aligned with the global SDG targets;

- ▶ **Monitoring of SDG progress in the Municipality:** contributing to the monitoring of local targets and indicators, while proposing improvements to streamline this process.

The appointment of SDG Ambassadors is currently in the pre-identification phase of individuals to be designated, as well as the preparation of the responsibilities to be assigned to this role within the framework of sustainable development in the Municipality.

Finally, it should be noted that awareness-raising, accountability and capacity-building towards the achievement of the SDGs is an ongoing and constantly evolving process and is, therefore, subject to adjustments.

The preparation of this document, along with the capacity-building sessions that accompanied the process, aim to contribute towards this goal of shared local responsibility.



2.6. Means of implementation of the SDGs

The operationalisation of the 2030 Agenda requires the mobilisation of resources capable of addressing the municipality's sustainability challenges. Based on the participatory co-creation process of the Agenda Lagos 2030, some aspects regarding the Municipality's means of implementation of the SDGs are highlighted.

The Municipality recognises the importance of its **human resources** and continually invests in their development. The ongoing capacity-building of employees on sustainability-related topics is a priority, as is the attraction and retention of talent, especially in technical and legal fields, which represent a common challenge in the current context. Despite the constraints related to managing workload relative to the number of available staff, the Municipality has sought to optimise its processes for the efficient management of SDG-related initiatives. It is also worth highlighting the commitment and active participation of local employees during the co-creation of this VLR, demonstrating their interest and involvement in these themes.

Regarding **financial resources**, the Municipality has made a significant effort to ensure a budget allocation that guarantees essential services such as health, education, housing and sustainable mobility for the entire local community. However, the need to optimise the distribution of these resources is acknowledged, ensuring greater impact on strategic sectors such as culture and education. The pursuit of external funding through strategic partnerships and European funds is considered essential to strengthen the

Municipality's financial capacity and ensure greater flexibility in the implementation of projects aligned with the Agenda Lagos 2030.

Regarding **information and communication**, there is a clear need to establish an internal statistical observatory to support decision-making based on concrete and up-to-date data. Technological modernisation is seen as a fundamental pillar within the Municipality, to ensure efficiency gains in municipal management, particularly in the digitalisation of administrative processes and the implementation of data analysis solutions.

Dematerialisation is underway in several divisions, with visible improvements in reducing paper use and simplifying internal procedures. Nevertheless, a degree of resistance to change persists, as well as challenges in the adaptation of human resources to new digital tools, which are being addressed together with staff across the Municipality.

From a **technological** standpoint, it is worth noting the increasing adoption of digital solutions to improve operational efficiency. The introduction of new technologies has been accompanied by improvements in the available technological infrastructure, although the need to continue investing in advanced tools to optimise internal processes is acknowledged.

However, the high costs associated with acquiring and maintaining technological solutions constitute a barrier, requiring a strategic approach to their implementation.

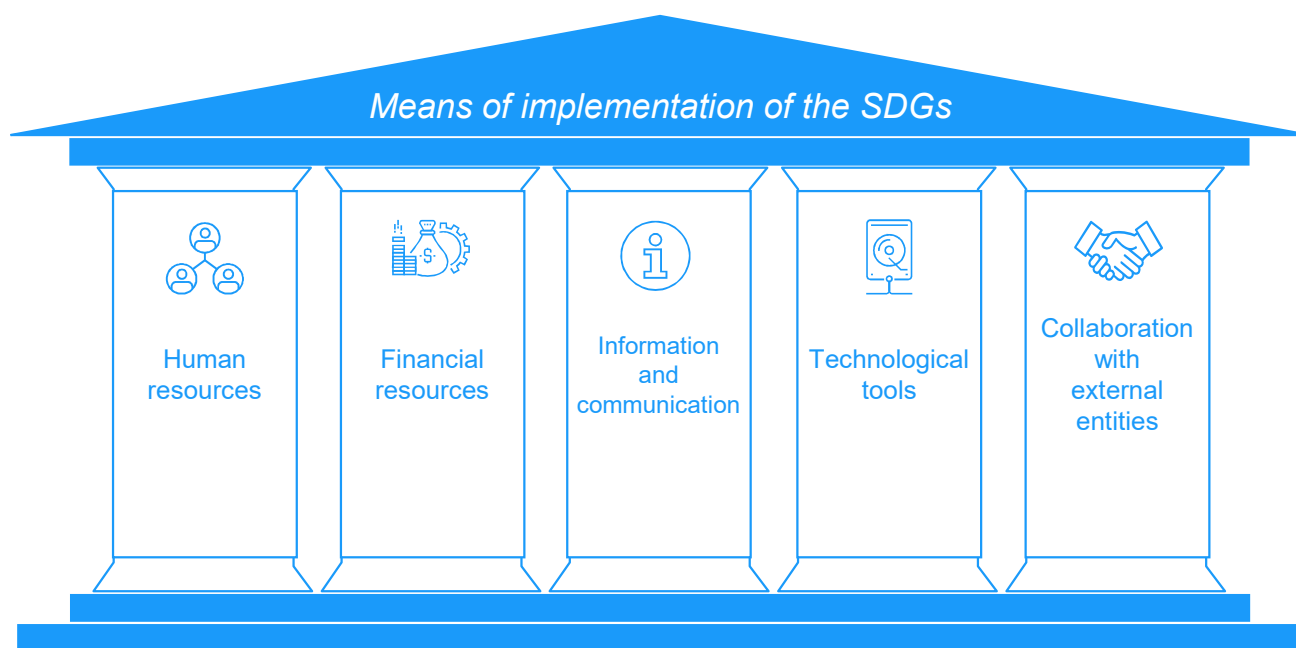
Additionally, **collaboration with external entities** remains a priority for the Municipality, contributing significantly to the achievement of the SDGs, particularly within the framework of SDG 17.

Coordination with networks of partners, associations and companies is seen as essential to drive innovative projects and maximise the impact of municipal initiatives. The Municipality is committed to facilitating these collaborative mechanisms, providing material and financial resources to support joint actions.

However, communication between departments and partners still faces challenges, with a

continued need to improve the sharing of good practices and inter-institutional coordination.

Finally, it should be emphasised that the Municipality is committed to optimising its **operational and bureaucratic processes** in order to streamline the implementation of municipal initiatives in complex areas such as housing. Although administrative procedures and legal obstacles may at times pose challenges to the capacity for immediate response to local needs, the Municipality is actively working to find solutions that promote greater speed and efficiency in these processes. The simplification of internal processes and the overcoming of potential institutional barriers are priorities to ensure more effective action aligned with the needs of the population.



2.7. Structural issues

In the Municipality, and in line with the reality of other territories, there are a number of structural challenges that constrain progress towards the achievement of the SDGs.

Regarding **internal organisation**, there is a need to promote cultural and mindset change, fostering a more agile adaptation of human resources to the demands of sustainability and the SDGs.

Furthermore, the technical capacity-building of municipal staff, particularly in areas such as digital technologies and sustainable management, is essential to ensure a more effective approach to the implementation of the 2030 Agenda. Additionally, the absence of a dedicated structure for the follow-up and monitoring of the SDGs may hinder the coordination of efforts and the assessment of progress.

Regarding **external coordination**, optimising coordination with networks and partners is a challenge, particularly in ensuring that established synergies assert themselves as distinguishing features of the local reality in this area. The promotion of new institutional collaboration mechanisms with entities towards the achievement of the SDGs may foster the development of an integrated and collaborative approach.

In the **operationalisation of and awareness-raising for the SDGs in Lagos**, it is worth noting that bureaucratic and legal barriers persist that hinder the swift implementation of initiatives aligned with the SDGs, limiting the Municipality's response capacity.

It is important to continue to encourage an efficient allocation of financial resources and promoting sustainable consumption practices across the various departments of the municipality. At the same time, the implementation of technology faces challenges, both due to the cost of innovative solutions and the need for technical qualification for their effective use.

In addition, there is an acknowledged need to actively involve the various sectors of society in the process of ongoing training on the SDGs and sustainability. It should also be noted that the absence of an effective communication plan to this end may hinder both the assessment of progress and community engagement.

With regard to **awareness-raising and training**, there is a gap in knowledge about the 2030 Agenda, both internally and within the community, hindering mobilisation for concrete action.

The structural issues identified reinforce the importance of an integrated and strategic approach to the operationalisation of the 2030 Agenda in Lagos, which will be further explored in Chapter 4.

3

Progress on the Goals and targets



General summary of SDG monitoring in Lagos



10. Number of targets monitored by MSI 2024, out of the total number of targets considered applicable in the territory (applicability exercise carried out in internal workshops at Lagos Municipality).

11. Number of SDG monitoring indicators with "target achieved" status in MSI 2024 out of the total number of monitoring indicators.

3.1. Localisation of the SDGs

The following pages present the results of the SDG localisation exercise, a challenge posed to Lagos City Council employees during the interviews and workshops of Phase 1 of the VLR preparation. In these sessions, Municipal staff organised themselves into groups to analyse specific SDGs,

covering all 17 Goals. Guided by the EY-Parthenon technical team, they addressed questions that enabled the development of several components presented in the following pages.

3 pages per SDG



Brief description of the SDG

Municipality's efforts towards achieving the specific SDG

Key highlights of SDG information and progress measurement

Two local good practices that contribute to progress towards the SDG



Identification of the main challenges for each SDG

Featured indicator, referencing the UN target to which it contributes, alongside regional and national values (with traffic light system tracking evolution from the baseline to the most recent year)



Systematisation of applicable monitored targets and indicators where the 2030 target has been achieved (with traffic light system tracking evolution from the baseline to the most recent year)





SDG 1. End poverty in all its forms everywhere

This SDG focuses on people. It establishes targets that promote the improvement of living conditions for all citizens experiencing financial hardship and who are, consequently, restricted in their access to goods, services and opportunities. Action within the scope of other goals, such as SDGs 2, 3, 4, 5 and 10, contributes to the achievement of this SDG.

Lagos brings together a wide range of initiatives targeted at the municipality's most disadvantaged communities. Within this scope, the "Rede Social" (*Social Network*) plays a prominent role, aiming to eradicate or mitigate poverty and exclusion while promoting social development. In collaboration with various partners, it integrates numerous projects designed to expand social responses for the most vulnerable populations, including children and youth, the elderly and persons experiencing homelessness.

Analysing Lagos' position in relation to SDG monitoring in the 2024 MSI (Municipality Sustainability Index), the Municipality has already achieved the target for one of the nine monitored indicators, relating to the proportion of current expenditure for families associated with target 1.b. Less positive developments can be observed in the indicator relating to the number of persons experiencing homelessness associated with target 1.1., and the indicator relating to the proportion of rent costs to household income under target 1.4.

Most monitoring trends for this goal are aligned with the internal perception of poverty phenomena, highlighting housing costs, a national reality that is

particularly severe in the municipality of Lagos.

In light of the UN-proposed targets, it is noted that three targets are not currently being monitored, relating to the implementation of social protection and resilience systems for the most vulnerable (targets 1.3. and 1.5.), and to the mobilisation of resources for essential services for poverty eradication policies (target 1.a.). According to the insights gathered during the diagnostic phase, it is evident that target 1.3. could be applicable to the local reality and should therefore be monitored, for example, by measuring the progress of the population covered by social protection schemes.

Achieving the SDG 1 targets in Lagos will require a combination of effective local public policies in coordination with regional and national entities. This approach focuses on supporting the most vulnerable populations through policies capable of decisively addressing the challenges of poverty.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Addressing situations of economic deprivation and poverty
- ▶ Ensuring access to housing for low-income families and other socially vulnerable groups



Applicable **targets monitored** in MSI 2024

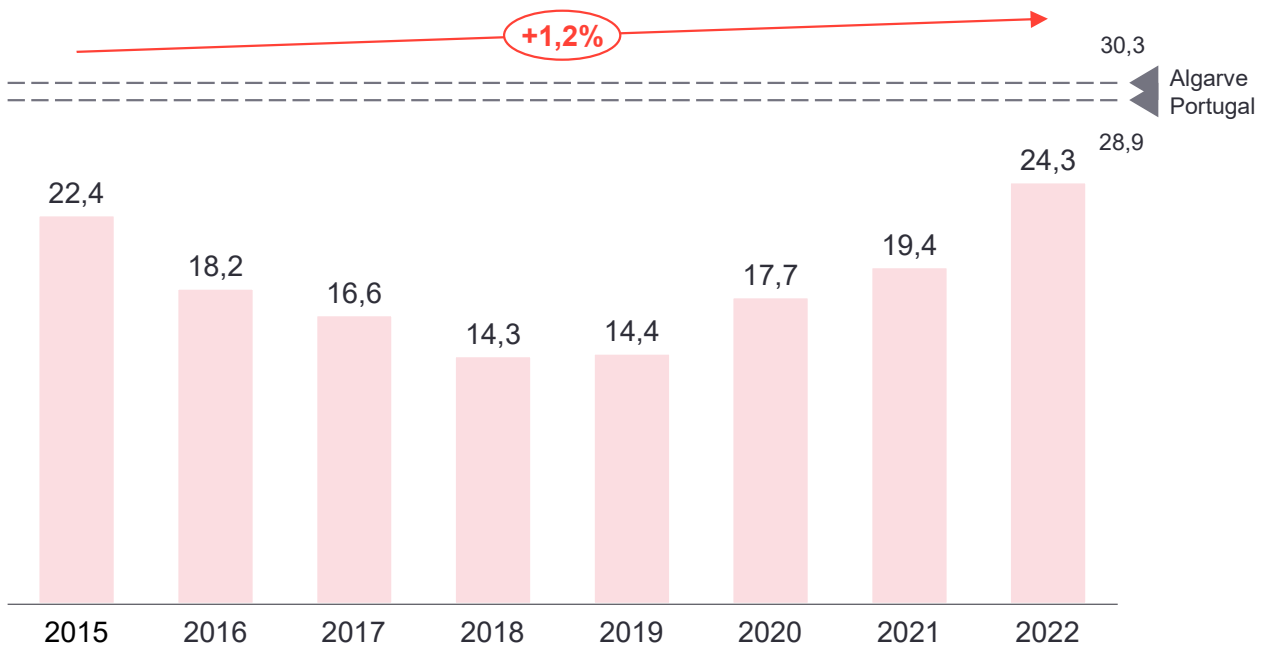


Monitored indicators with target **achieved**

Beneficiaries of Income Support Supplement from social security, per 1,000 working-age inhabitants (‰)



Target 1.2.



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Controlled-Cost Multi-Family Building - Chesgal

“Casa Padre Almeida” Project

Promoted by the Parishes of Lagos, this initiative supports individuals in vulnerable situations through measures such as food assistance, combating social isolation, scholarships, psychological and spiritual support and training programmes. Rooted in the principles of human dignity and commitment to the most impoverished, it focuses on close, voluntary accompaniment. It prioritises active listening, solidarity and a constant presence, delivering effective responses tailored to the community’s real needs.

Child Guarantee Local Unit

The implementation of Child Guarantee Local Units (CGLUs) seeks to tackle poverty and social exclusion among children, young people and their families. This framework enables an organised approach tailored to the specific needs of each territory, ensuring that vulnerable children and youth have effective access to essential services, promoting their holistic and equitable development.



SDG 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

This SDG is oriented towards ensuring access to nutritious and sufficient food year-round, combating all forms of malnutrition and promoting sustainable food production systems. The resilience of agricultural ecosystems is central to the agri-food sector for the eradication of hunger and poverty.

Although hunger is not a widespread reality in Lagos, unlike the general situation in developing countries, the eradication of malnutrition, the reduction of food waste and the promotion of more sustainable agriculture are concerns for the Municipality.

Local measures such as the local food aid management system, in collaboration with the Food Bank Against Hunger (*Banco Alimentar contra a Fome*) and other partners, work to provide access to nutritious food for the most socially vulnerable families. Within the scope of promoting sustainable agriculture, the “Viv’o Mercado” (Local Market) project encourages local and organic production, promoting healthy lifestyles and contributing to increased demand, a rise in the number of new producers and a shift in production methods. This market is held every Wednesday in Lagos.

The analysis of the monitoring indicators currently selected through the MSI highlights the necessity for adjustment to better monitor the implicit targets.

Only two of the eight targets set by the UN are monitored, using three reference indicators. The monitored targets would benefit from the organised

collection of data regarding difficulties and shortcomings in food access at the municipal level, as well as in the field of sustainable agriculture.

In addition to the targets currently monitored, targets 2.1., 2.3. and 2.5. may be applicable at the local level if adapted. Target 2.1., regarding access to quality food, could be monitored through data collection from questionnaires conducted with households within the scope of the Local Child Guarantee Centre. Target 2.3., on agricultural productivity and the income of small-scale food producers, could be monitored by leveraging data related to the “Viv’o Mercado” Project.

According to the indicators used to monitor the performance of agriculture with sustainable and resilient agricultural practices (target 2.4.), the positive evolution of this dimension in the municipality is noteworthy, specifically regarding the proportion of organic producers and processors, which has reached the expected goal.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Addressing situations of malnutrition and food insecurity among families
- ▶ Reducing food waste
- ▶ Promoting sustainable agricultural practices



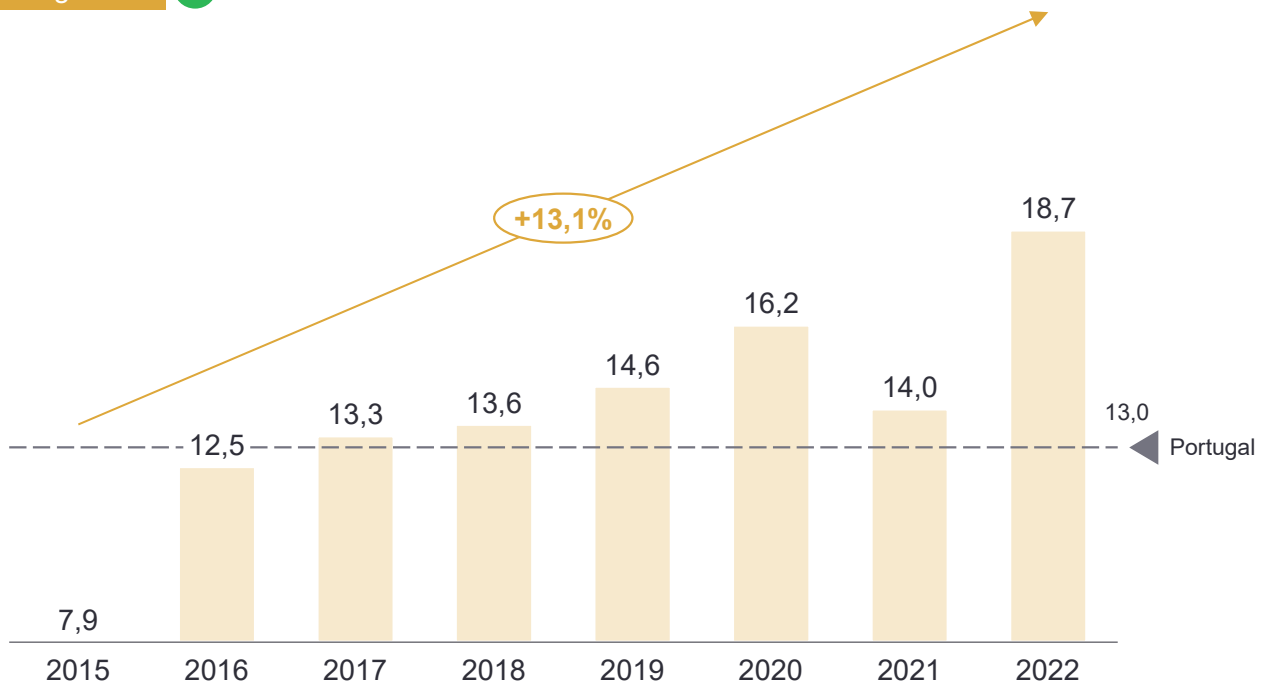
Applicable **targets monitored** in MSI 2024



Monitored indicators with target **achieved**

Proportion of organic producers and processors (%)

Target 2.4.



Note: reference values for Portugal and the Algarve relate to the latest available year.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Viv'o Mercado

Refood Lagos

Launched in March 2021 amid the pandemic, this initiative addresses social exclusion and food waste within the municipality. Between November 2021 and September 2022, it provided support to 62 families. Currently, the project relies on approximately 23 volunteers and 15 food donors who collect and distribute food surpluses daily. Based at the Santo Amaro Market, Refood Lagos provides a sustainable, solidarity-driven response tailored to the community's needs.

Social Canteen

Under the "Cantina Social" Protocol, established as part of the Solidarity Network of Social Canteens for the Food Emergency Programme, Santa Casa da Misericórdia de Lagos coordinates the provision of daily meals to vulnerable households. This initiative is carried out in collaboration with the Social Security Institute (ISS, IP) to ensure food security for those in need.



SDG 3. Ensure healthy lives and promote well-being for all at all ages

This SDG aims to ensure access to health and well-being for all, regardless of the socioeconomic status of the communities. Quality healthcare also entails a focus on prevention, the promotion of healthy lifestyles and the fostering of mental health, all of which are core dimensions of SDG 3.

The Primary Health Care Network in Lagos is structured into four segments: General and Family Medicine, Community Care, the Shared Healthcare Resources Unit (URAP) and other services. The municipality is equipped with three Family Health Units (USF) – Descobrimentos, Amendoeira and Lacóbriga. In partnership with Algarve Regional Health Administration (ARS) and within the framework of the PRR (Recovery and Resilience Plan), the Municipality will begin, later this year, the construction of the High-Resolution Outpatient Unit and the refurbishment of the current Health Centre. These interventions will strengthen access to and the quality of healthcare, promoting screenings and the early diagnosis of diseases such as cancer, diabetes and respiratory conditions.

The Municipality considers the promotion of public health among local communities to be a priority, through the implementation of actions that promote quality of life and well-being. Through projects such as “Saúde em Movimento”, it aims to promote active and healthy ageing and combat social isolation. Through the promotion of the “Cuida-te” Programme, in partnership with the IPDJ and dedicated to the youth community, it aims to carry

out preventive actions in the field of mental health.

When analysing the performance of the benchmark indicators monitored in MSI 2024, Lagos has already achieved the target associated with neonatal and infant mortality rates and other types of diseases such as respiratory diseases (targets 3.1., 3.2. and 3.4., respectively).

On a less positive note, it is worth mentioning the performance of the benchmark indicators in terms of the prevalence of overweight children (target 3.4.), users with drug and alcohol problems (target 3.5.) and the number of nurses in the municipality (target 3.c.). These three challenges are also perceived in the most recent Social Diagnosis of the municipality, corroborated by the consultation carried out.

Regarding the targets proposed by the UN, the four targets not currently monitored can be adapted to the municipality's reality, particularly regarding risk management (target 3.d), using data collected by the Municipal Civil Protection Service and the Lagos Social Network.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Attracting and retaining health professionals
- ▶ Strengthening effective mental health approaches
- ▶ Promoting disease prevention and early detection
- ▶ Combating rising substance abuse and addiction (drugs and alcohol)
- ▶ Reducing obesity prevalence, particularly childhood obesity



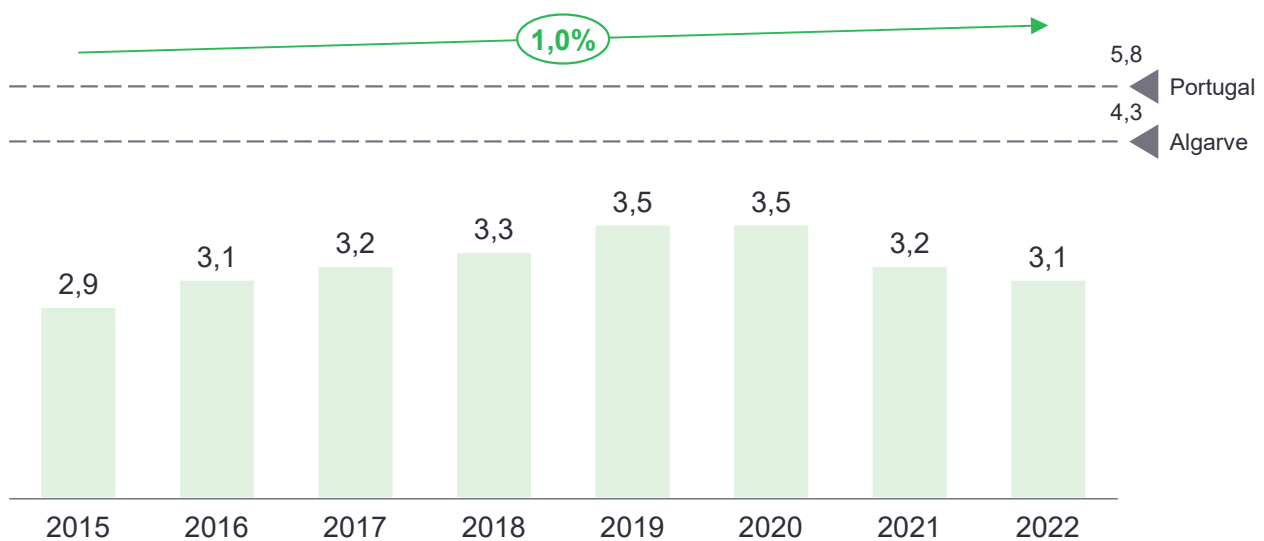
Applicable **targets monitored** in MSI 2024



Monitored indicators with target **achieved**

Physicians (per 1,000 inhabitants)

Target 3.c.



Note: reference values for Portugal and the Algarve relate to the latest available year.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Senior Olympics (integrated into the "Saúde em Movimento" Programme)

"Cuida-te" Programme

Led by the IPDJ¹², this initiative seeks to improve youth health and encourage healthy lifestyles. Targeting young people between the ages of 12 and 30, its primary objectives are to address areas such as mental health and emotional well-being, the body and physical activity, nutrition, sexuality and addictive behaviours. The programme focuses on instilling preventive habits in young people, strengthening protective factors while reducing exposure to health-related risk factors.

Sports Support Programme (PAD)

The Municipality reinforces its commitment to local sports development by providing financial and logistical support to clubs and organisations, including the renovation of facilities, backing for innovative projects and the awarding of sponsorships. For the 2024/2025 season, the PAD allocated a total of 1.9 million euros. Forty-nine contracts were signed, 43 with organisations and six with individual entities, alongside support for hosting sporting events.

12. Portuguese Institute of Sport and Youth, I.P.



SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

This SDG seeks to ensure quality education as a driver to unlocking the local community's potential. Access to quality education must guarantee a diverse and inclusive educational provision, tailored to citizens of all ages and across all geographies.

The municipality is organised into two public school clusters, ranging from pre-school to secondary education, with a total of 12 establishments. Generally, these facilities are in good condition, partly as a result of maintenance interventions carried out by the municipality. The expansion and refurbishment of the “Naus” School (EB 2,3 das Naus) is currently underway, co-financed by the PRR, with the aim of addressing structural issues, increasing the building's capacity and improving teaching and learning conditions, benefiting the entire school community.

Although the municipality does not yet offer public higher education, scholarships are awarded to the local resident population, investing in the academic quality of the community. In the fields of renewable energy, industry and information technology, the City Council and the Júlio Dantas and Gil Eanes school clusters signed a partnership protocol in 2023 for the creation of Specialised Technological Centres. This initiative aims to attract training in domains that require a highly skilled workforce.

The priority given to education within the municipality is reflected in the positive performance of various indicators monitored under this SDG and in the quantity and diversity of good practices

developed in this area. In addition to actions targeting the school community, the local authority promotes projects in environmental education (included in the “Viver o Verão” project) and in science and technology (Casa do Jardim – Lagos Ciência Viva Science Centre). Regarding adult education, a theme considered particularly relevant by the Municipality, it is worth mentioning the role of the “Centro Qualifica”, whose main objective is to provide guidance on lifelong learning processes.

Concerning the four UN targets not monitored by the MSI 2024, it is considered that they can be adapted at the local level. To this end, it is necessary to analyse the information available from educational institutions, partner entities in this field (such as IPDJ), as well as internal Municipal data regarding scholarships awarded (target 4.b).



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Strengthening targeted support for students with special health needs
- ▶ Tackling educational underachievement (particularly in grades 7-12)
- ▶ Attracting and retaining teaching and non-teaching staff
- ▶ Addressing the lack of higher education provision



Applicable **targets monitored** in MSI 2024

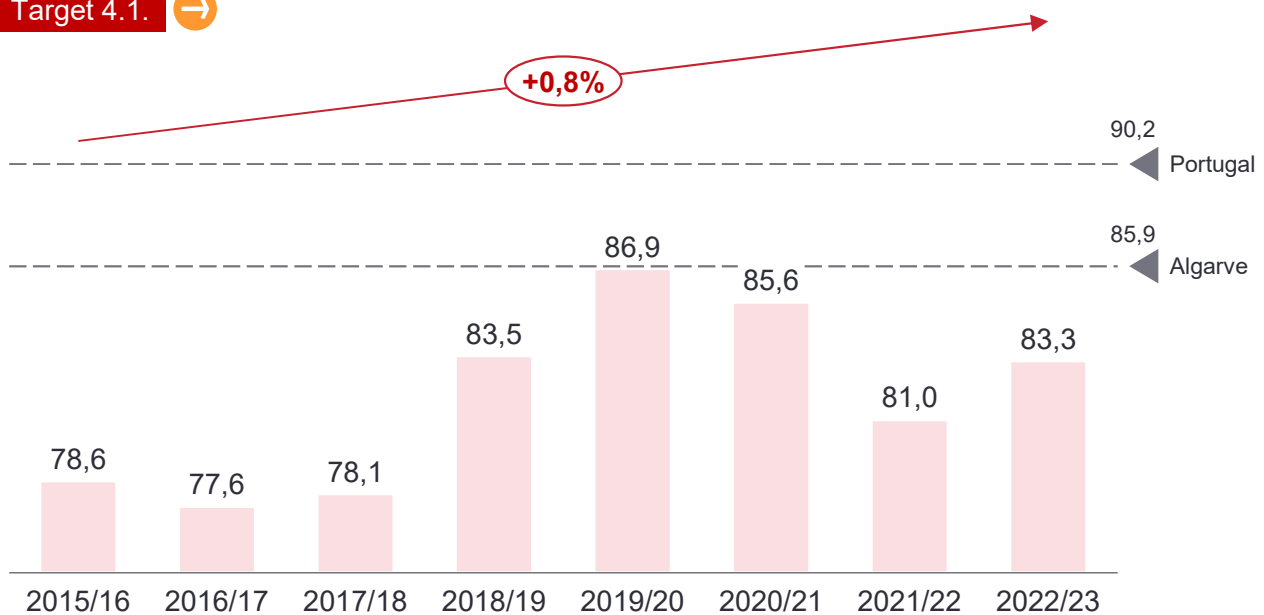


Monitored indicators with target **achieved**

Transition / completion rate in secondary education (%)



Target 4.1. →



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Lagos Living Science Centre

Lagos Senior University

As part of the National Senior Universities Network and officially designated as the Lagos Study Centre (CEL), this non-profit institution is dedicated to promoting active ageing and lifelong learning. The CEL offers a wide range of subjects and cultural activities, including choral singing and poetry. In 2015, it was distinguished with the Membership Certificate of the Network of Excellence for Senior Universities and Academies.

Lagos Conservatory of Music and Arts

Founded by the Lagos Choral Group Association (*Associação do Grupo Coral de Lagos*), the Conservatory provides specialised music education to students in the municipality. It offers introductory and integrated programmes, across basic and secondary education levels. Operating in municipal facilities adapted for formal and non-formal learning, the institution promotes access to artistic and cultural training from the early years of schooling and enhances the educational path of young people.



SDG 5. Achieve gender equality and empower all women and girls

This SDG aims to achieve gender equality and eliminate all forms of discrimination by promoting equal opportunities for all, across all sectors, including equal employment and leadership opportunities. Furthermore, this goal encompasses the fight against physical and psychological violence.

In the Municipality, inter-institutional coordination and cooperation complement and accelerate responses in the fight against discrimination and violence associated with this goal. From the outset, the social diagnoses conducted by the Lagos Social Network have identified this as a priority area for local social development. In this field, initiatives include capacity-building sessions, cultural programming and the celebration of themed days to raise awareness and sensitise the public to these issues. These initiatives are further reinforced by the existence of a Victim of Domestic Violence Support Office (GAVA) (part of the National Support Network for Victims of Domestic Violence, established through the signing of the Protocol for the Territorialisation of the National Support Network for Victims of Domestic Violence) and the Municipal Plan for Equality and Non-Discrimination. This office aims to ensure a local response to support victims of violence.

According to the 2024 MSI, Lagos has achieved the monitoring indicator target for target 5.3., which aims to eliminate harmful practices such as early or forced marriages. Of the targets with a positive trajectory, it is worth noting the indicator relating to

the duration of parental leave for fathers and mothers (target 5.4.), which nevertheless requires special attention, as informal carers are mostly women.

On a negative note, the issue of domestic violence (target 5.2) remains a concern, with a trajectory that is moving away from the 2030 target, an issue monitored by GAVA in Lagos.

Regarding the targets proposed by the UN which are not currently monitored, target 5.c., on the adoption and strengthening of policies to promote gender equality and women's empowerment, is applicable to the municipal reality. In addition to being identified as essential, strengthening and implementing robust public policies to combat domestic violence and value unpaid work and informal care, there is also the possibility that this effort could be monitored, for example, through the value and number of initiatives in the municipal budget allocated to these actions.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Tackling all forms of gender-based violence
- ▶ Recognising and valuing unpaid care, domestic work and informal caregivers
- ▶ Promoting female leadership and equal public participation
- ▶ Strengthening efforts to tackle the gender pay gap



Applicable **targets monitored** in MSI 2024

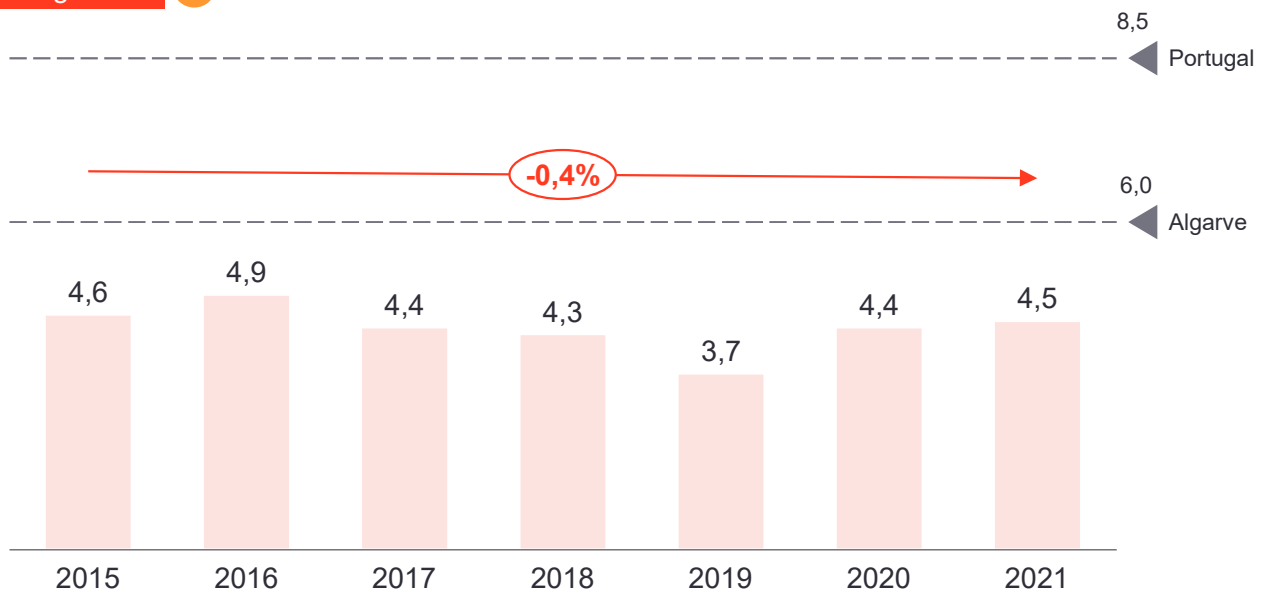


Monitored indicators with target **achieved**

Gender pay gap in average monthly earnings for employees (%)



Target 5.1. →



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Tríptico da Mulher (Women's Triptych) by João Cutileiro (marble panel celebrating the female form, part of Lagos' public art collection)

Lagos Victim Support Office

Since 2019, Lagos Municipality has been a member of the National Support Network for Victims of Domestic Violence, following the signing of a Protocol for the Territorialisation of the National Support Network for Victims of Domestic Violence. Within this framework, the Lagos Victim Support Office was established, managed by TAIPA – Cooperative Organisation for Integrated Development. The office's primary objective is to ensure a dedicated local response for supporting victims of violence.

Municipal Plan for Equality and Non-Discrimination 2020-2023

This plan provides a strategic framework for these issues, serving as an operational tool with strategic priorities for intervention. The strategy is built around three pillars of action: the promotion of gender equality; the prevention of and fight against violence; and combating discrimination based on sexual orientation and gender identity. This document is currently being updated as of the drafting of this report.



SDG 6. Ensure availability and sustainable management of water and sanitation for all

This SDG promotes universal access to safe drinking water and sanitation, while ensuring their maintenance and sustainable management. This is achieved by promoting best practices in water consumption and wastewater treatment to guarantee the long-term viability and sustainability of existing systems.

In the Municipality, the optimisation of the water distribution network is carried out by the local authority and includes monitoring of the water supply system through telemetry management, repair of leaks and preventive maintenance, modernisation of water distribution networks, as well as leak detection and water quality control.

It should be noted that efficient water management is one of the main challenges in the face of periods of drought, a concern that is common throughout the Algarve region. Lagos has implemented smart irrigation systems in public green spaces, with remote management and sensors that adjust irrigation to actual soil and climate conditions. This solution saves water, reduces costs and promotes environmentally responsible management.

Environmental awareness and education for the conscious use of water, the use of more sustainable irrigation methods in the agricultural sector, the encouragement of wastewater reuse and the reduction of waste are also ongoing commitments.

Work on rehabilitating infrastructure and expanding the sanitation network is expected to reduce water loss rates, which remain one of the biggest

challenges in this area.

According to the monitoring carried out in MSI 2024, Lagos achieved five target values out of the nine indicators used to monitor this SDG. The proportion of water bodies with good environmental quality (target 6.3.) and domestic water distributed per inhabitant (target 6.4.) should be highlighted as positive developments, in contrast to a departure from the target for the indicator associated with actual water losses (target 6.4.).

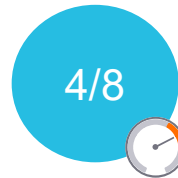
Regarding the four targets proposed by the UN that are not yet monitored, all are considered applicable to the municipal reality, namely those related to integrated water resources management (targets 6.5. and 6.6.), international cooperation for development in the area of water and sanitation (target 6.a) and the participation of local communities in water and sanitation management (target 6.b).



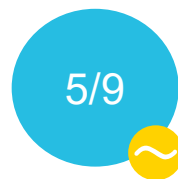
LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Reducing water losses
- ▶ Improving the physical availability of water supply and sanitation services
- ▶ Promoting water-use efficiency



Applicable **targets monitored** in MSI 2024

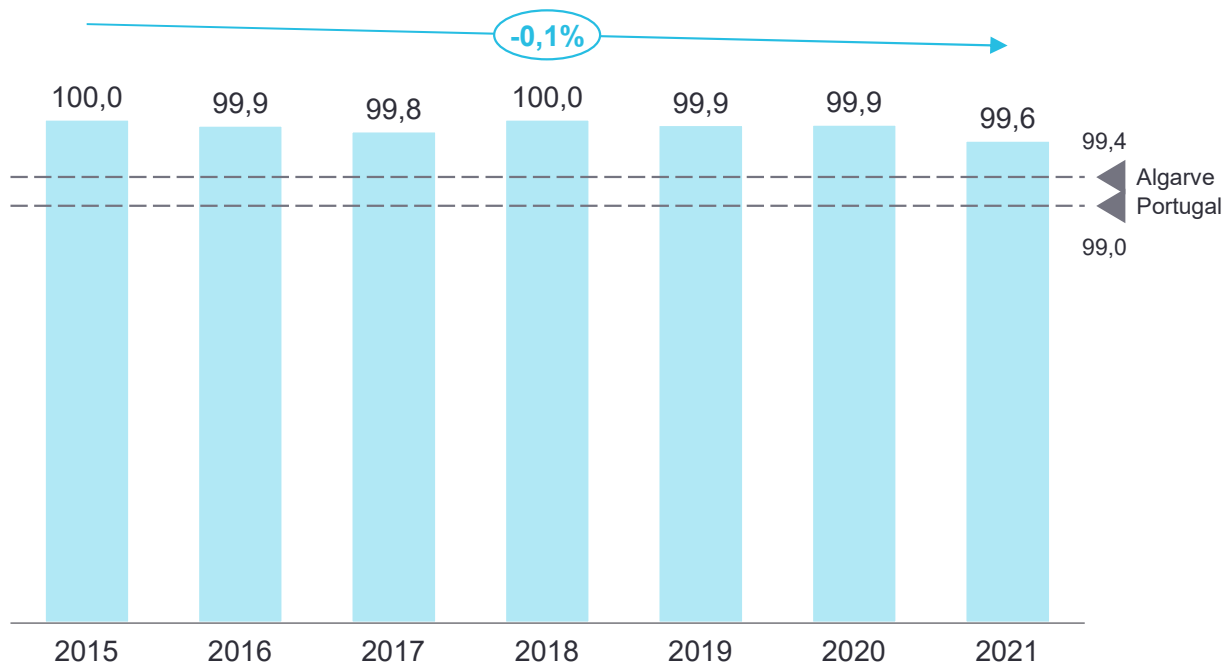


Monitored indicators with target **achieved**

Safe Water¹³ (%)



Target 6.1. →



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform

13. Refers to water intended for human consumption that is safe, clean and of adequate quality, based on quality standards defined by Portuguese legislation.

Source: INE, The Portuguese Water and Waste Services Regulation Authority (ERSAR).



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Fonte da Barca (Operated with recycled water from the Municipal Swimming Pool)

Remote management and telemetry-based water supply control

The remote management system implemented by the Municipality enables the real-time monitoring and control of the drinking water distribution network. Through sensors and automated systems, it optimises water use, detects leaks and faults and ensures operational efficiency. This technology enhances water security, identifies water losses, while significantly reducing operating costs.

“Água Invisível” (Invisible Water) Project

Organised by the Lagos Museum to mark National Water Day, this initiative brought together national and international artists for a residency in the village of Odiáxere in 2024. The project sought to transform local schools and public spaces into a community laboratory, placing the themes of water, climate change and landscape evolution at the heart of artistic intervention.



SDG 7. Ensure access to affordable, reliable, sustainable and modern energy for all

This SDG focuses on promoting renewable and affordable energy while reducing energy consumption and greenhouse gas emissions. Energy efficiency will be achieved through the expansion of infrastructure capable of harnessing renewable energy sources by public institutions, private businesses and households.

The development of the municipality in the fields of energy efficiency and renewable energy is one of its core strategic goals, the relevance of which is reinforced by recent policy recommendations at European, national and regional levels.

This area is materialised in concrete measures and initiatives, such as the installation of photovoltaic panels on public buildings and the replacement of public lighting with LED luminaires. These actions have reduced not only energy consumption and greenhouse gas emissions, but also the annual costs of public lighting. It is worth highlighting the existence of instruments that guide municipal action in this area, such as the Municipal Public Lighting Plan, the Municipal Plan for Climate Change Mitigation and the establishment of a Renewable Energy Community (CER) in the Lagos business park.

According to the 2024 MSI, this is one of the SDGs with the most favourable performance in the municipality, with the targets for indicators associated with the proportion of renewable energy produced in the territory (target 7.2.) and electricity consumption for public lighting and interior lighting in state buildings (target 7.4.) having been

achieved. The results of monitoring these indicators generally coincide with the internal perception of the municipal reality and are in line with the efforts proposed by the municipality in this area over recent years.

In contrast, reducing domestic electricity consumption per capita (target 7.3.) is a challenge, as this is one of the indicators monitored in MSI 2024 that shows a deviation from the 2030 target, coinciding with the perceptions gathered during the diagnostic phase.

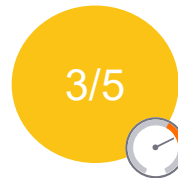
Of the two targets proposed by the UN that are not currently monitored (targets 7.a. and 7.b.), both are considered applicable provided that their wording is duly adapted to the local scale. As for the target related to promoting investment in clean energy infrastructure (target 7.a), it is proposed to monitor this by recording the energy consumption of each municipal building, and target 7.b., related to the modernisation of renewable technology, by measuring the installed capacity for renewable energy generation.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Encouraging the private sector's energy transition towards renewable energy production and consumption
- ▶ Expanding clean energy use and energy efficiency across the community and municipal services



Applicable **targets monitored** in MSI 2024

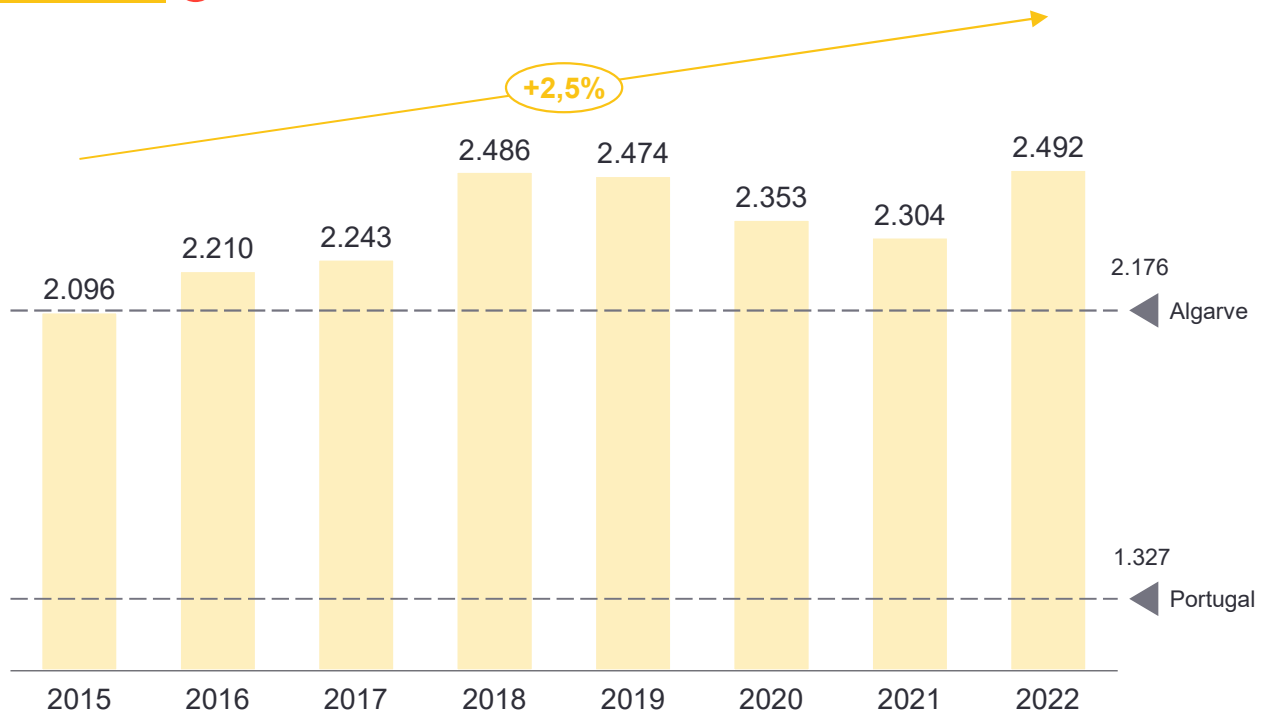


Monitored indicators with target **achieved**

Domestic electricity consumption per capita (kWh/capita)



Target 7.3.



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



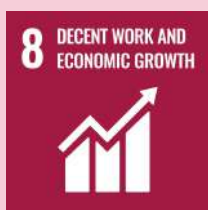
LED Public Lighting

Installation of the Iberian Peninsula largest onshore wind turbines

Lagos houses the largest and most powerful onshore wind turbines in the Iberian Peninsula, installed at the Barão de São João Wind Farm. The addition of two new 6.2 MW turbines has increased the facility's total capacity to 62 MW, boosting annual output by 34 GWh per year — enough energy to power approximately 27,000 people. This project scales up clean energy production with low environmental impact, directly contributing to energy transition and carbon neutrality targets.

Next-Generation Business and Enterprise Park of Lagos

The Lagos Business Park has secured funding through the Recovery and Resilience Plan (PRR) to invest in renewable energy, electric mobility and digital innovation. The project features the production and storage of solar energy for self-consumption and electric vehicle (EV) charging, alongside the implementation of 5G connectivity and smart fire prevention systems. This modernisation will make the area more sustainable, resilient and attractive to businesses, accelerating the local energy transition.



SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

This SDG aims to drive inclusive and sustainable economic development by achieving higher levels of economic productivity through diversification, technological upgrading and innovation. The focus is also on attaining full employment, enhancing productive capacity and fostering entrepreneurship.

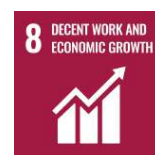
In line with the goal of positioning the Municipality as a hub for inclusive and sustainable economic growth while promoting decent work and entrepreneurship, several good practices can be highlighted. The Entrepreneur Factory (*Fábrica do Empreendedor*) provides free support to entrepreneurs, companies and institutions in the fields of employment and qualification. The One-Stop Shop for Business (*Espaço Empresa*) assists entrepreneurs in their interaction with central and local public administration by providing a personalised service to support local businesses. Additionally, the “CoLagos” coworking space offers entrepreneurs, companies and freelancers access to collaborative workspaces and meeting rooms. For the third consecutive year, this project has received the “5 Estrelas Regiões” award in the “Coworking Spaces” category, highlighting its excellence and high level of overall satisfaction among its users.

Within Lagos Municipality, with regard to decent work for all, the Occupational Health and Safety Office is responsible for enforcing the Code of Conduct, for example through measures to combat workplace harassment. The Municipality also

provides a psychological support service and mindfulness sessions aimed at promoting decent working conditions.

According to the 2024 MSI, there is a clear positive trend in the indicators related to achieving full and productive employment for all (target 8.5.) and the indicator associated with reducing the proportion of unemployed young people (target 8.6.). On the other hand, there is a notable deviation from the indicator associated with the gross value added generated by tourism (target 8.9). Overall, performance against the different targets is consistent with the internal perception and that of local agents, who nevertheless recognise Lagos’ privileged position in relation to this SDG.

It should be noted that three of the seven targets proposed by the UN are not currently being monitored but may be applied to the local reality (targets 8.2., 8.4. and 8.b.), so it is necessary to consolidate the monitoring system in this regard.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Fostering entrepreneurship, particularly youth entrepreneurship
- ▶ Encouraging innovation in the agricultural and fisheries sectors
- ▶ Creating conditions for the qualification of residents and the attraction of a highly skilled workforce
- ▶ Encouraging investment in non-tourism sectors to foster economic diversification and innovation, building resilience against seasonality



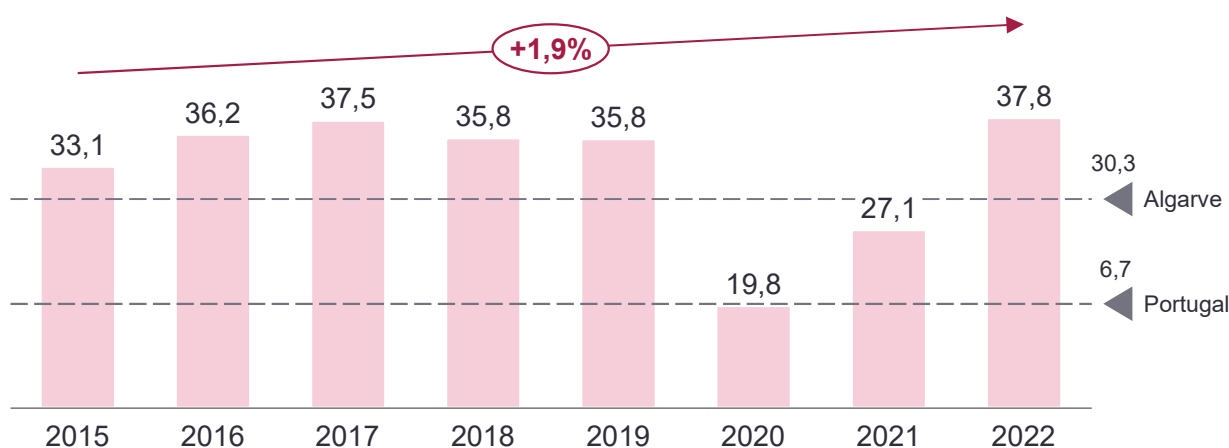
Applicable **targets monitored** in MSI 2024



Monitored indicators with target **achieved**

Tourism GVA as a proportion of total GVA (%)

Target 8.9.



Note: reference values for Portugal and the Algarve relate to the latest available year.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Espaço Empresa (One-stop shop for business)

CoLagos – Municipal Coworking Space

CoLagos is a dedicated hub designed to support entrepreneurs, startups and independent professionals, fostering local innovation and growth. With locations in both the city centre and Barão de São João, it provides 20 workstations, flexible membership plans and access to a collaborative environment featuring meeting rooms, leisure areas and communal facilities. Beyond providing a physical workspace, CoLagos cultivates a vibrant community that encourages creativity and professional networking.

CAFE project

The CAFE project – Empowering, Supporting and Fostering Entrepreneurship, led by the Vicentina Association (*Associação Vicentina*), is currently active across 26 civil parishes in the municipalities of Aljezur, Lagoa, Lagos, Monchique, Portimão, Silves and Vila do Bispo. Aimed at SMEs, social economy organisations and individuals seeking self-employment, the initiative provides capacity-building, mentoring and technical assistance in key areas such as circular economy, social innovation and sustainable tourism.



SDG 9. Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

This SDG aims to ensure innovation and the development of resilient infrastructure to support economic growth and well-being in a cross-cutting and sustainable manner. Quality of life within the region also relies on a commitment to innovation and knowledge as key differentiating factors.

Lagos is home to three business parks (Chinicato Business Area, Chinicato Municipal Business Area and Marateca Business Area). These areas host activities in sectors such as construction, wholesale and retail trade, transport and storage, among others. In 2024, Lagos City Council approved an execution project aimed at promoting green and digital transition, ensuring the competitiveness of the companies established across these three areas. Key measures within this project include the installation of photovoltaic panels and the deployment of telecommunications solutions to strengthen 5G network coverage, promoting energy efficiency and connectivity.

Also noteworthy in this context is the “Algarve Acolhe” (*Algarve Welcomes*) project, which includes Lagos Municipality and serves as a vital support framework for investors in locating their business activities, identifying key capabilities, availability, accessibility and contacts.

Of the five indicators monitored in the 2024 MSI, Lagos achieved its target in two, namely the modernisation and sustainability of infrastructure and the rehabilitation of industries (target 9.4.). Conversely, the indicator analysis suggests the

need to strengthen the promotion of inclusive and sustainable industrialisation (target 9.2.).

Nevertheless, it is considered relevant to replace or complement the proposed indicator (Gross Value Added of manufacturing per capita) with a more qualitative alternative focused on the quality, inclusion and sustainability of the existing industry.

Regarding the SDG targets that are not currently being monitored (5 of the 8 proposed by the UN), those related to the development of quality, sustainable and resilient infrastructure (target 9.1.) and to increasing small industries' access to financial services, including affordable credit and their integration into value chains (target 9.3.) are considered appropriate. However, they must be adapted to the local context, requiring specific adjustments to the UN-proposed indicators to ensure that the data used is better suited to local reality.



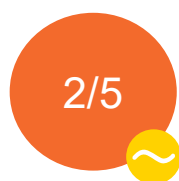
LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Addressing the shortage of available plots in business zones
- ▶ Attracting increased investment in innovative projects for the municipality
- ▶ Digitalising and modernising small and medium-sized enterprises (SMEs)



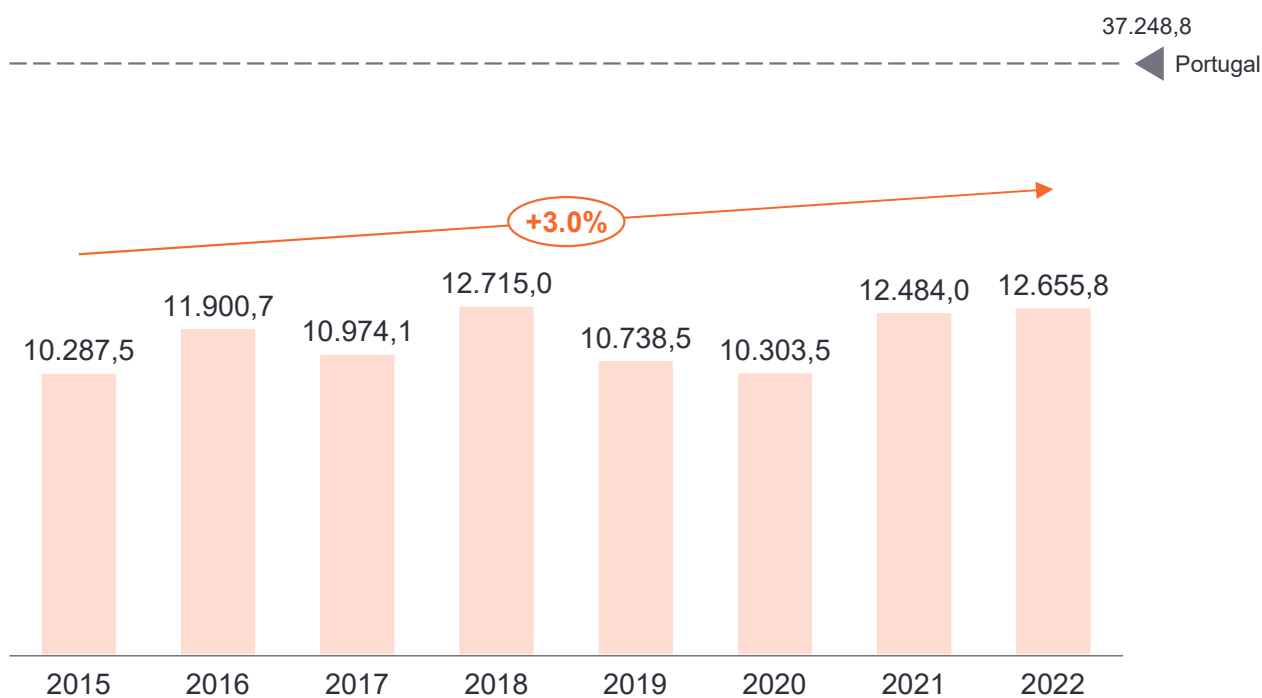
Applicable **targets monitored** in MSI 2024



Monitored indicators with target **achieved**

Manufacturing GVA (€ million) per capita

Target 9.2.



Note: reference values for Portugal and the Algarve relate to the latest available year.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Barão de São João National Forest Wind Farm

Entrepreneurship Factory

The result of a partnership between the Municipality of Lagos and the Social Entrepreneurs Agency (SEA), this project provides free support to entrepreneurs, businesses and institutions in the fields of employment, training and business creation. The initiative stimulates local economy development by offering a wide range of services, including recruitment, support for funding applications and business incubation.

INVEST Algarve

Regional Network of Partnerships to Support Economic and Social Development in the Algarve, which aims to create a tailored response system for the needs of the region's entrepreneurs and investors. Through a collaborative network of entities, the initiative hosts capacity-building sessions, distributes information on investment incentives and organises events to foster business dynamics and innovation.



SDG 10. Reduce inequality within and among countries

This SDG aims to uphold the commitment to leaving no one behind, with a particular focus on vulnerable communities and citizens. Equality of opportunities and access to resources should be affirmed through the existence of social protection policy instruments, ensuring an end to discrimination based on age, sex, race, or religion.

Lagos promotes initiatives within its territory targeted at addressing various forms of inequality. Regarding support for migrant populations, the mission of the Local Support Centres for the Integration of Migrants (CLAIM) stands out in its role of assisting immigrant citizens. In the field of social intervention and inclusion, there is a strong component of inter-institutional cooperation between the Municipality and public and private social and humanitarian organisations. This collaboration provides social responses tailored to the most vulnerable citizens, addressing socio-economic challenges, social exclusion, disability support, violence and unemployment, among others. A key example of this inter-institutional cooperation is the “Viver o Verão +In” project, organised by Lagos Municipality in collaboration with local City Parishes. The project’s primary goal is to support families by providing inclusive programming for children and young people with specific needs during the summer holiday period.

Analysis of the monitoring indicators in MSI 2024 reveals that, despite progress within this SDG, Lagos is still on the path to achieving the targets for four of the monitored indicators. A positive

trajectory for the indicator associated with reducing income inequalities (target 10.1.) is noteworthy. Conversely, there is a notable increase in the proportion of RSI (*Income Support Supplement*) beneficiaries within the working-age resident population (target 10.2.). This trend signals a higher number of working-age individuals facing financial difficulties, reflected in a decrease in purchasing power (another indicator that is not making significant progress in the municipality). In this context, access to benefits and the implementation of social protection policies should be mentioned. Generally, these challenges align with the internal perception of the municipality’s reality.

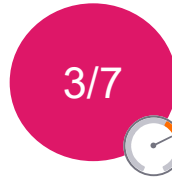
Of the seven UN-proposed targets for monitoring, four are considered applicable to the municipality’s reality, namely those related to equal opportunities (target 10.3.), the adoption of equality-focused policies (target 10.4.), the improvement of market regulation (target 10.5.) and the encouragement of official development assistance (target 10.b.). The remaining three targets are deemed not applicable at the local level.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Integrating migrant communities and ethnic minorities
- ▶ Providing support to all citizens facing vulnerability and social exclusion



Applicable **targets monitored** in MSI 2024

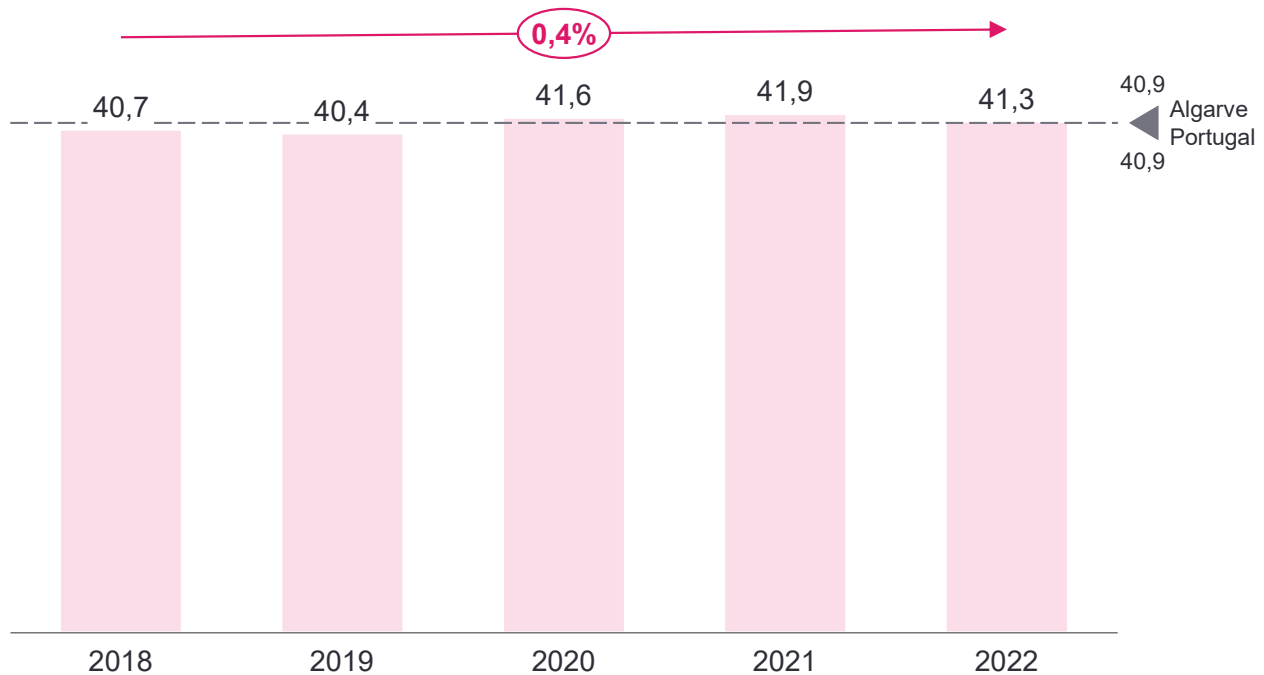


Monitored indicators with target **achieved**

Gini Coefficient of declared gross income net of paid income tax (IRS) per household (%)



Target 10.1. →



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



AIMA In-Person Support Office (Agency for Integration, Migration and Asylum)

Blue Ribbon Campaign

Annually, the Lagos Child and Youth Protection Commission (CPCJ) spearheads the Blue-Ribbon Campaign, a national initiative aimed at raising awareness for the prevention of child maltreatment. With the active involvement of the educational community, families and local institutions, the campaign highlights children's vulnerability and the critical need to prevent environments of risk. By distributing educational materials and conducting outreach, this initiative fosters inclusion, protection and equal opportunities for all children.

Support Office for the Elderly (GAPI)

A dedicated service for older persons in Lagos, GAPI provides individualised assistance, home visits and referrals to essential social and health services. The office also hosts information sessions on legal rights and social benefits, alongside recreational activities designed to combat social isolation. By offering mediation and administrative guidance, GAPI enhances the autonomy and quality of life of the senior population, fostering their active social inclusion.



SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable

This SDG aims to foster sustainable cities and communities through effective land use planning. Only by maximising resource efficiency will it be possible to ensure access to basic services, transport and housing, thereby enhancing citizens' quality of life while mitigating the environmental impact of human activities.

The Municipality of Lagos has been demonstrating a strong commitment to the preservation and valorisation of its natural and cultural heritage, reinforcing local identity and promoting access to culture. Key structural investments include the restoration of the Lagos City Walls, the creation of the Slavery Route Museum Centre and the renovation of the Dr. José Formosinho Museum Centre. Simultaneously, the Municipality drives leading cultural initiatives, such as the “Festival dos Descobrimentos” (*Festival of the Discoveries*), the “Arte Doce” Traditional Confectionery Fair & Competition and the “Festa do Banho 29” (*29th Bath Festival*). These events showcase local traditions, foster community engagement and contribute to a culturally active, participatory and sustainable city.

According to the 2024 MSI, Lagos has already achieved the 2030 target for the cultural heritage protection indicator (target 11.4). This reflects the ongoing efforts in this field, with emphasis on the Culture Division and the Museums and Cultural Heritage Division, which promote a wide range of initiatives. Conversely, the performance of the indicators associated with the provision of safe and affordable housing (target 11.1.), sustainable and

inclusive urbanisation (target 11.3.) and waste management (target 11.6.) shows a deviation from the 2030 target values.

These challenges are corroborated by internal perception within the municipality, with local stakeholders highlighting the urgent need to promote access to affordable housing as a primary concern.

In the field of mobility (target 11.2.), it is considered pertinent to monitor complementary indicators that demonstrate the activity and impact of the “A ONDA” urban transport network. The Municipality has been promoting efforts to improve accessibility to the public transport system, both financially, through subsidies (free transport for those under 23 and a 50% discount for vulnerable groups) and physically, by incorporating wheel-chair ramps across the fleet.

Of the five UN-proposed targets currently not being monitored, the one concerning universal access to safe public spaces (target 11.7.) can be adapted to the reality of Lagos. Consequently, it is essential to define monitoring mechanisms and leverage existing internal data collection processes.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Ensuring the protection of the municipality's natural heritage
- ▶ Promoting universal access to affordable housing



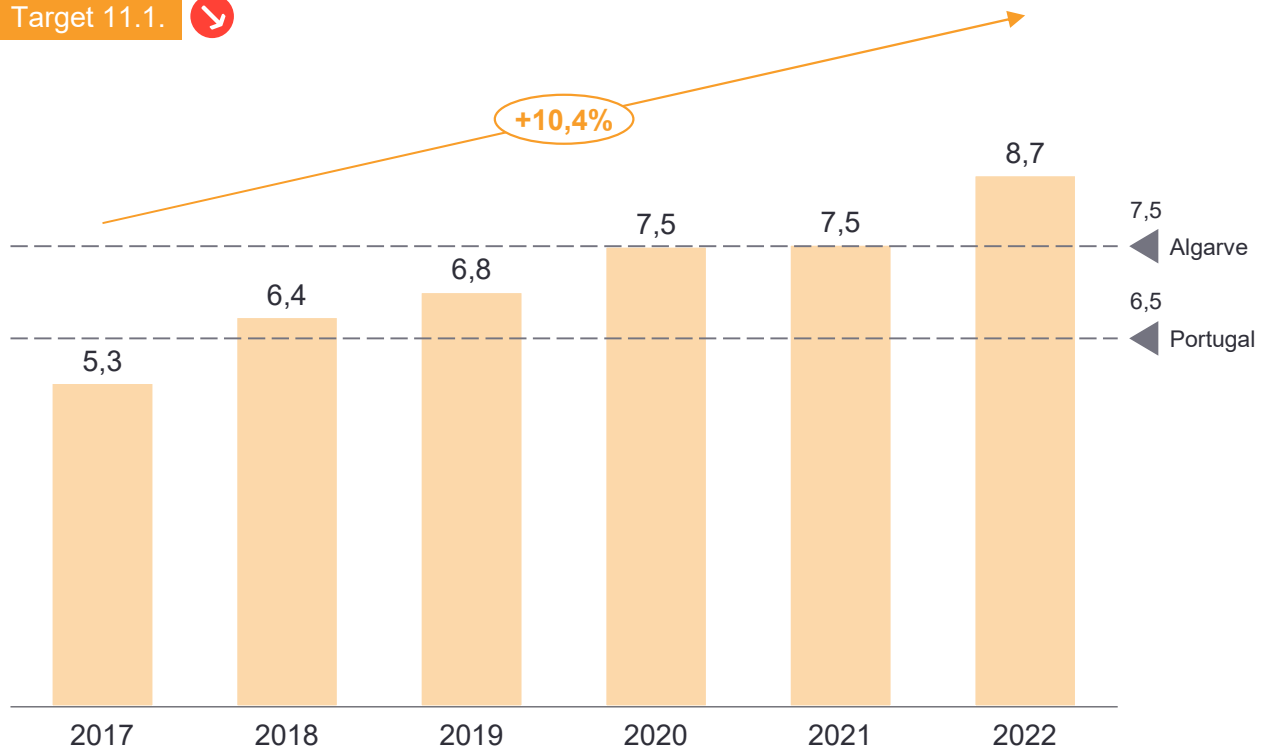
Applicable **targets monitored** in MSI 2024



Monitored indicators with target **achieved**

Median rent per square metre (m²) of new private dwellings lease contracts (€)

Target 11.1.



Note: reference values for Portugal and the Algarve relate to the latest available year.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Festival of the Discoveries

“A ONDA” Urban Public Transport Network

Lagos’ urban transport network provides comfortable and affordable coverage across the entire municipality, aiming to promote a modal shift from private vehicles to public transit. Currently, the network serves every civil parish through ten distinct lines, featuring a fleet that is fully accessible to all citizens. Future plans include expanding network coverage and increasing service frequency in the municipality’s rural areas.

Local Housing Strategy

Integrated into the “1º Direito” (Right to Housing) National Support Programme, this strategy aims to ensure access to adequate housing for individuals and households facing precariousness, substandard sanitation, insecurity, overcrowding, or unsuitable living conditions. Priority actions include the maintenance of public housing stock, the development of new housing delivery models, assisted self-construction and the allocation of affordable housing units.



SDG 12. Ensure sustainable consumption and production patterns

This SDG highlights the need to ensure sustainable consumption and production patterns, primarily through resource management based on the 3Rs: reduce, reuse and recycle. By doing so, territories can reduce their ecological footprint and embed fair production and consumption models.

The Municipality of Lagos has enhanced urban waste management through innovative measures that promote sustainability and efficiency in consumption and production. This includes the Municipal Waste Plan, a comprehensive strategy for the collection, recovery and recycling of waste streams, which integrated a feasibility study for a bio-waste collection system aimed at the separation and recovery of organic waste. More recently, Lagos deployed smart bins in urban areas, equipped with fill-level sensors, compacting systems and solar power. These units optimise collection routes, prevent overflows and improve urban sanitation. Such actions promote responsible management of municipal resources.

Achieving high quality standards and the sustainable management of resources is a core strategic goal of this SDG and has been a long-standing priority for Lagos, reflected in various local activities and projects. Regarding sustainable production, the Municipality promotes the public participation in Community Gardens, which combine the adoption of organic farming practices for responsible and sustainable consumption with a commitment to short supply chains.

Monitoring the performance of Lagos towards achieving the SDG 12 targets is conducted through four indicators – one associated with the environmentally sound management of chemicals and all waste (target 12.4.) and three related to the reduction of waste generation (target 12.5.), out of a total of 11 UN-proposed targets. Regarding the monitored indicators, Lagos has not yet reached the target for any of them. For all these metrics, the current trend shows a deviation or remains significantly off track from achieving the desired 2030 values.

Of the UN-proposed targets that are currently not being monitored, four have been identified as applicable at the municipal scale (targets 12.2; 12.3; 12.8 and 12.b.). Regarding the monitoring of food losses and waste (target 12.3.), data from school clusters can be mobilised, for example. In the case of target 12.b, which addresses the monitoring of sustainable development impacts on sustainable tourism, the possibility of leveraging indicators from the "Eco XXI" Programme should be evaluated.

Thus, it is crucial to gather information from local entities and/or municipal divisions to consolidate the monitoring system for this SDG.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Continuously promoting bio-waste collection
- ▶ Strengthening the promotion of sustainable consumption and production practices
- ▶ Strengthening mechanisms to ensure sustainability principles in public procurement processes



Applicable **targets monitored** in MSI 2024

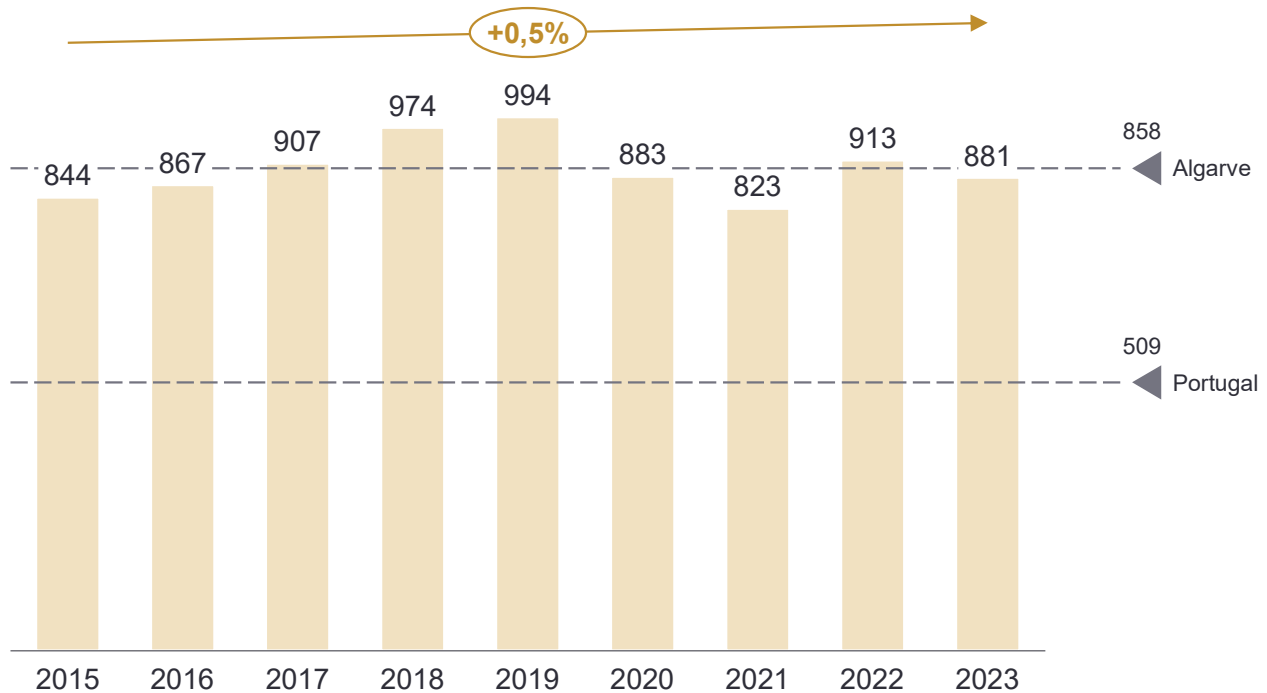


Monitored indicators with target **achieved**

Municipal solid waste collected per capita (kg/inhab.)



Target 12.5. →



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform

LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Community Gardens

“Arte Doce” Traditional Confectionery Fair & Competition

This event celebrates the traditional confectionery of the Algarve, merging the promotion of local products with responsible consumption practices. Held annually in Lagos, the Arte Doce Fair encourages the use of regional ingredients, the preservation of artisanal heritage and the reduction of food waste. By engaging local producers, artisans and the community, the initiative fosters short, sustainable supply chains and supports the local circular economy.

GREEN CORK Project

The Cork Stopper Recycling Programme is an initiative led by Quercus, in partnership with Corticeira Amorim, Modelo/Continente and Biological. Its goals are to upcycle used corks into new products and to leverage recycling efforts to fund the “Criar Bosques, Conservar a Biodiversidade” (Create Woodlands, Conserve Biodiversity) programme. This reforestation initiative focuses exclusively on native species, such as the cork oak, to restore local ecosystems.



SDG 13. Take urgent action to combat climate change and its impacts

This SDG aims to hold territories accountable for adopting measures to combat climate change, which are essential to safeguarding resources for future generations. It emphasises the importance of climate change adaptation strategies and raising public awareness regarding their impact on overall quality of life.

Due to its coastal location, the territory of Lagos is exposed to significant risks to its natural, social and economic systems arising from the effects of climate change. Key challenges include flooding resulting from spring tides. In response, the Municipality intends to act swiftly by developing responses that reduce its vulnerability. In 2019, the Municipality approved the Lagos Municipal Climate Change Adaptation Plan (*PMAAC-L*), which identifies measures to address these impacts. Additionally, the project for reusing water from the municipal swimming pool, developed with the support of the Environmental Fund (*Fundo Ambiental*), is a notable initiative aimed at promoting the efficient and circular management of water resources.

The Municipality of Lagos also participates in the Covenant of Mayors and the adapt.local network, committing to the reduction of emissions and the adaptation of its territory to the impacts of climate change through sustainable planning and local strategies.

According to MSI 2024 monitoring, the Municipality has achieved two of its climate action targets. Firstly, the municipality's participation in climate

change adaptation networks (indicator for target 13.1.) and, secondly, its participation in the ECO XXI and Eco-Schools projects (target 13.3.). Additionally, it is noteworthy that Lagos is on track to achieve the target regarding environmental investment (target 13.a.).

Conversely, the trajectory of indicators associated with the average burnt area (target 13.1.) and greenhouse gas emissions (target 13.2.) is less favourable.

The trend for the burnt area indicator does not align with the perception gathered in the consultation process. Regarding the indicators related to target 13.2, one of the challenges identified by local actors is the predominant use of private transport by the population. This scenario underscores the need to promote sustainable practices, particularly concerning green mobility.

Regarding the UN-proposed target that is currently not monitored (target 13.b.), it is directed at developing countries and is therefore not applicable to the local reality.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Preparing the territory to address natural and climate-related disasters (such as floods, flash floods and earthquakes)
- ▶ Raising public awareness regarding climate change impacts and promoting sustainable practices



Applicable **targets monitored** in MSI 2024

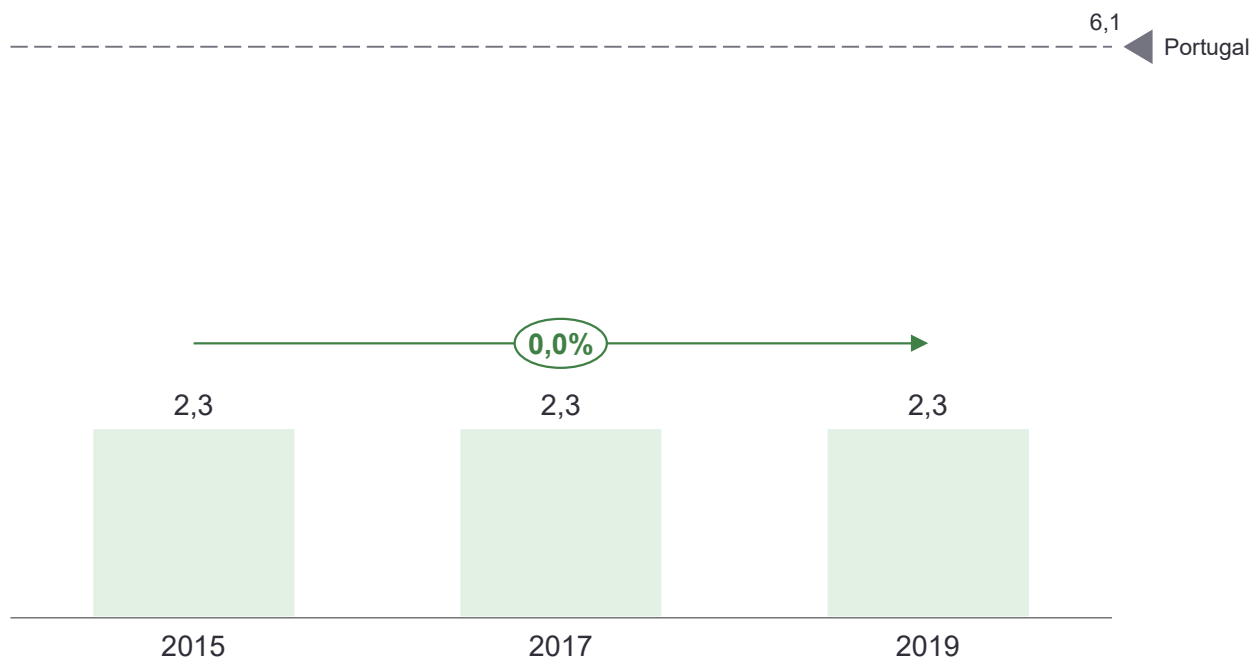


Monitored indicators with target **achieved**

Greenhouse gas (GHG) emissions per capita (tonnes)



Target 13.2. →



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Rehabilitation and Restoration of the Meia Praia Dune System

Municipal swimming pool water reuse project

Supported by the Environmental Fund (Fundo Ambiental), the Municipality has developed a water reuse system to promote circular and efficient water resource management. Following treatment, the water is repurposed for the irrigation of green spaces, street cleaning and the operation of the "Barca/Caravela" fountain, significantly reducing the consumption of potable water. This initiative is a key measure in the municipality's climate change adaptation strategy and its commitment to environmental regeneration.

Rehabilitation and Restoration of the Meia Praia Dune System

The Municipality spearheaded this operation to rehabilitate and protect the Meia Praia dune cordon, ensuring the valorisation of the coastline and the mitigation of environmental risks. This initiative was vital for preserving natural heritage, protecting people and assets and strengthening coastal resilience. In 2024, Lagos was awarded 3rd place in the Green Destinations Top 100 Story Awards, under the "Nature & Scenery" category, in recognition of this project as an international best practice.



SDG 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

This SDG highlights the necessity of conserving and sustainably managing marine resources, which entails preventing and reducing marine pollution. Public engagement and community awareness are key factors for the effective management and protection of these ecosystems.

The ocean constitutes a strategic asset for the development of the Lagos Municipality, reflected in its international reputation as a seaside destination. This potential extends to the valorisation of natural resources for leisure and sports purposes, underpinned by the diversity of marine ecosystems, which include a wide range of birds, dolphins and other cetaceans.

The territory maintains a consistent set of good practices regarding the protection and management of the coastline. The Municipality promotes actions that guarantee water quality, environmental and facility management, as well as the dissemination of information and environmental education. These efforts ensured that, in 2025, the beaches of Luz, Porto de Mós and Meia Praia were honoured with the QualityCoast Award, the Blue Flag and the Accessible Beach Award. These awards recognise the Municipality's commitment to sustainability, inclusion and environmental quality in coastal tourism. Additionally, Batata Beach was also awarded the Accessible Beach seal.

In the field of environmental education, the "Escola Azul" (*Blue School*) educational programme is noteworthy. Its mission is to promote "Ocean

Literacy" within the school community and to foster more responsible and engaged generations that contribute to marine sustainability.

According to the 2024 MSI, Lagos has already met the 2030 target for two of the six indicators monitoring the prevention and reduction of maritime pollution (target 14.1.). However, it remains far from meeting the 2030 targets for two of the remaining indicators, such as the percentage of bathing waters with "excellent" quality, a trend that does not correspond to the internal perception in the Lagos Municipality. Overall, the local perception points to a robust performance by the Municipality in protecting marine life.

In the MSI, seven of the ten UN-proposed targets are not monitored; however, targets related to resource extraction to end overfishing (target 14.4.) and increasing scientific knowledge and research (target 14.a.) are considered adaptable to the local scale. A potential contribution to monitoring target 14.a could be collected by tracking the number of initiatives under the "Ciência Viva" Project, which aims to encourage the acquisition of scientific knowledge and research skills within the community.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Protecting marine and coastal ecosystems from environmental degradation and pollution
- ▶ Reducing the impact of seasonality as a potential driver of marine ecosystem degradation



Applicable **targets monitored** in MSI 2024

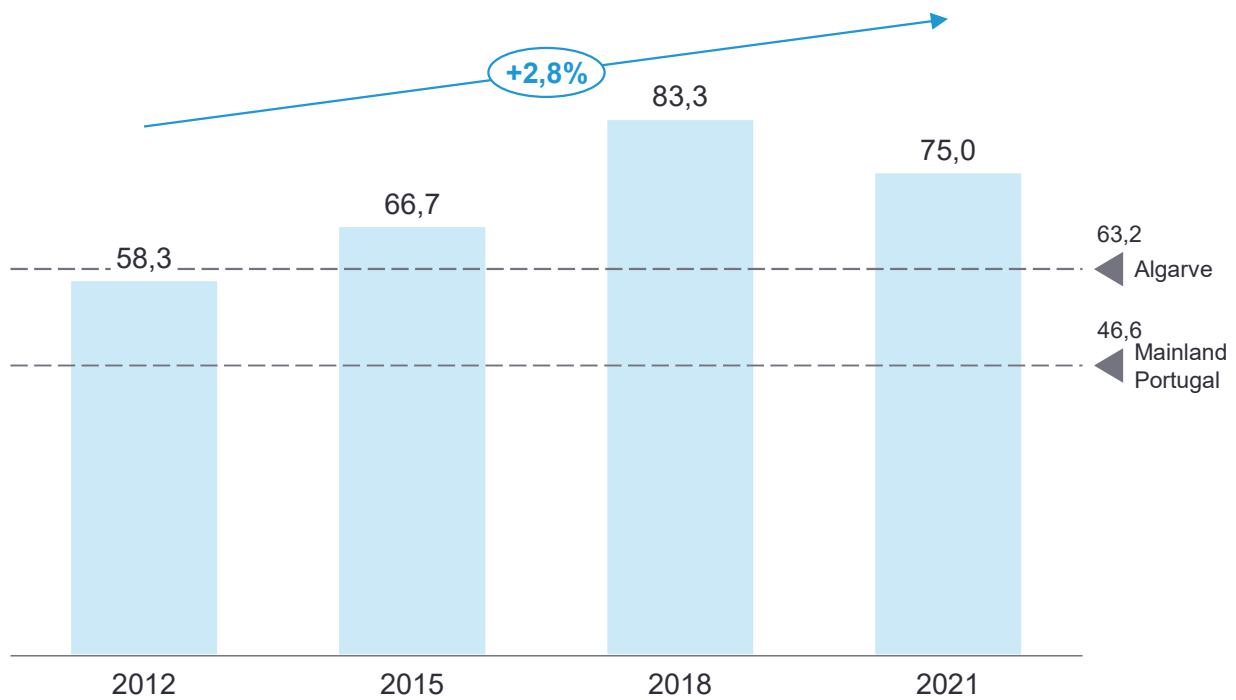


Monitored indicators with target **achieved**

Proportion of water bodies with good environmental status (%)



Target 14.2.



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Blue Flag: Environmental Awareness Campaign

Beach clean-up initiatives in the municipality

These initiatives aim to raise public awareness and engage the community in the preservation of natural spaces, fostering a sustainable and pollution-free environment. Organised in partnership with key entities such as the Oceano Azul Foundation, these actions mobilise volunteers, local associations, NGOs and civil society movements to actively participate in the removal of marine litter.

Strengthening Marine Biodiversity through Biohut Technology

Aiming to restore marine biodiversity and bolster the resilience of coastal ecosystems, Lagos Marina has installed Biohut artificial habitats beneath its pontoons. These innovative artificial reefs serve as "nurseries", providing essential shelter and food for fish larvae and juveniles. By offering a safe environment for development before these species transition into the wild, this nature-based solution fosters a healthier, more balanced and sustainable marine ecosystem within the marina's waters.



SDG 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

This SDG entails a commitment to the sustainable coexistence between the community and natural resources. Forest management and the designation of protected areas must serve as key instruments to combat desertification, soil degradation and actions to protect biodiversity.

The Barão de São João National Forest and the Barragem da Bravura Biodiversity Station (EBIO) are two of the municipality's most renowned natural assets. To protect these and other natural resources, the Municipality has implemented several initiatives focused on terrestrial life and natural ecosystems. Key measures include the implementation of a smart management network for the municipality's green spaces, along with other actions outlined in the Lagos Urban Green Structure Management Plan. In parallel, awareness-raising campaigns have been promoted, with a focus on soil preservation and reversing degradation processes.

According to MSI 2024 monitoring, three of the 12 targets established by the UN are currently being monitored. Of the six proposed indicators, the one that has already achieved the 2030 target corresponds to the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems (target 15.1.). The indicator regarding the average burnt area (target 15.2.) represents a deviation from the 2030 target; however, internal perception indicates that increasing preventive forestry work and conducting awareness-raising

initiatives among the population can contribute favourably to the progress in this area.

Regarding the nine UN-proposed targets currently not being monitored, it is considered that the targets related to implementing measures to prevent the impact of invasive alien species (Target 15.8.), and official development assistance for the conservation and sustainable use of biodiversity (target 15.a.) could be monitored in the future, given the availability of relevant data. Target 15.8 could be analysed using an indicator that tracks the number of hectares of forest area replanted after the removal of invasive species (data that can be obtained from Lagos Municipality, the Institute for Nature Conservation and Forests, or the Portuguese Environment Agency). Additionally, target 15.a. could be monitored through the number of awareness-raising actions conducted and the number of cleared land plots annually.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Increasing the number of operational and technical human resources in the environmental and forestry sectors
- ▶ Promoting the rational use of natural resources to prevent depletion risks



Applicable **targets monitored** in MSI 2024

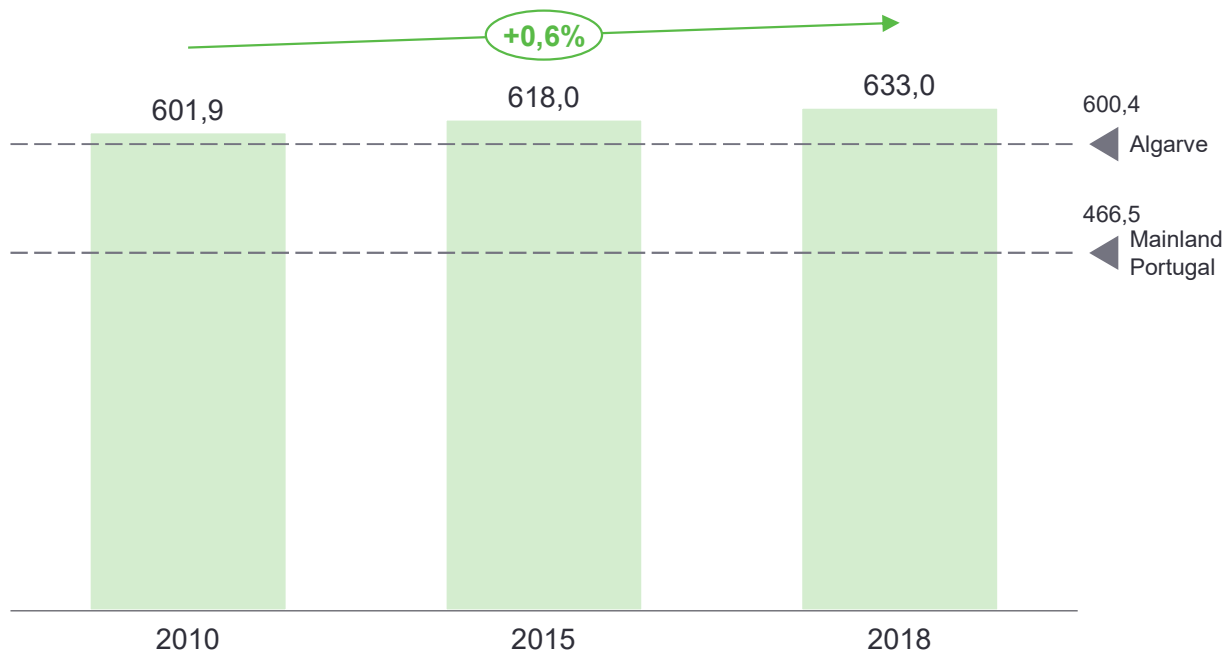


Monitored indicators with target **achieved**

Artificialised territories per capita (m2/inhab.)



Target 15.3. →



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Requalification of Ponta da Piedade

South Coast Ecovia: Lagos – Burgau

This infrastructure serves as a fundamental framework for promoting the sustainable use of the municipality's natural landscapes. The Ecovia connects several areas across Lagos, from Burgau to Ribeira de Odiáxere. This initiative reflects a commitment to eco-friendly transport solutions, enhancing the quality of life and ecological resilience for both residents and visitors, while directly contributing to the reduction of motorised traffic and carbon emissions.

Requalification of Ponta da Piedade

The rehabilitation of this iconic natural monument, a site of immense landscape and touristic value, aimed at enhancing visitor safety and comfort. The intervention focused on improving circulation routes and viewing platforms, ensuring seamless integration with the clifftop environment. The project included the implementation of pedestrian and cycle paths using porous concrete, the installation of wooden seating and rest areas and planting schemes to enrich and restore local vegetation.



SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

This SDG is oriented towards awakening a shared commitment within society and public institutions to build a more cohesive, tolerant, inclusive and sustainable territory. This goal will only be achieved through institutional cooperation, respect for human rights and transparent, accountable governance.

The Municipality has developed several initiatives to strengthen security within the territory and demonstrates a strong commitment to inclusive governance. Regarding security, since 2021, the Municipality has established a Municipal Police service, which has reinforced territorial policing. Its functions include the surveillance of public spaces, particularly the historic centre and areas surrounding schools, as well as the regulation and enforcement of road and pedestrian traffic. Furthermore, the Municipality is a member of the "Municipalities for Peace" movement, adopting ten key commitments, such as encouraging peace education among younger generations and working towards the elimination of inequality and violence.

The Municipality also provides various online services that streamline citizen access to local administration, allowing them to make requests, book appointments and manage payments simply and quickly. This digitalisation promotes greater efficiency, proximity and inclusion in public services.

MSI monitoring in this area covers ten indicators that analyse the progress of five of the 12 targets proposed by the UN.

In this regard, Lagos has achieved the targets for indicators related to the gender distribution in public office (target 16.7.) and the proportion of children whose births are registered with a civil authority (target 16.9.). Despite the progress made, other indicators signal areas of deviation from target compliance, namely in two indicators related to crime (target 16.1) and the proportion of inmates in common prison establishments (target 16.3). The unfavourable evolution of these indicators contrasts with the perception gathered in local consultations. It is important to note that, as a small-to-medium sized municipality, small absolute variations in the number of occurrences can have a significant impact on the indicators.

There is a concern to consolidate the monitoring system in core areas of SDG 16 that are not currently being analysed, such as the target on effective and transparent institutions (target 16.6.) and ensuring public access to information (target 16.10.). These targets are applicable if adapted to the local context, and it is assumed that data for their monitoring is available.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Ensuring effective mechanisms to combat all forms of crime, particularly violent crime
- ▶ Strengthening local institutions and citizen participation in decision-making processes
- ▶ Reducing bureaucracy and improving public access to municipal services



Applicable **targets monitored** in MSI 2024

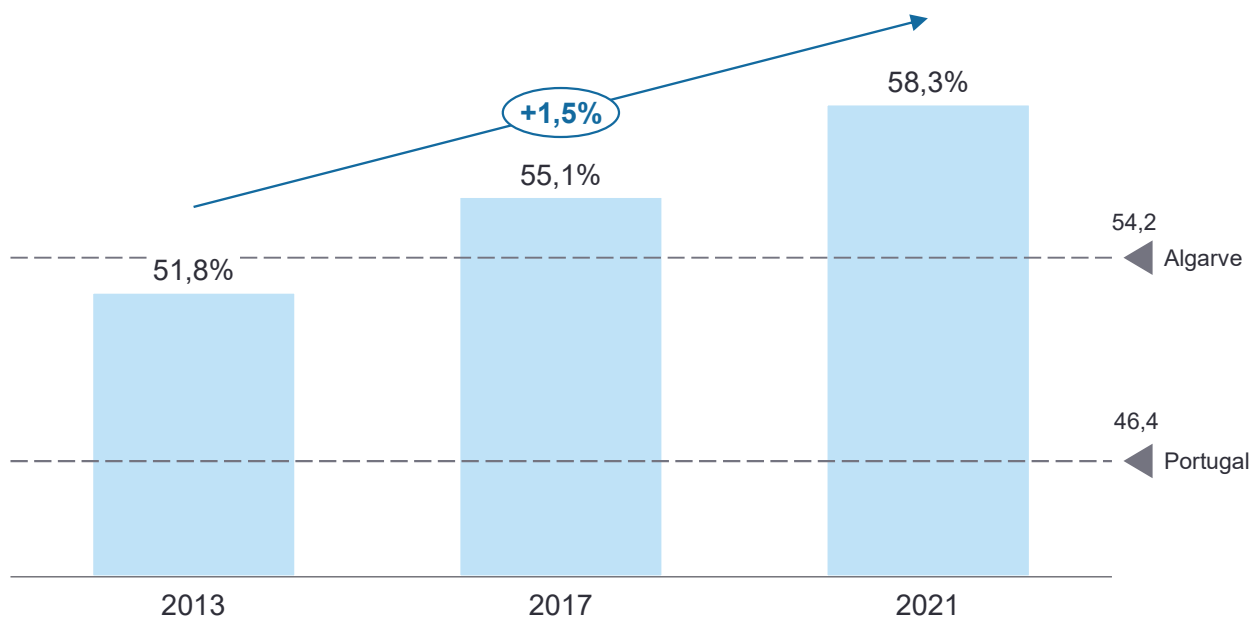


Monitored indicators with target **achieved**

Abstention rate in local elections (%)



Target 16.7.



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform



LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



"Towel of Unity" Ceremony – Lagos and Ukraine

Citizen Spot (One-Stop Shop for Public Services)

The Municipality provides a "Citizen Spot," an integrated service hub that consolidates various public administration services, such as document renewal, social security and ADSE into a single point of contact. By fostering institutional proximity and administrative simplification, the initiative promotes social inclusion and ensures greater efficiency and transparency in the relationship between the local government and its residents, ultimately reinforcing public trust in local institutions.

Inclusive Cities Working Group (*Grupo de Trabalho Cidades Inclusivas*)

The Municipality is part of the "Inclusive Cities" Working Group within the Portuguese Territorial Network of Educating Cities. Its core objectives are to foster reflection on inclusion, map and showcase inclusive projects and develop strategic documents on inclusive policies and practices. In 2025, the municipality hosted the working group's first meeting of the year, convening various municipalities alongside local and regional stakeholders from the social, cultural and educational sectors.



SDG 17. Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

This SDG aims to strengthen the implementation of partnerships for sustainable development. Civil society and institutions alike must contribute to the selection and execution of initiatives that drive the achievement of the SDGs, fostering a culture of continuous cooperation and mutual support.

Institutional cooperation and the establishment of strategic partnerships are essential vectors of municipal action in the various thematic areas of the 2030 Agenda.

Of particular note is the involvement in national networks related to the 2030 Agenda, such as the ODSlocal Platform and the CESOP-Local Network. The development of this document itself was conducted in conjunction with local stakeholders (through their participation in diagnostic workshops), including Social Solidarity Institutions (IPSS), local associations and businesses, as well as inter-municipal entities like the Algarve Intermunicipal Community (AMAL). Other relevant partnerships for strengthening the means of implementation of sustainable development include international partnerships, such as the International Association of Educating Cities (AICE). Lagos is also a member of the Section of Municipalities for the SDGs within the National Association of Portuguese Municipalities (ANMP).

Monitoring of SDG 17 is carried out through ten indicators, covering only four of the 19 targets proposed by the UN. Lagos has achieved the target for the indicator related to fixed broadband speed

(target 17.6.). The territory also shows a favourable trajectory in two indicators monitoring the financial sustainability of the municipality (target 17.1.) through the proportion of tax revenue in the total income of the city council and the municipal debt per capita.

Local stakeholders point to the lack of awareness among entities and the local community regarding the 2030 Agenda as a primary challenge. Despite ongoing efforts to foster partnerships that promote sustainable practices across their various dimensions (social, economic and institutional), there is a recognised need to raise awareness of specific themes to ensure significant progress in achieving the targets of the 17 SDGs.

Finally, it is considered that a large part of the SDG 17 targets have national focus, with limited applicability at the local level. Nevertheless, it is believed that with proper adaptation to the local scale, these targets would be relevant for monitoring the SDGs as a whole, requiring the development and adoption of new, territorially-adjusted monitoring indicators.



LAGOS ON THE PATH TO ACHIEVING THE SDG

Main challenges

- ▶ Promoting literacy and awareness of the 2030 Agenda and sustainable development themes
- ▶ Ensuring the active engagement of the community and public entities as partners in the implementation of the SDGs



Applicable **targets monitored** in MSI 2024

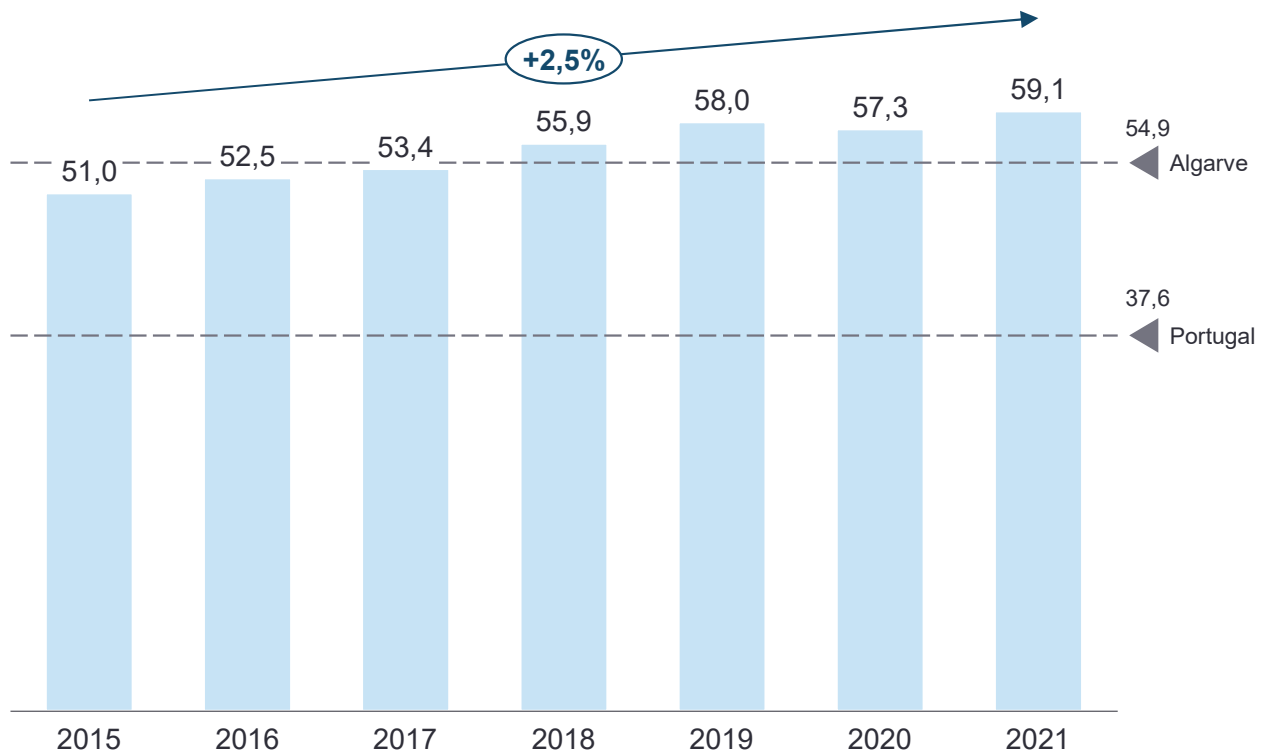


Monitored indicators with target **achieved**

Proportion of taxes in total revenue from non-financial operations of Municipalities (%)



Target 17.1.



Note: reference values for Portugal and the Algarve relate to the latest available year.

Common reference indicator in the MSI and the ODSlocal Platform

LAGOS ON THE PATH TO ACHIEVING THE SDG

Good practices



Visit of the Consul of Guinea-Bissau to Lagos (Symbol of proximity and historical ties between both nations)

Alignment of the Municipality's Strategic Objectives for 2025 with the SDGs

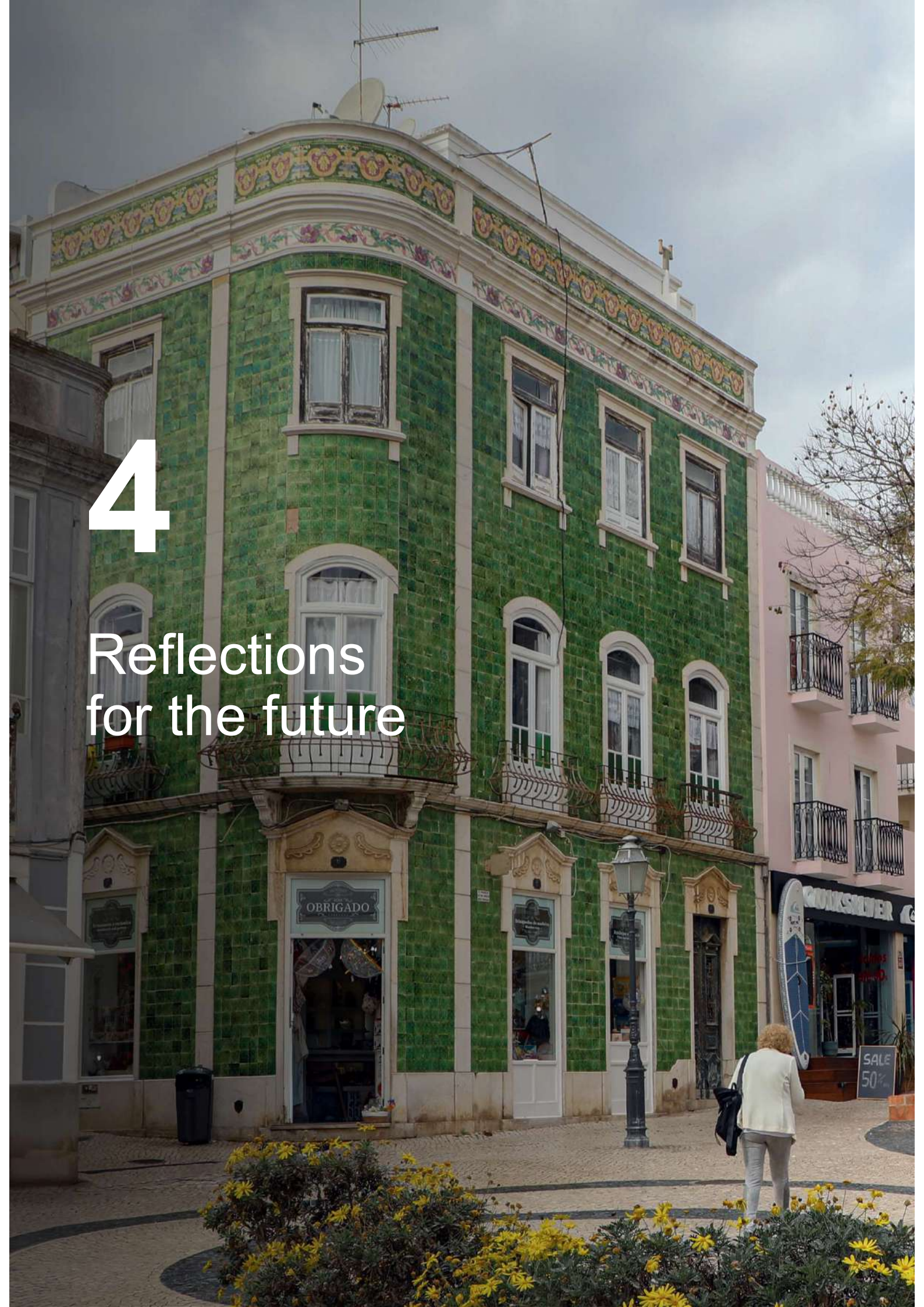
The 11 strategic objectives, investments and actions outlined in the 2025 Major Planning Options and Budget (GOP) are aligned with the SDGs, emphasising the aim of transforming Lagos into an increasingly supportive, safe and healthy community, a more organised, accessible and clean territory, as well as more sustainable (Axes I, II, III). The Municipality also highlights its commitment to strengthening engagement mechanisms between the community and local governance (Axis IV).

Friendship agreement with the City of Niagara Falls

The friendship agreement between Lagos and this Canadian city establishes a partnership for social, economic, cultural and environmental cooperation, promoting the sustainable development of their respective territories. Signed during the EuroAmericasForum, the agreement fosters the exchange of knowledge and solutions to common challenges. This collaboration strengthens international ties and creates opportunities for innovation and sustainable growth.

4

Reflections
for the future







4.1. Challenges and action pathways


The implementation of the SDGs at the local level requires an integrated approach that considers the various challenges in promoting the territory's sustainable development. This section presents action proposals to address the prospective challenges identified for each of the 17 SDGs. Part of the presented proposals are direct contributions from local stakeholders who participated in the workshops and are indicated accordingly.

The following sub-section (4.2.) presents the main

conclusions and establishes organisational and operational initiatives to ensure municipal action is increasingly oriented towards achieving the SDGs.

This reflection serves as the starting point for the development of an action plan for the continued implementation of the SDGs at the scale of the Municipality of Lagos.

	Main challenges	Proposed actions
	<ul style="list-style-type: none"> ▶ Addressing situations of economic deprivation and poverty ▶ Ensuring access to housing for low-income families and other socially vulnerable groups 	<ul style="list-style-type: none"> ▶ Strengthen existing social support, with monitoring and evaluation mechanisms for its impact on target populations, in partnership with third sector organisations ▶ Further the implementation of the Local Housing Strategy and promote the public affordable housing provision 
	<ul style="list-style-type: none"> ▶ Addressing situations of malnutrition and food insecurity among families ▶ Reducing food waste ▶ Promoting sustainable agricultural practices 	<ul style="list-style-type: none"> ▶ Strengthen partnerships to provide food baskets or food vouchers  ▶ Implement incentives for the redistribution of surplus food from local supermarkets and restaurants through awareness campaigns or logistical support ▶ Promote training for farmers on sustainable agricultural practices and support organic certification



Key:  Proposed actions resulting from the reflection during participatory workshops



Main challenges


- ▶ Attracting and retaining health professionals
- ▶ Strengthening effective mental health approaches
- ▶ Promoting disease prevention and early detection
- ▶ Combating rising substance abuse and addiction (drugs and alcohol)
- ▶ Reducing obesity prevalence, particularly childhood obesity

Proposed actions

- ▶ Implement targeted relocation and housing support for health professionals
- ▶ Create an income-adjusted psychosocial support network 
- ▶ Support the creation of a health professional collaboration network/platform to promote disease prevention and early detection actions within organisations 
- ▶ Strengthen awareness campaigns on nutrition, healthy lifestyles and physical activity



- ▶ Strengthening targeted support for students with special health needs
- ▶ Tackling educational underachievement (particularly in grades 7-12)
- ▶ Attracting and retaining teaching and non-teaching staff
- ▶ Addressing the lack of higher education provision

- ▶ Strengthen multidisciplinary school teams with psychologists, therapists and nurses
- ▶ Establish partnerships with companies and institutions to strengthen the practical link between education and the labour market
- ▶ Develop protocols and implement a contact network to ensure affordable housing and support for teaching and specialised staff 
- ▶ Promote strategic partnerships to introduce academic presence in the territory, including the possible establishment of university campuses



- ▶ Tackling all forms of gender-based violence
- ▶ Recognising and valuing unpaid care, domestic work and informal caregivers
- ▶ Promoting female leadership and equal public participation
- ▶ Strengthening efforts to tackle the gender pay gap

- ▶ Incorporate actions against harassment, physical violence and psychological abuse into educational programmes and promote their implementation
- ▶ Develop support and capacity-building programmes for informal carers
- ▶ Establish a mentoring and capacity-building programme for women in strategic sectors
- ▶ Promote pay transparency within organisations, encouraging equal pay
- ▶ Sustain the implementation of the Municipal Plan for Equality and Non-Discrimination

<p>6 CLEAN WATER AND SANITATION</p> 	<p>Main challenges</p>	<p>Proposed actions</p>
	<ul style="list-style-type: none"> ▶ Reducing water losses ▶ Improving the physical availability of water supply and sanitation services ▶ Promoting water-use efficiency 	<ul style="list-style-type: none"> ▶ Scale up investment in smart water management systems to detect leaks and irregular consumption patterns ▶ Upgrade water mains and sewage networks and invest in high-durability materials and advanced construction techniques ▶ Expand the water supply network to ensure increased access and coverage ▶ Promote environmental education through awareness-raising initiatives emphasising the importance of water conservation 
<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<ul style="list-style-type: none"> ▶ Encouraging the private sector's energy transition towards renewable energy production and consumption ▶ Expanding clean energy use and energy efficiency across the community and municipal services 	<ul style="list-style-type: none"> ▶ Provide technical support to businesses applying to incentive programmes targeting sustainable practices and clean energy adoption ▶ Promote environmental education through awareness-raising initiatives on the benefits of renewable energy and the adoption of energy-efficient solutions such as LED lighting ▶ Implement the Public Lighting Master Plan 
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<ul style="list-style-type: none"> ▶ Fostering entrepreneurship, particularly youth entrepreneurship ▶ Encouraging innovation in the agricultural and fisheries sectors ▶ Creating conditions for the qualification of residents and the attraction of a highly skilled workforce ▶ Encouraging investment in non-tourism sectors to foster economic diversification and innovation, building resilience against seasonality 	<ul style="list-style-type: none"> ▶ Embed entrepreneurship programmes in schools, in collaboration with local businesses ▶ Support business incubation for innovative enterprises in the primary sector ▶ Drive partnerships with the private sector to develop support and residential infrastructure ▶ Identify strategic sectors, highlighting focus on areas such as renewable energy, biotechnology, creative industries, circular economy and agri-food industries ▶ Invest in promoting the municipality, for example through the Investor's Guide  



Main challenges

- ▶ Addressing the shortage of available plots in business zones
- ▶ Attracting increased investment in innovative projects for the municipality
- ▶ Digitalising and modernising small and medium-sized enterprises (SMEs)

Proposed actions

- ▶ Invest in the expansion of Business Reception Areas
- ▶ Expand incentive programmes, financial and non-financial, including technical support, to attract projects of municipal interest in strategic sectors such as technology
- ▶ Establish mentoring and support platforms to assist SMEs in their digital transition



- ▶ Integrating migrant communities and ethnic minorities
- ▶ Providing support to all citizens facing vulnerability and social exclusion

- ▶ Create mechanisms to involve migrants and minorities in local decision-making and encourage their representation in community bodies
- ▶ Develop a migrant integration action plan promoting interculturalism
- ▶ Sustain the implementation of the Lagos Planning and Intervention Centre for Homeless People (NPISA) Action Plan



- ▶ Ensuring the protection of the municipality's natural heritage
- ▶ Promoting universal access to affordable housing

- ▶ Strengthen environmental monitoring and enforcement through enhanced control mechanisms over pollution, deforestation and irregular land occupation
- ▶ Create incentives to promote community participation in environmental conservation and protection, as well as the adoption of soft mobility
- ▶ Sustain the implementation of the Local Housing Strategy (ELH) and implementation of the Municipal Housing Charter



Main challenges

Proposed actions

- ▶ Continuously promoting bio-waste collection
- ▶ Strengthening the promotion of sustainable consumption and production practices
- ▶ Strengthening mechanisms to ensure sustainability principles in public procurement processes

- ▶ Distribute home composters and create incentives for domestic composting
- ▶ Create circular economy incentives for organisations that reduce waste and adopt circular business models in their operations
- ▶ Promote capacity-building for public procurement officers to effectively apply sustainability principles in municipal acquisition processes



- ▶ Preparing the territory to address natural and climate-related disasters (such as floods, flash floods and earthquakes)
- ▶ Raising public awareness regarding climate change impacts and promoting sustainable practices

- ▶ Further the implementation of the Action Programme of the Municipal Climate Change Adaptation Plan (PMAAC-L)
- ▶ Develop and disseminate evacuation and assistance protocols to be implemented in the event of natural disasters
- ▶ Conduct environmental education and awareness-raising sessions for the community on climate change



- ▶ Protecting marine and coastal ecosystems from environmental degradation and pollution
- ▶ Reducing the impact of seasonality as a potential driver of marine ecosystem degradation

- ▶ Sustain the monitoring and inspection of marine pollution, and promote sustainable marine initiatives, such as fishing and marine tourism activities
- ▶ Develop programmes that promote year-round tourism and balance visitor flows across seasons
- ▶ Promote sustainable tourism, strengthening environmental education for tourists and residents





Main challenges




- ▶ Increasing the number of operational and technical human resources in the environmental and forestry sectors
- ▶ Promoting the rational use of natural resources to prevent depletion risks

Proposed actions

- ▶ Promote and publicise specialised training, technical courses and certification programmes in the environmental and forestry sectors
- ▶ Carry out preservation and protection work on terrestrial ecosystems, such as preventive forestry and watercourse clearance
- ▶ Sustain the implementation of the Lagos Urban Green Infrastructure Management Plan



- ▶ Ensuring effective mechanisms to combat all forms of crime, particularly violent crime
- ▶ Strengthening local institutions and citizen participation in decision-making processes
- ▶ Reducing bureaucracy and improving public access to municipal services

- ▶ Creating a multi-stakeholder forum bringing together the Municipality, civil society, businesses and community groups to collaboratively address local challenges 
- ▶ Implement a thematic Participatory Budgeting scheme to operationalise the strategies proposed within the multi-stakeholder forum 
- ▶ Promote the adoption and implementation of service digitalisation
- ▶ Conduct awareness-raising and capacity-building initiatives on critical thinking, integration, inclusion, security, democracy and mental health 



- ▶ Promoting literacy and awareness of the 2030 Agenda and sustainable development themes
- ▶ Ensuring the active engagement of the community and public entities as partners in the implementation of the SDGs

- ▶ Organise educational and awareness-raising campaigns on the 2030 Agenda and its objectives
- ▶ Showcase municipal activities and initiatives closely aligned with the SDGs
- ▶ Sharing local good practices and success stories, showcasing the positive impact on SDG target achievement
- ▶ Strengthen partnerships with twinned cities in developing countries, such as Ribeira Grande de Santiago, Cabo Verde

4.2. Operational activation

The preparation of this VLR reflects the Municipality of Lagos' ongoing commitment to promoting sustainable development. While ongoing initiatives in the municipality are being consolidated, it is essential to gradually integrate the principles of the 2030 Agenda into all municipal actions.

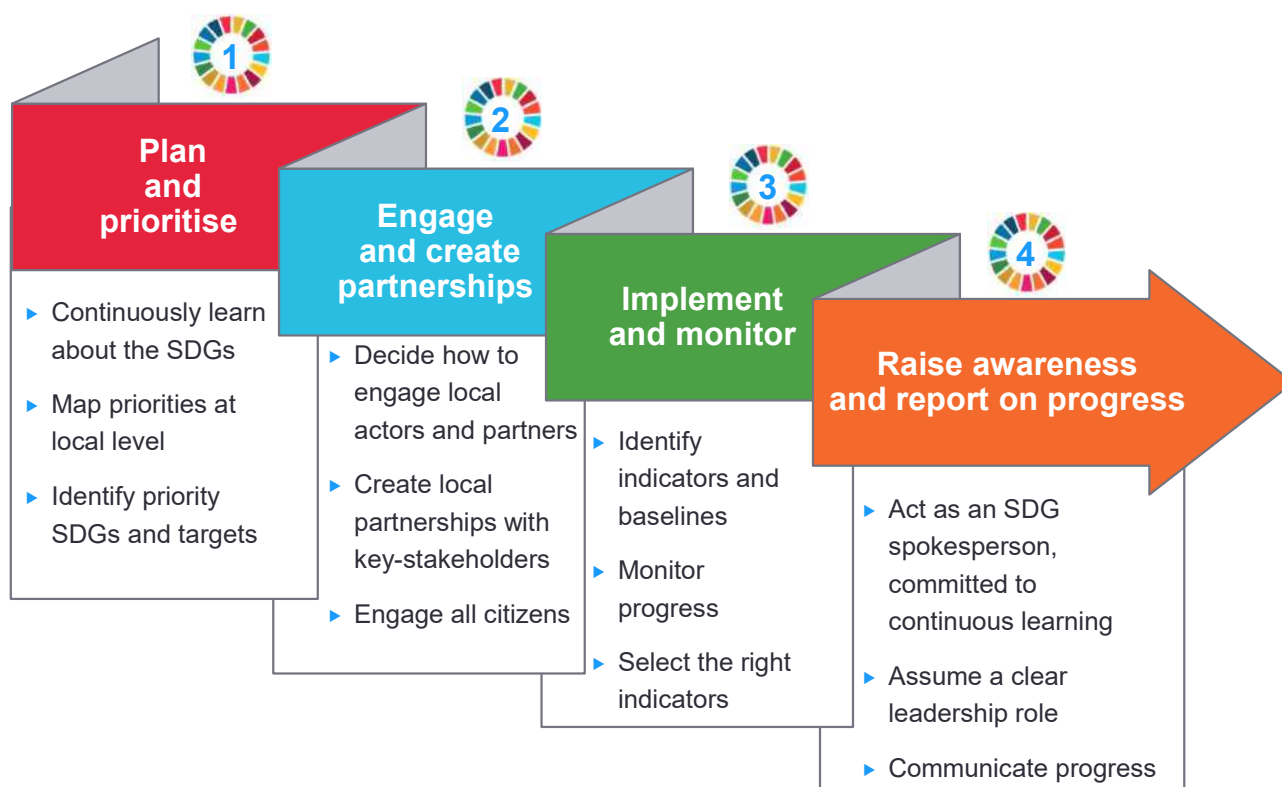
To facilitate this transition, four key stages are defined: 1) plan and prioritise; 2) engage and create partnerships; 3) implement and monitor; and 4) raise awareness and report on progress.

The following actions aim to activate municipal action oriented towards the 2030 Agenda, aligned with the four aforementioned stages. For example, to strengthen internal coordination and drive the

municipality's progress towards the SDGs, the creation of a 2030 Agenda Monitoring Committee is planned, composed of ambassadors for the 17 SDGs. The committee will be responsible for systematically monitoring progress across the 17 SDGs, facilitating communication between the various Municipal divisions to collect essential information for evaluation. This approach will contribute directly to the "Plan and prioritise" and "Implement and monitor" steps.

In total, eight initiatives are presented that address the structural issues identified and align with the key steps highlighted below.

Key steps in implementing the principles of the 2030 Agenda



Source: Adapted from Local Government Association (UK), "UN Sustainable Development Goals: A guide for Councils".

Internal organisation around the SDGs

Establishment of a steering committee for the 2030 Agenda

Objective: to create opportunities for the implementation and monitoring of the progress on the 17 SDGs in the municipality of Lagos.

Description: a committee whose responsibilities include: i) monitoring the progress of the 2030 Agenda at the municipal level, identifying areas for improvement and opportunities for action; ii) promoting interdepartmental coordination and the development of strategic partnerships; iii) collecting, systematising and discussing best practices and structural projects, whether ongoing or planned, aligned with the SDGs.

The Committee will consist of up to 17 municipal staff members, designated as ambassadors for each of the SDGs. Each staff member will be assigned one SDG ensuring, whenever possible, that no member holds more than one objective, except in cases justified by thematic complementarity. The progressive inclusion of representatives from external stakeholders may be considered at later stages, strengthening inter-institutional cooperation and local community involvement in fulfilling the 2030 Agenda.

Plan and prioritise



Implement and monitor



Alignment and organisation of local policy instruments with the 2030 Agenda

Objective: to increasingly promote the alignment of local public policy instruments with the SDGs, fostering their dissemination and internal ownership.

Description: commitment to and deepening of the coordination between local public policy instruments and the SDGs. This alignment should be explicit, whenever applicable, reinforcing the coherence of local policies with the 2030 Agenda. The integration of the SDGs into municipal instruments contributes to the effectiveness of public interventions, enhances access to funding mechanisms linked to sustainable development and reinforces transparency and accountability towards the community.

Plan and prioritise



Implement and monitor



External coordination

Establishment of institutional collaboration mechanisms with the Central Government

Objective: to align local strategy with the national SDG strategy and explore collaboration opportunities that accelerate Lagos' progress towards the 2030 targets.

Description: establishment of institutional mechanisms with the central government for the operationalisation of the SDGs. This may involve, for example, the Municipality's active participation in the preparation of the Voluntary National Review (VNR), promoting dialogue on public policy implementation and the identification of key SDG-related challenges. This coordination promotes greater coherence across different levels of government and can enhance processes where local and regional specificities can be considered in national decision-making and planning.

Engage and create partnerships



Raise awareness and report on progress



Organisation of partnerships with external stakeholders around strategic areas for SDG achievement

Objective: to promote the commitment, involvement and participation of local businesses in the operationalisation of the SDGs within the municipality.

Description: definition of objectives and research into incentive measures for businesses in the field of sustainable development, including, among other possibilities, the granting of tax benefits, the creation of awards in specific areas and the promotion of knowledge-sharing initiatives.

Engage and create partnerships



Promotion of private investment in sustainability projects

Objective: to foster partnerships to accelerate the achievement of the SDGs.

Description: creation of institutional mechanisms and the leveraging of existing ones to strengthen partnerships with external entities for the promotion of projects that contribute to the achievement of municipal targets (examples of entities in Annex 6). This coordination will also facilitate the gathering of input and contributions from external entities regarding the sustainable development of the municipality.

Engage and create partnerships



Raise awareness and report on progress



Operationalisation and awareness-raising for the SDGs

Implementation of sustainable procurement criteria

Objective: to integrate sustainability principles and criteria into the Municipality's goods and services procurement processes.

Description: implement sustainable procurement criteria across the City Council's public procurement processes. These criteria may include prioritising products and services that ensure resource efficiency, reduction of emissions and waste generation and respect for social and environmental equity principles. This proposal aims to stimulate the sustainable market and promote social and environmental responsibility, aligning procurement policy with sustainable development principles and national and international consumption guidelines.

Plan and prioritise



Implement and monitor



Consolidation of the SDG monitoring system

Description: consolidate the current SDG monitoring system to ensure its robustness, comprehensiveness and alignment with the indicators proposed by the UN for local-level adaptation. This consolidation may include the integration of new indicators within the scope of MSI+ adherence, whenever relevant and feasible, as well as strengthening coordination with frameworks such as the CESOP-Local Network and ODSlocal Platform for an increasing harmonisation of metrics and robustness of monitoring processes.

Implement and monitor



Development of SDG communication with the community

Objective: to communicate effectively and engage the community with the 2030 Agenda.

Description: development of an external communication plan for the 2030 Agenda, aligned with the latest developments in the global debate. The plan should integrate an informative component, such as explaining 2030 Agenda concepts and showcasing good practices and projects, as well as a comprehensive activities roadmap.

Raise awareness and report on progress





A

Annexes

Annex 1. Municipal services' awareness matrix towards the 2030 Agenda

Awareness of the SDGs



The consultation process demonstrates widespread knowledge of the 2030 Agenda and sustainable development. The level of knowledge differs amongst participants, with some demonstrating deeper understanding and others displaying less familiarity with the concepts of the 2030 Agenda.

Level of importance attributed to sustainability



Sustainability is considered a priority by all respondents. Several references were made to sustainability strategies and the need for adaptation and implementation of the SDGs within their divisions/departments, with the theme of sustainability being considered of utmost importance.

Strategic orientation towards the SDGs and the 2030 Agenda



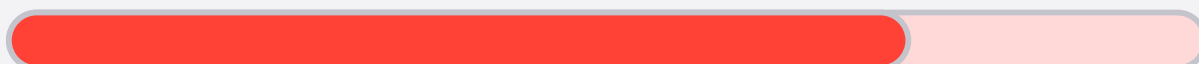
The divisions/departments are aware of the importance of strategic planning towards sustainable development, although operationally focused divisions face challenges in this process.

Degree of adaptability to achieve the 2030 Agenda and the SDGs



Throughout the consultation process with municipal divisions/departments, several references were made to the need to overcome barriers to SDG implementation, suggesting that participants are aware of the importance of being flexible in the face of the changes necessary to achieve the SDGs.

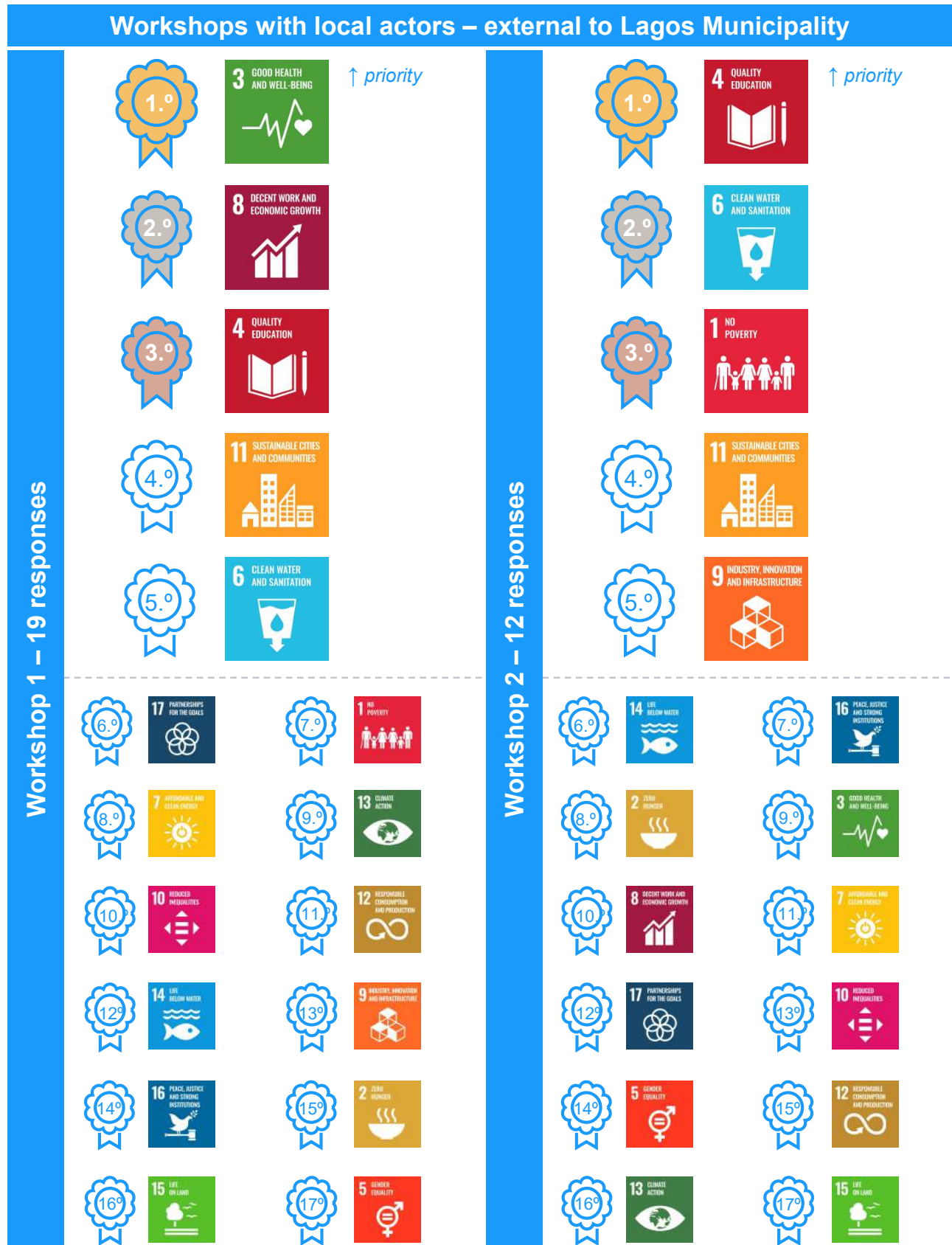
Legend



Low respondent awareness of the theme

High respondent awareness of the theme

Annex 2. SDG prioritisation in Lagos by local entities



Annex 3. Feedback collected from first-phase workshops

The evaluation request for the first cycle of workshops was sent to all sixty-three participants. Eighteen responses were obtained, the results of which are presented below.

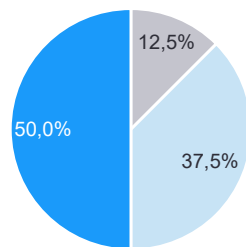
In addition to responses to closed questions, the open-ended response fields enabled identification of positive aspects of the sessions, namely the clarity and objectivity of the information presented, the structure of the sessions which included interactive moments amongst participants and the value placed

on involving local community entities in sustainable development discussions.

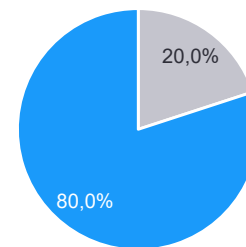
As areas for improvement, some participants highlighted interest in having additional time for the proposed practical exercises aimed at debating challenges and courses of action within the scope of the SDGs.

Q1. On a scale of 1 to 4¹⁴, do you consider that the workshop session contributed to your general knowledge of the 2030 Agenda and the Sustainable Development Goals (SDGs)?

Internal workshops

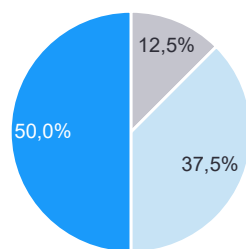


External workshops

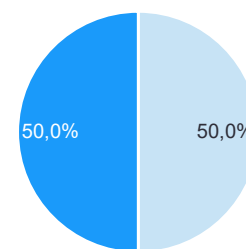


Q2. On a scale of 1 to 4¹⁴, do you consider that the workshop contributed to reflection on the pathway towards achieving the SDGs in Lagos Municipality and on monitoring progress?

Internal workshops

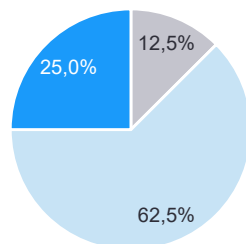


External workshops

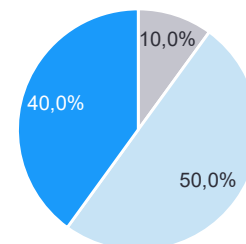


Q3. On a scale of 1 to 4¹⁵, how would you rate your overall satisfaction with your participation in the workshop?

Internal workshops



External workshops















Key: 2 3 4

14. Where 1 = did not contribute and 4 = contributed significantly.

15. Where 1 = not a very interesting experience and 4 = a very interesting experience.

Annex 4. Alignment of Strategic Objectives in Lagos Municipality’s Major Planning Options 2025 with the SDGs

	Strategic Objectives	SDG Alignment
E1. Lagos: more Supportive, Safe and Healthy	SE01. Increase and rehabilitate the Municipality's housing supply	   
	SE02. Strengthen support for education, youth and sport	   
	SE03. Strengthen social equality and security	   
E2. Lagos: more Organised, Accessible and Clean	SE04. Enhance the urban environment	    
	SE05. Improve accessibility and mobility	   
	SE06. Improve urban cleaning performance	  
E3. Lagos: more Sustainable	SE07. Ensure the effectiveness of spatial planning and territorial management system	   
	SE08. Consolidate and promote the “Lagos of discoveries, tourism of excellence” brand	  
	SE09. Leverage cultural and natural heritage assets	   
	SE10. Promote the entrepreneurial ecosystem and economic and environmental development	  
E4 ¹⁶	SOE11. Reinforce connectivity mechanisms between citizens and the local government	   

16. Lagos: Closer to Its People.
Source: Major Planning Options for Lagos Municipality for 2025.

Annex 5. Alignment of municipal instruments with the SDGs

Environment and Sustainability

		Sustainable Development Goals (SDGs)																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
A				✓									✓	✓				✓
B			✓	✓							✓	✓		✓		✓		✓
C								✓						✓				✓
D								✓	✓	✓	✓	✓						✓
E				✓				✓	✓	✓		✓	✓					✓
F							✓					✓	✓	✓				✓

Strategic and Territorial Planning

		Sustainable Development Goals (SDGs)																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
G									✓	✓		✓					✓	✓
H	✓		✓	✓		✓			✓	✓	✓	✓	✓	✓		✓	✓	✓
I	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
J			✓	✓		✓						✓					✓	✓

Legend

A	Study for the Development of the Bio-waste Collection System in Lagos Municipality	G	Strategic Document for Technological Development
B	Lagos Urban Green Infrastructure Management Plan	H	Major Planning Options and Budget 2025
C	Lagos Municipal Climate Change Adaptation Plan	I	Plan of Activities 2025
D	Municipal Public Lighting Plan	J	Lagos Municipal Master Plan
E	Lagos Municipal Waste Management Plan		
F	Water Quality Control Programme		

Annex 5. Alignment of municipal instruments with the SDGs

Culture, Heritage and Tourism																	
Sustainable Development Goals (SDGs)																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
K			✓					✓			✓			✓	✓		✓
L								✓	✓	✓	✓		✓				✓
M								✓	✓		✓		✓				✓
N		✓		✓	✓			✓		✓	✓	✓		✓	✓	✓	✓
O				✓				✓		✓	✓	✓	✓				✓

Legend

K	Strategic Plan of Tourism for the Municipality of Lagos
L	“Reactivate Tourism” Action Plan
M	Algarve Strategic Tourism Marketing Plan 2028
N	Lagos Municipal Museological Master Plan
O	Lagos Strategic Plan for Culture

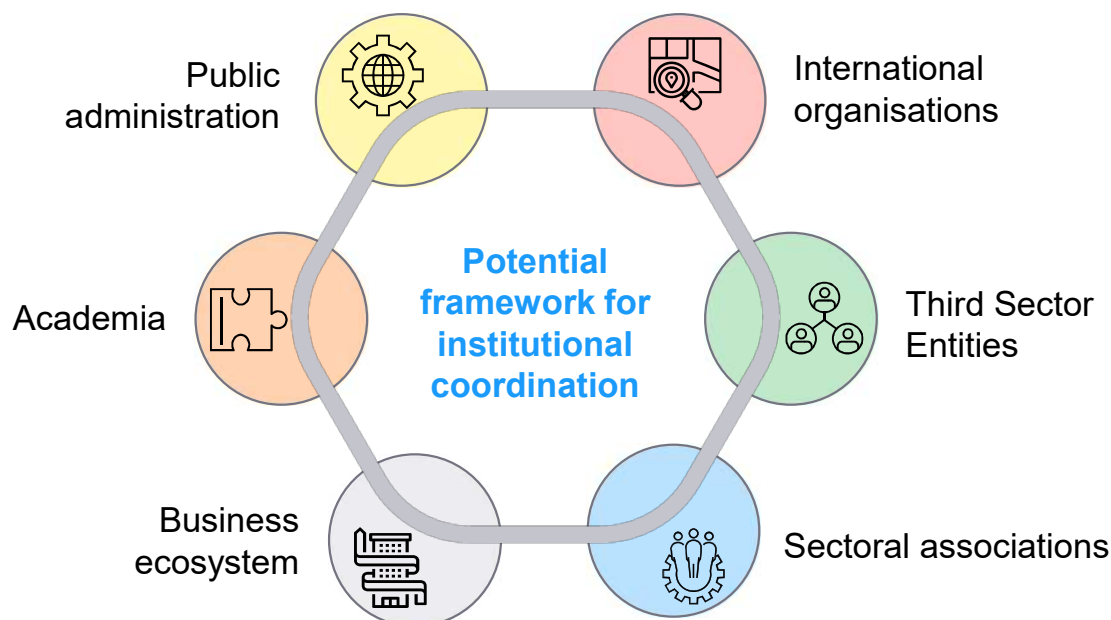
Annex 5. Alignment of municipal instruments with the SDGs

Social Development and Quality of Life																	
Sustainable Development Goals (SDGs)																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
P	✓	✓		✓	✓			✓		✓	✓					✓	✓
Q	✓	✓		✓	✓					✓	✓					✓	✓
R	✓	✓		✓	✓					✓	✓					✓	✓
S	✓					✓	✓			✓	✓					✓	✓
T	✓	✓								✓	✓						✓
U	✓	✓	✓	✓	✓					✓	✓					✓	✓
V				✓		✓					✓	✓	✓		✓		✓
W				✓	✓					✓	✓					✓	✓
X			✓	✓						✓	✓					✓	✓
Y				✓			✓	✓		✓	✓					✓	✓
Z			✓						✓		✓		✓		✓		✓

Legend

P	Lagos Municipal Social Charter 23-27	V	Lagos Municipal Emergency and Civil Protection Plan
Q	Social Diagnosis: People Experiencing Homelessness in the Municipality of Lagos	W	Lagos Municipal Plan for Equality and Non-Discrimination
R	Social Diagnosis of the Municipality of Lagos	X	Lagos Strategic Plan for Youth
S	Lagos Local Housing Strategy	Y	Lagos Educational Charter (2nd Edition)
T	Lagos Social Network Action Plan 2025	Z	Lagos Urban Transport Mobility Plan
U	Lagos Municipality Social Development Plan		

Annex 6. Potential cooperation networks for implementing initiatives in Lagos



Public Administration

- ▶ Local government
- ▶ Social Security
- ▶ Indirect Administration (e.g., National Health System entities)

Third Sector Entities

- ▶ São Sebastião de Lagos Parish Social Centre
- ▶ Santa Casa da Misericórdia de Lagos
- ▶ Lagos Branch of the Portuguese Red Cross

Business Ecosystem

- ▶ Regional tourism companies (hotels, restaurants, tour operators)
- ▶ Blue Economy companies (fishing, aquaculture, nautical activities)
- ▶ Technology and innovation companies based or operating in the Algarve

International Organisations

- ▶ International city networks focused on relevant areas to Lagos Municipality
- ▶ International organisations operating in environmental, cultural, or social fields

Associations

- ▶ NERA – Algarve Region Business Association
- ▶ AHETA – Association of Hotels and Tourist Enterprises of the Algarve
- ▶ Cultural and sports associations in Lagos Municipality

Academia

- ▶ University of Algarve
- ▶ Centre of Marine Sciences (CCMAR) of the University of Algarve
- ▶ Catholic University of Portugal – Centre for Studies and Opinion Polls (CESOP)

Annex 7. Summary of SDG monitoring

	No. of Targets			Indicators		
	UN	Applicable to Lagos	Monitored in MSI 2024	UN	Monitored in MSI 2024	Target Value Achieved
SDG 1	7	6	4	13	9	1
SDG 2	8	5	2	14	3	2
SDG 3	13	13	9	28	17	6
SDG 4	10	10	6	12	11	2
SDG 5	9	8	7	14	12	2
SDG 6	8	8	4	11	9	5
SDG 7	5	5	3	6	9	4
SDG 8	12	10	7	16	18	9
SDG 9	8	5	3	12	5	2
SDG 10	10	7	3	14	6	2
SDG 11	10	6	5	15	8	1
SDG 12	11	6	2	13	4	0
SDG 13	5	4	4	8	9	2
SDG 14	10	5	3	10	6	2
SDG 15	12	5	3	14	6	1
SDG 16	12	7	5	24	10	2
SDG 17	19	19	4	24	10	1

Source: Global Indicator Framework, UN (2022); Lagos MSI (2024).

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