

MAY
2022

Supporting The Circular Economy Transition

3RD DISTRICT OF BUCHAREST'S INTEGRATED ACTION PLAN

Resourceful Cities Action Planning Network



European Union
European Regional Development Fund



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LIST OF ABBREVIATIONS

Abbreviation	Meaning
SSA	Small Scale Action
RD	Research-Development
URC	Urban Resource Center
EEEW	Electronic and Electrical Equipment Waste
CE	Circular Economy
ULG	URBACT Local Group
IAP	Integrated Action Plan
RC	Resourceful Cities
APN	Action Planning Network
TNM	Transnational Meeting
NRRP	National Recovery and Resilience Plan
SO	Strategic Objectiv
PM	Performance Monitoring
IE	Interim Evaluation
FE	Final Evaluation



TERMS OF REFFERENCE

Terminology	Meaning
Biowaste	Biodegradable waste originated from gardens and parks, food waste or from private households' kitchens, restaurants, caterers or from retail stores and similar waste originated from food processing units.
Selective Collection	Collection in which a waste flow is kept separate according to the type and nature of the waste, in order to facilitate its specific treatment.
Waste	Any kind of substance and object that the holder discards or has the intention or obligation to discard.
Circular Economy	Production and consumption model that involves sharing, reusing, repairing, renovating and recycling existing materials and products as much as possible. In this way, the product life cycle is extended.
Recycling	Any recovery operation by which waste is transformed into products, materials or substances to fulfill its original function or for other purposes. This includes the reprocessing of organic materials, but does not include energy recovery and conversion for use of materials as fuel or for filling operations.
Reuse	Any operation by which products or components which have not become waste are used again for the same purpose for which they were designed

The URBACT Programme



For over 15 years, URBACT has been the main European territorial cooperation programme dedicated to the promotion of sustainable, integrated urban development in cities across Europe. It is part of the European Union's cohesion policy and it is financed by the European Regional Development Fund, together with the 28 Member States, Norway and Switzerland.

Its mission is to enable cities to collaborate and develop integrated solutions to common challenges in urban development by providing an easygoing environment in which cities can collaborate, learn from each other and generate solutions and best practices.

URBACT's activities focus on two main approaches: integrated urban development and participatory action planning.

The new knowledge and skills acquired from participation in the URBACT programme contribute to stronger and more vibrant European cities and help tackle a range of emerging urban issues linked to smart, sustainable and inclusive growth.

The programme does not directly invest in urban development (e.g., construction of roads or technology parks), but it facilitates the exchange of experience and knowledge transfer between decision makers, specialists, practitioners and other key actors, which contributes to improving the quality of the planning and implementation process of integrated urban plans and national programs.

The programme is organized around four main objectives, as follows:

1. **Policy delivery capacity** involves improving the capacity of cities to manage sustainable urban policies and practices in an integrated and participatory manner.
2. **Policy design** entails improving the design of city strategies and action plans.
3. **Implementation of policies** involves improving the implementation of integrated and sustainable urban strategies as well as action plans in cities.
4. **Knowledge creation and exchange** assumes that practitioners and decision-makers at all levels have increased their access to knowledge and share their knowledge about various aspects of sustainable urban development in order to improve urban development policies.

URBACT finances 3 types of transnational networks:

- **Action Planning Networks** that assist cities in developing strategies and integrated action plans for sustainable urban development.
- **Implementation Networks** that help cities improve their capacity to implement strategies and integrated action plans for sustainable urban development.
- **Transfer Networks** that assist cities in implementing strategies and integrated action plans for sustainable urban development by transferring, adapting, and reusing locally identified good practices.

Resourceful Cities

Action Planning Network



Resourceful Cities partners at the first transnational meeting in The Hague

RESOURCEFUL CITIES is one of the URBACT's action planning networks that, between 2019 and 2022, brought together 10 European cities as part of a large transnational exchange and learning process, with the goal of developing the next generation of Urban Resource Centers through personalized Integrated Action Plans for each partner city.

An **Integrated Action Plan (IAP)** is a strategic document that identifies needs, analyses problems and opportunities and proposes viable, long-term solutions. All URBACT network partner cities are required to produce an IAP that can be written in a variety of formats. First and foremost, this is a tangible and useful tool that a city can use to solve a local problem or improve a local situation. The IAP is the result of the URBACT Local Group's participatory process and it includes a development plan, as well as a detailed outline (including the framework and information on available funds) for the city to provide solutions to the urban problems addressed.

The Resourceful Cities network was led by the **City of The Hague (NL)** and included **Vila Nova de Famalicao (PT)**, **Ciudad Real (SP)**, **Caceres (ES)**, **Mechelen (BE)**, **Oslo (NO)**, **Zagreb (HR)**, **Patras (EL)**, **Opole (PL)**, and **Bucharest's 3rd District (RO)**.

The partnership began its activities in 2019 with a six-month phase during which the partnership was strengthened and the network's baseline study was developed. In May 2020, the URBACT's Monitoring Committee approved the network for the second phase - the implementation phase. Several transnational meetings were held between 2020 and 2022, during which the partner cities and their local stakeholders addressed specific topics such as the role of cities in the circular economy, opportunities to finance circular initiatives or the importance of education and culture in the circular economy. On the other hand, there were also one-day city-to-city sessions on topics like preventing food waste or scaling up circular actions.

Thanks to the tools provided by URBACT and the actions undertaken both locally and transnationally, the Resourceful Cities partners were able to develop a series of Integrated Action Plans that reflect each city's specific needs and vision for the circular economy and the development of urban resource centers.

Transnational Activities - Resourceful Cities APN

2019

Phase 1

- Kick-Off Meeting 1 - The Hague 3-4 Oct
- Kick-Off Meeting 2 - Mechelen 12-14 Feb

2020

Phase 2

- Kick-Off TNM 1 - 7-8 Jul
- City-to-City Session: Scoping the eco system - 9 Sep
- ★ URBACT e-University - 15 Sep - 8 Oct
- TNM2: Stimulating Collaboration - 25-26 Nov
- City-to-City Session: Scaling up local circular economy - 14 Dec

2021

- TNM 3: The role of the city - 27-28 Jan
- City-to-City Session: CE and territorial food systems - 18 Feb
- TNM 4: Education, Awareness & Engagement - 30-31 Mar
- City-to-City Session: Gender & Diversity Session - 22 Apr
- TNM 5: Funding, Monitoring & Risk Assessment - 29-30 Jun
- TNM 6: Mid Term Reflection - 26-27 Oct
- TNM 7: IAP Peer Review Session - 16 Nov

2022

- ★ URBACT e-University - 1-3 Feb
- TNM 8: Joint Peer Review Session with URGE Network - 24 Feb
- TNM 9: Final Transnational Meeting - 26- 27 Apr
- ★ URBACT City Festival 2022 - 14-16 Jun

The URBACT Local Group of The 3rd District of Bucharest



THE URBACT LOCAL GROUP (ULG) is the foundation of the URBACT Programme. Each URBACT city needs to establish its own ULG, which must include relevant local stakeholders who are willing to participate in solving the issues that the city wishes to address.

URBACT Local Groups are the means of dissemination through which integrated and participatory approaches to urban policies are developed. By collaborating with partners in solving a certain problem and by exchanging experience at a transnational level, ULGs ensure a more precise and innovative result, as reflected in the joint elaboration of the IAPs. When local experts and stakeholders have this kind of experience, they are better equipped to come up with and put together viable solutions to the problems the cities might face in the future.

Despite its small size, the 3rd District's ULG was comprised of professionals and activists from fields such as urban planning and urban sustainability, waste management and ecology, who met on a regular basis to address the district's issues related to the circular economy transition.

ULG members included representatives from the Bucharest-Ilfov Regional Development Agency (www.adrbi.ro), GreenPoint Management (www.greenpoints.ro), ECOTIC (www.ecotic.ro), Viitor Plus (www.viitorplus.ro), AASTAFF (www.aastaff.ro), Urban Cultor (www.urbancultor.ro), Ateliere Fără Frontiere (www.atelierefarafrontiere.ro), The Bucharest University of Economic Studies - Faculty of Management (www.management.ase.ro), The General Directorate of Sanitation of the 3rd District (www.salubritate3.ro) and representatives of The Local Council of The 3rd District. These stakeholders formed the core group of the ULG, along with other non-permanent stakeholders who only took part in one or two ULG meetings. The non-permanent stakeholders participated in one or two meetings of the ULG without further attending the ULG activities.

The 3rd District used a flexible structure for its ULG in order to change and improve it as needed during the Resourceful Cities network's implementation phase.

Initially, the proposed subject and the opportunities presented by the RC network drew the attention of various stakeholders and the first preliminary meeting with local stakeholders, which took place in December 2019,

during the Resourceful Cities expert's visit to Bucharest, gave hope that a diversified and large ULG could be established.

However, the COVID-19 pandemic, presented a new reality and raised some serious challenges such as: how to attract members to the ULG while facing severe restrictions; how to have interesting virtual meetings; how to build a relationship with people you meet online for a couple of hours every now and then. All of this added to the most difficult problem that an URBACT city faces when working with local stakeholders – how to keep the ULG members' enthusiasm alive during the project.

Despite all of these problems, the ULG managed to function with a core group that developed a shared vision for the future of the District, drawing inspiration from the numerous network-level resources.

While the transnational activities were a source of ideas and inspiration, the ULG was the place where the findings of the transnational activities were analyzed and new ideas for the local context were developed. The ULG has discussed, analyzed and validated the actions proposed by this IAP, as well as the small-scale action that has already been tested and which is further presented.

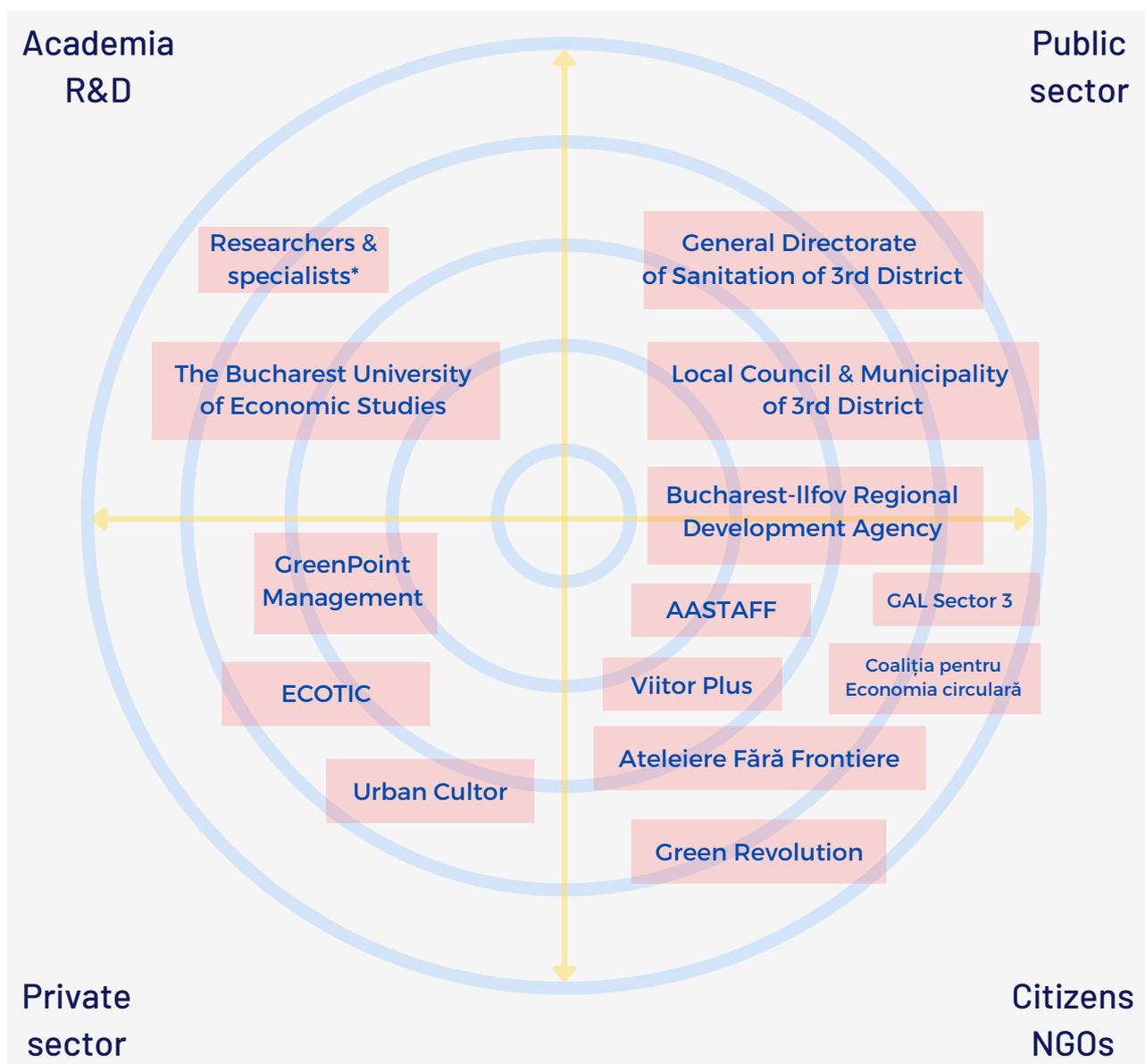


Fig. 1. Stakeholders Ecosystem Map

*Due to GDPRs provisions, some of the individual stakeholders cannot be named here

The 3rd District of Bucharest

Local context



BUCHAREST is Romania's capital city and its largest metropolis, as well as its main political, administrative, economic and commercial hub.

With a population of over 2 million inhabitants, it is one of EU's largest cities in terms of population. However, due to its proximity to Ilfov County, it attracts almost 3 million people daily. Extending over an area of 240 km, the city measures approximately 22 km from the north to the south and nearly 20 km from the west to the east.

Although its precise origins are unknown, the first historical record of Bucharest comes from 1459, during Vlad III's rule (Vlad the Impaler). Since then, the city has found itself in a perpetual fluctuation, evolving into the country's main cultural, economic and artistic hub. Currently, Bucharest has the same level of administration as a county and is part of the Bucharest-Ilfov Development Region - the most developed region in Romania. From an administrative point of view, it is known as the "Municipality of Bucharest". The general mayor is the head of Bucharest's City Hall and is responsible for city-wide affairs. In addition to that, the city is divided into six districts (sectoare), each governed by its own local mayor and local councils.

Population	490.797 (of Bucharests total of 2.161.842 - as of Jan 2022; source) ¹
Population density	14000,91 people/ sq km
Districts size	35 sq km (of Bucharests total of 240 sq km)

THE 3rd DISTRICT of **BUCHAREST** is the Capital's third-largest administrative subdivision and the most densely populated one. With almost half a million inhabitants, it is the second-largest administrative area in the country, second only to Bucharest itself.

As a result of the historical evolution of Bucharest, in the current urban landscape of the district, different socio-spatial structures formed in various historical periods can be seen: The Old Town, The Old Jewish Quarter, the communist era neighborhoods of apartment blocks, areas of individual households in the outskirts, as well as new residential zones etc.

Considering the district's dimensions, the high density of inhabitants, the current urban fabric, as well as the economic profile, The 3rd District presents itself as an urban area with high development potential, but also one that is faced with numerous challenges.

1. Population by residence in Bucharest and administrative sectors. Source: INS - Regional Directorate of Statistics of Bucharest, January 1, 2022

Such a challenge, but also a great opportunity, is represented by the transition to a circular economy, by setting standards that can lead to more sustainable public services (waste management and processing, establishing an innovative strategy focused on waste collection and disposal, quality of the water, setting in place exemplary actions in the field of public procurement etc.).

Transitioning to the Circular Economy



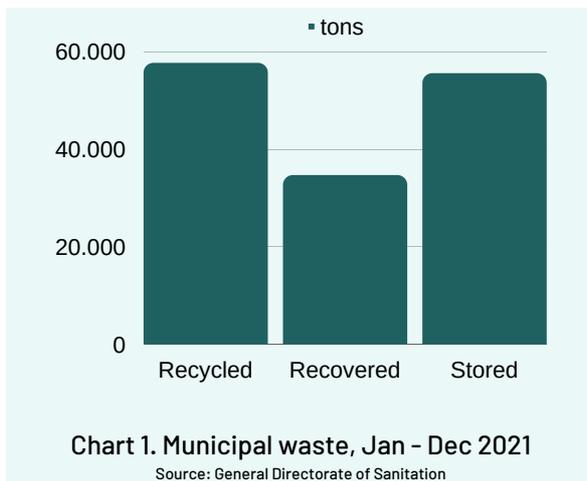
**VIATA E MAI SIMPLĂ
CÂND NU AMESTECĂM LUCRURILE!
COLECTEAZĂ SELECTIV!**

The 3rd District aspires to be Bucharest's cleanest, greenest and most developed district, and the transition to a circular economy provides the potential to attain this goal by bringing structural changes to a new economical model. It intends to function as a facilitator of various measures by which it can influence both individuals and businesses, in order to build and sustain a circular model.

Before we can talk about transitioning to a circular economy, we need to talk about efficient urban waste management, a problem of utmost importance for Bucharest.

This is something that the 3rd District started addressing in a serious matter in 2018, with the establishment of the General Directorate of Sanitation of District 3 by Decision no. 357/14.08.2018 of the Local Council. The Directorate provides public sanitation services in the 3rd District for both citizens and businesses and has continuously improved its services and activities since its beginnings. The Directorate has waste collection contracts with owner associations, individual households and businesses.

Waste in the district is separated into three categories: biodegradable, recyclable (paper, cardboard, plastic, metal) and glass. It is collected both at the source (houses and apartments), as well as on the streets, from street containers. Over the past years, the degree of separate waste collection has increased considerably and the district has constantly improved its recycling rates.



Given that the sanitation and waste management in the district are on the right track, the time has come to take things further and start talking about the circular economy in the district. As a result, the 3rd District of Bucharest became part of the Resourceful Cities network. This decision was made in order to lay the groundwork for a medium and long-term strategy for moving towards a circular economy.

The concept of Urban Resource Centers, explored by the network, presented itself as a valuable framework for the capitalization of resources at the district level (various resources which remain untapped) by providing a tailor-made space (physical and even virtual/online) for citizens and businesses through which the circular economy can be promoted locally and also, the participation, integration and value-based development can be

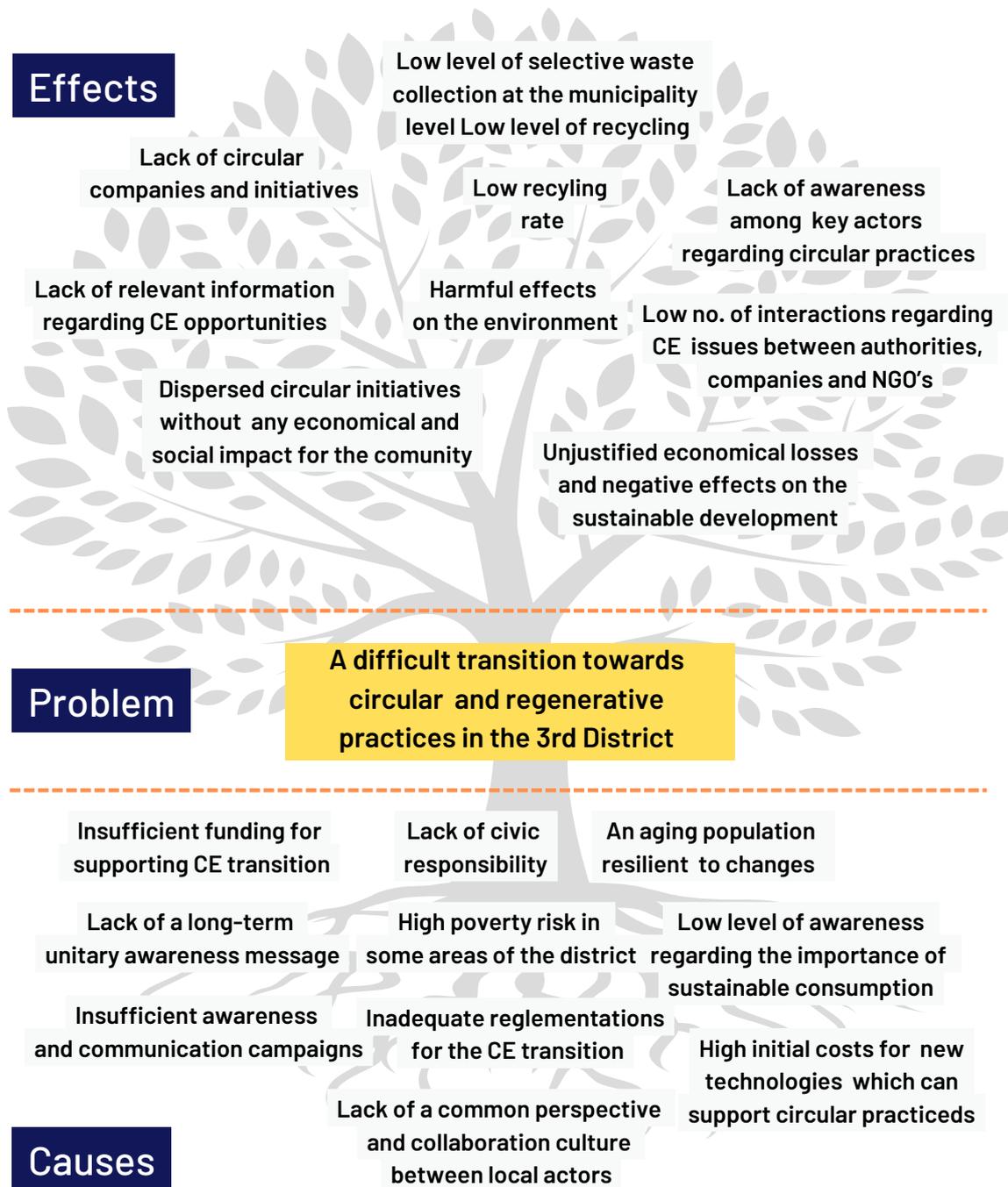


Fig 2. Problem Tree Analysis of the 3rd District

Legal Framework

<p>European level</p>	<ul style="list-style-type: none"> • Articles 191-193 of the Treaty on the Functioning of the European Union; • Directive (EU) 2019/904 of the European Parliament and of the Council of June, 5th, 2019 on reducing the environmental impact of certain plastic products; • Decision (EU) 2018/853 of the European Parliament and of the Council of May, 30th, 2018 amending Regulation (EU) no. 1257/2013 of Directives 94/63 / EC and 2009/31 / EC of the European Parliament and of the Council and of Council Directives 86/278 / EEC and 87/217/EEC regarding procedural rules in the field of reporting on environmental protection and repealing Council Directive 91/692 / EEC; • Directive 2008/98 / EC on waste and repealing certain Directives (Waste Framework Directive); • Directive 2012/19 / EU on electrical and electronic equipment waste; • European Green Deal; • Circular Economy Action Plan.
<p>National level</p>	<ul style="list-style-type: none"> • Law no. 132 of June 30th, 2010 on the selective collection of waste in public institutions, as subsequently amended and supplemented; • Law no. 211 of November 15th, 2011 on the waste regime, as subsequently amended and supplemented; • Law no. 249 of October 28th, 2015 on the management of packaging and packaging waste, as subsequently amended and supplemented; • Decision no. 856 of August 16th, 2002 on waste management records and for the approval of the list of wastes, including hazardous waste; • Emergency Ordinance no. 196/2005 on the Environmental Fund; • Emergency Ordinance no. 74 of July 17th, 2018 for the amendment and completion of Law no. 211/2011 on the waste regime, of Law no. 249/2015 on the management of packaging and packaging waste and Government Emergency Ordinance no. 196/2005 on the Environmental Fund; • Law no. 181 of August 19th, 2020 on the management of compostable non-hazardous waste; • Law on the sanitation service of localities no. 101/2006, republished, with subsequent amendments and completions; • Law no. 51/2006 on community services of public utilities, republished, with subsequent amendments and completions; • Order no. 82/2015 on the approval of the Regulation - framework of the sanitation service of localities.
<p>Local level</p>	<ul style="list-style-type: none"> • General Council of Bucharest Decision no. 85/2015 on the approval of the Strategy for medium-and long-term development and operation of the public sanitation service in Bucharest; • Local Council of the 3rd District Decision no. 675 / 28.12.2017 regarding the direct management of the public sanitation service in 3rd District of the Municipality of Bucharest; • Waste Management Plan of Bucharest 2021-2025; • Sustainable Development Strategy for the period 2021-2027, 3rd District.

SWOT Analysis of the 3rd District

<p>S strengths</p>	<ul style="list-style-type: none"> • Modern and efficient waste management infrastructure; • Experience in attracting and managing non-reimbursable financing; • Existence of innovative entities in the field of waste in the public and private sectors; • Good collaboration relations between local public authorities, NGOs, and the business environment; • The presence of 3 national research-development institutes in the district: two related to the energy field (ICPE-CA and ICEMENERG), and one in the textile field (National Research-Development Institute for Textiles and Leather); • A high number of inhabitants with higher education and adequate education; • Experience and involvement of the municipality in transition management processes.
<p>W weaknesses</p>	<ul style="list-style-type: none"> • Low level of urban comfort caused by poor urban planning and development (e.g., residential neighborhoods near industrial areas); • The existence of non-socially integrated communities, characterized by high levels of poverty in certain areas of the district; • Gapless approach to the circular economy, lack of information and awareness about the circular economy; • Low rates of separate waste collection at the district level; • Lack of a culture of collaboration, integration, and civic engagement; • Lack of funds needed to intensively support the transition to the circular economy; • High costs for the introduction of new technologies; • Lack of possibilities to expand and reconfigure the urban space of the 3rd District; • Low awareness of the importance of sustainable consumption.
<p>O opportunities</p>	<ul style="list-style-type: none"> • Interest for civic involvement and progress from relevant actors; • Availability of European funds and partnerships for circular economy in the new programming period; • The historical center of Bucharest, located in sector 3 is relevant for the Center for Urban Resources; • Existence of private companies willing to invest and locate their businesses in sector 3; • The possibility of using the circular economy for the development of eco-tourism; • Development of a cluster in the field of circular economy.
<p>T threats</p>	<ul style="list-style-type: none"> • Population migration to other sectors or other municipalities; • Aging population; • Instability and lack of predictability of development models amid political changes; • Lack of innovation experts; • Resistance of inhabitants and decision makers to change; • Lack of circular companies and circular innovation; • Insufficient development of civic spirit and public awareness; • Lack of sharing a common vision.

The Schoolyard Composting Corner

3rd District's Small Scale Action



The Resourceful Cities project offered the partner cities the opportunity to implement and test a small-scale action (SSA). This is a new component of the action planning networks, allowing URBACT cities to design concepts or actions, test and verify their relevance, feasibility and impact, and see if they can be included in the IAPs.

The SSA of the 3rd District was designed and approved by the ULG. Local stakeholders were tasked with brainstorming and voting on pilot project ideas. The winning proposal was further discussed, examined and refined before it was implemented.

Dubbed "The Schoolyard Composting Corner", the SSA aimed to raise awareness on the importance of composting in urban areas and to encourage circular practices through hands-on educational activities. Three schools were chosen for the pilot project, in which composting sites were set up and training workshops on topics such as "reduce-reuse-recycle", biodegradable vs. non-biodegradable, compost and composting, healthy soil and healthy food and so on were held.

The SSA provided an opportunity to evaluate how the local community (especially schoolchildren and high-school students) responded to the idea. Testing the SSA in a closed environment made it easier to keep track of the process, which was especially important in a community that didn't know much about urban composting at the time. Students initially expressed an interest in contributing and participating. Secondary school students were far more interested than high school students. The initial excitement and interest appeared to fade quickly and the waste intake in the composting bins has been low.

The SSA revealed the need for people who are willing to monitor the composting process and perform necessary operations such as measuring temperature and moisture or turning the pile. New actions and events are also required to ensure that students contribute to compost intake while maintaining positive momentum and commitment. We now understand that elements that support and promote continued participation in the composting effort must be included in the design of this type of action.

On a more positive note, the SSA was able to pique the interest of a variety of citizens and organizations who inquired about how they could help with the composting effort. For example, Asociația Culturalis (Culturalis Association), a local NGO, was interested in holding a workshop on composting at one of the SSA's sites, and on April 9th, 2022, they met with citizens - outside the SSA target group - to promote urban composting at "Dante Alighieri" College.

Pilot Action	The Schoolyard Composting Corner
Objective	Promoting the importance of composting plant waste in urban areas and encouraging circular practises in three schools in the 3rd District for a target group of at least 60 students and teachers through practical and educational activities.
Context and inspiration	The SSA was designed during meetings of the URBACT Local Group of the 3rd District as a result of collaboration between the local authorities and local stakeholders involved in the Resourceful Cities project. It was decided that the pilot action should be to set up a composting area in schoolyards. This way, students and teachers can learn about the importance of composting waste from green space maintenance activities.
Organization in charge	The organizations in charge were the Municipality of the 3rd District and S.C. Urban Cultor S.A. Through a public procurement process, Urban Cultor, which specializes in urban farming and composting, was hired to help with the SSA workshops.
Key partners	<ul style="list-style-type: none"> • ULG members; • Students and teachers from Dante Alighieri" Theoretical High School, "Mihai Bravu" Technical College, and "Costin D. Nenițescu" Technical College.
Monitoring	The monitoring of the SSA was carried out by the Municipality of the 3rd District, through the "Resourceful Cities" project team. The monitoring aimed to evaluate students' interest in the SSA and to track waste intake in the composting bins.
Resources and Budget	The total cost of the SSA: 18,000 RON, supported through the RC project budget.
Time frame	Implementation and monitoring: September–December 2021
Results and lessons	<p>As a result of the SSA implementation and monitoring, it became clear that finding someone to monitor the composting process and perform tasks such as measuring temperature and moisture levels or turning the pile is critical. This person could be a member of the target group or a municipality employee.</p> <p>To ensure that students contribute to compost intake while maintaining the positive momentum and commitment to composting, new actions and events are necessary. Periodic activation activities that encourage people to continue composting should be included in the design of future actions.</p>
Impact on strategy	The community's interest in the SSA and the lessons learned helped scale it up within the IAP.

The Integrated Action Plan



The Resourceful Cities expert, Mrs. Eileen Crowley, during Bucharest visit & ULG discussions

The 3rd District aspires to be Bucharest's cleanest, greenest and most developed district, and the transition to the circular economy provides an opportunity to achieve this goal by bringing systemic changes to the current economic model. Because of the scarcity of raw materials and the ever-changing nature of environmental problems, the circular economy is critical for Europe's future.

The 3rd District has joined the Resourceful Cities network in order to learn from the experiences of other partner cities and to build a sustainable model for the circular economy. Thus, the groundwork for a medium and long-term vision that will support the circular economy was established.

The Integrated Action Plan aims to integrate, implement and capitalize on the lessons learned throughout the Resourceful Cities project by engaging decision-makers and stakeholders with the common goal of supporting the transition to CE, aligning with the European Commission's Circular Economy Action Plan.

The Integrated Action Plan presents a shared vision among local actors about the circular economy and future development directions. The IAP provides an effective set of urban policies developed through a collaborative process to strengthen waste prevention measures and encourage reuse and recycling among citizens and organizations. The IAP can also help the local government lay the groundwork for other public policy measures such as urban planning standards, economic incentives, and public participation strategies.

The process of developing an Integrated Action Plan aimed to co-create actions to:

- Inform the local community about the importance of reducing waste, by reusing and recycling,
- Create financial and non-financial incentives for those who effectively support the circular economy,
- Encourage green procurement in both the public and private sectors,
- Create effective methods for tracking quantitative and qualitative trends in waste generation in the district,
- Establish a system of proactive waste management,
- Increases recycling rates through innovative technologies,
- Identify and implement digital solutions for the efficient management of sanitation services,
- Promote circular initiatives, both private and public,
- Promote and develop citizens' ecological skills and knowledge through formal and informal methods.

Urban Resource Center

3rd District's Vision



The Resourceful Cities network's concept of an Urban Resource Center (URC) can assist the 3rd District in capitalizing on untapped resources by providing a tailor-made space (physical and virtual/online) for citizens through which the circular economy can be promoted and value-based development can be encouraged.

The URC aspires to be the hot spot for the development of circular initiatives. Simultaneously, the URC will be the primary hub for promoting the CE and circular practices.

It will take a novel horizontal cross-cutting approach, focusing on one or more specific aspects of the circular economy and developing a local effective and collaborative CE strategy.

The URC intends to have a positive influence on the future of the local community in terms of recycling, promoting the prevention of excessive waste, and promoting CE values through the series of activities proposed. Locally, the center will be used to promote the concepts of reusing, repairing, and recycling (a circular economy).

In addition, the establishment of an Urban Resource Center in the district could provide a solution to some of the local community's social, environmental, and economic needs, as well as contribute to the district's ongoing sustainable transformation.

The URC will include the following features:

Economic	In this regard, the URC can serve as a point of contact for new businesses, researchers, and specialists interested in co-creating new ways to close resource loops at the local level. The URC can also serve as a multifunctional hub for creative CE start-ups and the development of new circular businesses based on the REUSE - REPAIR - RECONDITIONING - RECYCLING of existing materials and products, creative processing of recycled materials, and so on. With meeting rooms, office spaces, and other resources (IT&C, tools, materials bank, etc.) at its disposal, the URC can be a space for incubating, supporting, and promoting businesses and circular initiatives in the district.
Social	The URC will serve as a public space in the District for promoting the circular economy, informing citizens, and encouraging their participation in various initiatives. In addition to business spaces, the URC can include community space to foster social dialogue on CE and environmental issues, as well as space for various workshops and exhibitions. Its design can also include a tool rental service for citizens and an educational hub.
Environmental	The URC can incorporate a mini-recycling station and a reuse shop where products can be salvaged, repaired and donated or sold.

In terms of infrastructure, the URC can be housed in a single location with multiple spaces or in several locations that can house the center's various functionalities.

Simultaneously, the URC will have a digital dimension that will allow for prompt and continuous interaction with all those interested in the district's circular initiatives. The URC can also provide a variety of services online (a community platform, a virtual store etc).

Fostering Equality, Diversity and Inclusion

Human-shaped communities are central to the IAPs' and URCs' vision. As promoters of circular economy in the district, we can play an important role in prioritizing and promoting diversity, equality and inclusion. These are essential for developing appealing communities and improving the well-being and quality of life of all citizens.

The URC and the proposed actions of the IAP will demonstrate how to build communities that value everyone, regardless of gender, sex, nationality or other characteristics, communities that unleash the full potential of their citizens and ensure their unrestricted participation in the circular economy.

To ensure fair treatment and opportunities for all parties involved, we will focus on creating an environment in which everyone feels welcome and valued. A universal design of the URC may fail to address the specific needs of women, youth, minorities, disadvantaged people, marginalized people, or people at risk of poverty and social exclusion. Therefore, target groups should be identified and the URC should be tailored to the needs of each group. The inclusion aspect of the center is especially important: young and old, men and women, residents of all neighborhoods in the district should feel welcome at the Urban Resource Center.

One measure that will transcend all of the proposed actions is to promote equal access to the various activities and outcomes. To increase the participation rate of women, young people, minorities, disadvantaged people, marginalized people, and people at risk of poverty and social exclusion, a set of measures must be implemented:

- **Having diverse leaders and partners**
Because they can have various social and business networks and can be a successful model for the local community, the CRU management team must be composed of various leaders, able to attract citizens, entrepreneurs, and NGOs, regardless of their origin. Possible partners: Ateliere Fără Frontiere, Viitor Plus, Universities, and other ULG partners.
- **Developing a diverse selection procedure**
It is critical to have diverse selection committees for URC programs that can offer a variety of perspectives. Gender and racial diversity must be represented in the URC's selection process in order to eliminate biases against women, minorities, or disadvantaged people, as well as biases against the types of products and services offered by the URC.
- **Developing programs with the end-user in mind**
Rather than developing programs and then trying to find people to fill them, the URC should consider developing inclusive programs from the start. Flexibility in training time, child care support, tailored curriculum, and resources, having diverse mentors and trainers, and providing training for the long-term and low-skilled unemployed are some of the recommended measures.
- **Creating an inclusive culture**
To support an inclusive culture, it is critical to have a communication strategy that is representative of all groups. It is crucial to portray the URC verbally and visually as an inclusive space that values and promotes quality and diversity. The URC should promote successfully women and minority entrepreneurs in order to inspire others.

Public events could be used as an important outreach tool. The URC will provide and support a close relationship between the benefits of the circular economy and the benefits of the social economy, such as job creation and assistance to vulnerable target groups.

- **Developing digital solutions for youth**

Having a variety of digital solutions in place can provide young people with the right tools they need to take action. In this way, we hope to ensure their involvement in circular economy projects and swiftly respond to their various needs.

Priority Intervention Domains & Strategic Objectives

Through the Resourceful Cities best practices and findings, a series of waste-reduction measures have been reviewed and proposed for the present IAP. Already existing measures (regulations, legislation, rules etc) and financial instruments (grants, incentives etc) were reviewed, and new measures have been explored.

It has also been investigated how digitization and innovative technologies can aid in a more efficient waste collection and recycling, as well as how these tools can help sustain the transition to a circular economy, by engaging citizens and businesses.

During the local and transnational activities of the Resourceful Cities, three main priority domains were identified, where the 3rd District needs to concentrate its efforts in order to speed up the circular economy transition:



Based on the priority domains, four strategic objectives have been established for the IAP to focus on.

Strategic Objective 1	Improving the management, implementation, and monitoring of local policy instruments aimed at facilitating the transition to a circular economy.
Strategic Objective 2	Promoting the principles of the circular economy and implementing high value-added practices for the local community, in order to improve the participation of citizens in a conscious and informed social transformation, which is based on education, awareness, and lifelong learning.
Strategic Objective 3	Significant reduction of the total amount of waste generated and halving, by 2030, the amount of residual municipal waste (not recycled).
Strategic Objective 4	Promoting entrepreneurial actions in the circular economy and supporting sustainable circular business models.

Proposed Set of Actions

A set of 12 actions has been developed as a result of consultation with the ULG. The proposed actions will address the identified issues, assisting the 3rd District in meeting its strategic objectives and hastening the transition to a circular economy. Each action in the table below addresses one or more of the IAP's strategic objectives, and each is described in detail in the document.

Action ID	Description	Strategic Objective to Which the Action Responds
A1	The Circular Initiatives Map	S04
A2	The Urban Resource Center of the 3rd District	S01, S02, S03, S04
A3	The Urban Resource Centers' Caravan	S02, S03
A4	Integrated Measures for Businesses and Initiatives in the Context of CE	S02, S04
A5	Dedicated Waste Management Contracts for Businesses	S01
A6	Support Programs for Circular Businesses	S02, S04
A7	Plastic Recovery Network Using Circular Economy Techniques	S02, S03
A8	E-recycling: Smart Systems for WEEE Collection, Recovery and Recycling	S01, S02, S03
A9	Smart Urban Waste Collection Bin System	S01, S03
A10	Real-time Monitoring and Control System for Municipal Waste Management in The 3rd District	S01, S03
A11	The Community Gardens of the 3rd District	S02
A12	Community Composting in the 3rd District	S02, S03

Action 1	The Circular Initiatives Map
Objective	Identifying and promoting, through an online platform, circular initiatives/ businesses in the 3rd District, including those initiatives which are compatible with the principles of circular economy.
Vision	<ul style="list-style-type: none"> • Identifying circular businesses: SH/reuse shops, repair shops (clothes, shoes, etc.), electrical equipment services; • Identifying those initiatives which encourage the prevention of waste generation, the promotion of durable reuse, repair, recondition, and utilization of resources; • Identifying those businesses and businesses models which commercialize environmental - friendly products - without packaging or with reusable packaging; • Initiatives such as the following will be included: Zero Waste shops, shoes & leather repair shops, tailoring shops, bike repair shops, furniture repair shops, electronics/ appliances repair services, watchmaker's shop,s etc.; • Creating an online platform (a map), as comprehensive and relevant as possible, through which the identified businesses/initiatives can be promoted to the population; • The map will be completed and updated periodically, as the administrators receive information and new data about the different circular businesses available in the 3rd District.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • The local public administration and its subordinates; • NGOs; • The business community of the 3rd District; • Companies interested in circular initiatives and the sustainability of their own businesses; • Citizens.
Monitoring indicators	<ul style="list-style-type: none"> • No. of circular businesses/initiatives on the map; • No. of users/year; • No. of hits/year; • No. of articles/ media appearances.
Resources	<ul style="list-style-type: none"> • Human, logistical and administrative resources from the 3rd District of Bucharest; • IT Company/ Collaborator outsourced for developing and maintaining the app; • Learning Resources: previous experiences and lessons learned in developing and implementing similar actions.
Time frame	2022-2023, yearly updated, with a timeframe of 2030
Status	Project idea

Risks and mitigation measures	<p>Risk: Lack of available budget to implement this action. Mitigation measures: Identifying available financing sources.</p> <p>Risk: Lack of interest from the potential group which is targeted. Mitigation measures: Attracting the targeted group by offering to conclude relevant information on good field practices, providing a clear presentation of the advantages of taking part in a similar action.</p>
Est. budget	36,000.00 EUR
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships; • Volunteering; • Crowd-sourcing; • Public-private partnership; • European funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • NRRP; • EEA and Norway Grants; • EIB financing.
Inspiration	www.hartareciclarii.ro

Action 2	The Urban Resource Center of the 3rd District
Objective	Providing a space (both physical and virtual/online) customized for citizens, business environment, civil society through which circular economy can be locally promoted and participation, integration and development based on common values can be encouraged.
Vision	<ul style="list-style-type: none"> • To become a space in which circular initiatives of the local communities can be incubated and promoted – entrepreneurs, specialists and usual citizens; • To become the main hub for promoting circular economy and circular practices at a district level and, implicitly, at a Municipality level; • A connection point for new businesses, researchers, and specialists to co-create new ways to close local resource loops; • A community space to encourage social dialogue related to CE & environmental issues; • Space for training, creative recycling & reuse workshops, etc.; • Space for the collection, repair, reuse, and recovery of electrical and electronic waste, not only, which will later be donated; • Inclusive space where training/informal sessions/gatherings are happening to support the development of skills for accessing jobs for people at risk of poverty and social exclusion from marginalized communities.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • The local public administration and its subordinates; • NGOs; • The business and academic community; • Citizens.
Monitoring indicators	<ul style="list-style-type: none"> • No. of functional circular businesses/initiatives within the URC; • No. of start-ups incubated / year; • No. of events/year; • No. of training & workshops on recycling & reuse/year; • No. of articles/ media appearances.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources from the 3rd District of Bucharest; • IT Company/ Collaborator outsourced for developing and maintaining the virtual space that will host the URC 3rd district online platform; • Identifying a physical space for setting up the URC; • Learning Resources: Previous experiences, and lessons learned regarding similar development and implementation processes.
Time frame	2023-2027, within a timeframe of 2030
Status	Project idea

<p>Risks and mitigation measures</p>	<p>Risk: Lack of available budget to implement this action. Mitigation measures: Identifying available financing sources.</p> <p>Risk: Lack of available physical space for the development of the URC. Mitigation measures: Identifying available spaces/buildings from the district where the URC might be developed.</p> <p>Risk: Lack of political consensus. Mitigation measures: Taking all the administrative decisions regarding the PLA to ensure the functionality of the URC.</p> <p>Risk: Lack of interest from the potential group which is targeted. Mitigation Measures: Attracting the targeted group by offering to conclude and relevant information on good field practices, providing a clear presentation of the advantages of taking part in a similar action .</p> <p>Risk: Long period of time for obtaining agreements, authorizations, etc. Mitigation measures: To make every effort on the part of the 3rd District to obtain all the necessary documentation for the proper, legal functioning of the URC.</p>
<p>Est. budget</p>	<ul style="list-style-type: none"> • 50,000.00 EUR in case an existing physical space is identified, owned by the City Hall; • 750,000.00 EUR in case it is a new construction.
<p>Potential financing sources</p>	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships; • Volunteering; • Crowd-sourcing; • Public-private partnership; • European funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • NRRP; • EEA and Norway Grants; • EIB financing.
<p>Inspiration</p>	<p>Resourceful Cities project</p>

Action 3	The Urban Resource Centers' Caravan
Objective	Raising circular economy awareness in hard-to-reach communities.
Vision	<ul style="list-style-type: none"> • The action aims to engage the community in offline, but also online, events to support and promote the circular economy by going into the hearts of various communities. It is intended to be an educational project with the goal of increasing public awareness of environmental protection and sustainable development. With this, activities can be taken outside the URC space and into the streets; • The action's activities will be based on unitary awareness campaigns, beginning with the youngest citizens in the 3rd District - students. Thus, themed events such as fashion presentations from waste organized tours of collection centers, and circuits for collecting specific types of waste in schools will be organized; • The short- and medium-term goal is to reduce resource consumption and promote proper waste recycling.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • The local public administration and its subordinates; • ULG members; • NGOs; • The business and academic community; • Citizens.
Monitoring indicators	<ul style="list-style-type: none"> • No. of participants in the caravan actions; • At least 10 online & offline actions/year; • At least 2500 citizens were informed about the importance of recycling and the circular economy; • At least 1 awareness campaign per year.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources: from the Municipality of the 3rd District; specialists appointed from the key partners who can provide specific expertise in the development, administration, and monitoring of the caravan; other relevant local actors involved; • Learning resources: Previous experiences and lessons learned in developing and implementing similar actions.
Time frame	2023-2027, within a timeframe of 2030
Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest of the target group: citizens, legal entities from the district.</p> <p>Mitigation measures: Monitoring, good cooperation between responsible organizations, experience gained in similar actions, development of attractive information campaigns.</p>

	<p>Risk: Lack of budget available for the implementation of the action. Mitigation measures: Identification of other sources of funding.</p>
Est. budget	<ul style="list-style-type: none"> • 28,000.00 EUR for the purchase of a vehicle to be used as a caravan; • 15,000.00 EUR per year for the effective implementation of the action.
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships; • Volunteering; • Crowd-sourcing; • Public-private partnership; • European funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • NRRP; • EEA and Norway Grants; • EIB financing.
Inspiration	<p>www.antwerpenmorgen.be/nl/projecten/circular-south/over www.uia-initiative.eu/en/uia-cities/antwerp-call2 www.ecotic.ro/project/caravana-ecotic</p>

Action 4	Integrated Measures for Businesses and Initiatives in the Context of CE
Objective	<p>Creating opportunities for entrepreneurs to position their business in a circular context and develop future strategies following a circular approach.</p> <p>Promoting solutions for the recovery, reuse and reevaluation of raw materials, materials and products, and development of new economic activities necessary for integration in value chains.</p>
Vision	<p>The circular economy will stimulate competitiveness by protecting enterprises against the insufficiency of resources and volatile prices, and by contributing to the development of new business opportunities and innovative, more efficient methods of production and consumption.</p> <p>The Municipality of the 3rd District can contribute to promoting and raising awareness of the transition to a circular economy through a series of measures that support and drive the circular transition of businesses in general and SMEs in particular, such as:</p> <ul style="list-style-type: none"> • Intangible incentives, such as prizes and business competitions; • Certificates of market recognition; • Financial incentives include grants and funds obtained through participatory budgeting; • Financial incentives for this field's operational start-up; • Opportunities for circular initiatives incubation; • Local job development at all skill levels, as well as opportunities for integration and social cohesion; • Capitalization of business opportunities created by more efficient resource use. <p>We pursue a positive impact at the local level by improving the skills and capacity of stakeholders in CE business models and related opportunities. The approach is relevant in the current situation of economic and health crisis, as well as overexploitation of the planet's resources, which is causing entrepreneurs to change their current business models in the context of CE.</p>
Organization in charge	<p>Municipality of the 3rd District</p>
Key partners	<ul style="list-style-type: none"> • The local and regional administration; • NGOs; • The business and academic community; • Start-ups; • SMEs / entrepreneurs interested in the circular economy; • Other stakeholders.
Monitoring indicators	<ul style="list-style-type: none"> • No. of events dedicated to SMEs / entrepreneurs/start-ups interested in CE; • Integrated opportunities for entrepreneurs in the field of CE; • No. of participatory budgeting project competitions/calls; • No. of grants awarded annually; • No. of beneficiary organizations;

	<ul style="list-style-type: none"> • No. of entrepreneurs / SMEs that had their projects approved through participatory budgeting project competitions/calls; • No. of businesses that integrate circular economy measures.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources: from the Municipality of the 3rd District - project team appointed for the Resourceful Cities project; Specialists appointed from the key partners who can provide specific expertise in the development and administration of businesses in the field of the circular economy; Other local/international actors involved; • Learning resources: lessons learned from the Resourceful Cities project.
Time frame	2023-2027, with a timeframe of 2030
Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest from the target groups Mitigation measures: Experience gained in similar actions, development of attractive information campaigns for SMEs; proposing financial incentives for operational start-ups in this field</p> <p>Risk: Lack of budget for implementing the action Mitigation measures: Identifying all possible sources of funding</p>
Est. budget	<ul style="list-style-type: none"> • 150,000.00 EUR per year
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships; • Crowd-sourcing; • Public-private partnership; • European funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • NRRP; • EEA and Norway Grants; • EIB financing.
Inspiration	<p>www.urbact.eu/urge</p> <p>www.participedia.net/method/146</p> <p>www.buergerhaushalt-lichtenberg.de</p>

Action 5	Dedicated Waste Management Contracts for Businesses
Objective	Improving collection rates by promoting collection rules among all entities that produce municipal waste (non-residential buildings) and stimulating the separate collection of municipal waste by promoting a proactive consumer-oriented attitude toward sustainability.
Vision	The action addresses the development and implementation of integrated waste management solutions for the 6 main waste streams associated with SMEs and other legal entities (WEEE, plastics, PET, glass, light bulbs, cardboard), as well as the transformation of waste into resources. The aim is to develop dedicated waste management contracts for the business environment, including cost-saving consulting services. Companies can also request the support of the 3rd District for waste management and the organization of the selective on-site collection.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • Legal entities operating in the district
Monitoring indicators	<ul style="list-style-type: none"> • Minimum 100 legal entities in the district encouraged to adopt sustainable and environmentally friendly practices in their work; • Increasing the separate waste collection rate of businesses; • Significant decrease in the amount of paper, cardboard, and plastic in the waste stream.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources: from the Municipality of the 3rd District - project team appointed for the Resourceful Cities project; Specialists appointed from the key partners who can provide specific expertise in the development and administration of businesses in the field of the circular economy; Other local/international actors involved; • Learning resources: lessons learned from the Resourceful Cities project.
Time frame	2022-2027, within a 2030 time-frame
Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest from the target groups. Mitigation measures: Experience gained in similar actions, development of attractive information campaigns for SMEs; proposing financial incentives.</p> <p>Risk: Lack of budget for implementing the action. Mitigation measures: Identifying all possible sources of funding.</p>
Est. budget	NA
Financing source	Local budget of the 3rd District
Inspiration	NA

Action 6	Support Programs for Circular Businesses
Objective	Assisting businesses and organizations in comprehending the principles underlying the circular economy, and assisting them in providing services and activities through the use of circular economy methods. Identifying and assisting startups with cutting-edge products and services that contribute to a more sustainable way of life.
Vision	<p>Companies and organizations will be encouraged to become more efficient, reduce their costs, add value and reduce their impact on the environment.</p> <p>The proposed activities will consist of:</p> <ul style="list-style-type: none"> • Constant assistance from an expert - consultant with the role of design thinking and organizational management, for changing the business model from linear to circular, business mentoring, and coaching; • Connecting with experienced mentors, who help beneficiaries shape their business strategy; • Assistance in identifying and attracting other sources of public and private funding to ensure the sustainability of the implementation of the solution or for further development.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • The business and academic community; • Start-ups; • SMEs / entrepreneurs interested in the circular economy; • NGOs.
Monitoring indicators	<ul style="list-style-type: none"> • No. of design thinking and organizational management sessions developed yearly; • No. of companies and organizations supported on a yearly basis; • Collecting suggestions/feedback from companies and organizations to better implement measures and actions.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources from the Municipality of the 3rd District. Other actors involved; • Learning resources: Previous experiences and lessons learned in developing and implementing similar actions.
Time frame	2023-2026
Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest from the target groups. Mitigation measures: Monitoring, gaining experience in similar actions, developing appealing information campaigns, and making more information available.</p> <p>Risk: Lack of budget available for implementation of the action. Mitigation measures: identification of other sources of funding.</p>

Est. budget	<ul style="list-style-type: none"> • 50,000.00 EUR per year
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships; • Crowd-sourcing; • Public-private partnership; • European funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • NRRP; • EEA and Norway Grants; • EIB financing.
Inspiration	<p>www.digicirc.eu</p> <p>www.c-voucher.com</p>

Action 7	Plastic Recovery Network Using Circular Economy Techniques
Objective	<ul style="list-style-type: none"> • Improving the use of plastic through a circular economy; • Improving the use of plastic packaging waste through a circular economy-specific approach; • Reprocessing plastic waste within the same value chain (circular economy; closing the plastic loop).
Vision	<p>The low plastic recycling rates are primarily due to the situation of packaging waste (the majority of plastic waste), which is primarily household waste, and thus the quality of the collected material is dependent on the separation-collection system available and citizens' awareness.</p> <p>The action will consist of:</p> <ul style="list-style-type: none"> • participation of 3rd District residents in selective plastic recycling collection (to increase the amount of packaging collected); • transportation (to lower the cost of recovered plastic); • sorting (in order to improve the quality of the recovered plastic); • capitalization of value-added products (foam boards, car parts, such as covers/bumpers/dashboards, bituminous roofing membranes, garbage bags, asphalt sheets/roofing felt, and street furniture such as fences/ benches/ protective walls, etc). <p>The project entails sorting activities, collection routes, and waste management of the quantity and quality of waste from collected packaging in order to increase the recycling rate of plastic in the 3rd District by implementing innovative techniques for its recovery. It will also test innovative collection methods (citizens' platform, smart containers, collection route optimization) capable of increasing the efficiency of plastic packaging collection and recycling.</p>
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • Local public administration and its subordinates; • Citizens; • Transport companies and sorting facilities; • Associations of the people living in a condominium (Condominium Associations); • NGO sources.
Monitoring indicators	<ul style="list-style-type: none"> • No. of waste collection and transport activities; • No. of activities for sorting and capitalizing on value-added products; • No. of information campaigns on the correct recycling activities and the importance of recycling; • Collecting suggestions from citizens; • Data on quantities, types of plastics and the possibility of recycling them.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources from the 3rd District of Bucharest; • Learning Resources: Previous experiences and lessons learned in developing and implementing similar actions.
Time frame	2023-2026

Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest of the target group: legal entities and organizations located in the 3rd District. Mitigation measures: Monitoring, experience gained in similar actions, development of attractive information campaigns, better information on the importance of proper recycling.</p> <p>Risk: Lack of budget available for implementation of the action. Mitigation measures: Identification of other sources of funding.</p>
Est. budget	<ul style="list-style-type: none"> • 50,000.00 EUR per year
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships; • Volunteering; • Crowd-sourcing; • European funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • EEA and Norway Grants; • Other sources.
Inspiration	<ul style="list-style-type: none"> • www.plasticircle.eu • www.interregeurope.eu/policylearning/good-practices/item/2449/plastic-bottle-for-plastic-bottle/

Action 8	E-recycling: Smart Systems for WEEE Collection, Recovery and Recycling
Objective	<ul style="list-style-type: none"> • The creation of the minimum infrastructure necessary for the proper collection of WEEE in the 3rd District; • Collecting resources from electronic equipment in order to extend the life of products and reuse components; • Environmental and sustainable behavior education and training for the general public.
Vision	<p>The construction of a more circular system will be started, in which resources will be capitalized and reused in ways that create decent and sustainable jobs. The action will concentrate on the efficient management of the household, electrical, and electronic waste (WEEE), because electronic devices and electrical equipment, ranging from household appliances to solar panels, mini-networks, smartphones, and other ICT products, provide significant benefits to humanity. and offer new opportunities for development.</p> <p>The installation of approximately 80 medium-sized recycling bins, specialized for WEEE collection, placed inside public, private, and academic institutions in the district and about 10 large outdoor recycling bins. A map of e-waste collection points will also be created (as part of the Action 01 Circular Initiatives Map), which allows the nearest point for e-waste collection to be easily identified. Organizations sensitive to the issue of efficient and circular recycling of WEEE waste will also be targeted and involved to provide support by promoting the collection, repair, reuse, or solid recycling of e-waste.</p>
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • The local community; • Local NGOs; • Citizens; • Local legal entities sensitive to the issue of efficient and circular recycling of WEEE.
Monitoring indicators	<ul style="list-style-type: none"> • Functional infrastructure: min. 80 medium-sized collection point/recycling bins for the interior; • 10 large outdoor collection point recycling bins Increasing the amount of DEE waste collected, recycled and reused; • Raising sustainable awareness among citizens and the business community in the 3rd District; • At least 1 annual awareness campaign, with at least 5 online & offline actions; • At least 10 companies are involved in the repair, reuse, or solid recycling of WEEE.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources from the 3rd District Municipality; • Specialists from responsible organizations who can provide specific expertise; • Other local actors involved; • Learning Resources: Previous experiences and lessons learned in developing and implementing similar actions.
Time frame	2022-2027, within a 2030 timeframe

Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest of the target group: citizens, legal entities located in the 3rd District. Mitigation measures: Monitoring, experience gained in similar actions, development of attractive information campaigns.</p> <p>Risk: Lack of budget available for implementation action. Mitigation measures: Identification of available sources of funding.</p>
Est. budget	<ul style="list-style-type: none"> • 200,000.00 EUR (approx. 2,200.00 EUR/collection point/recycling bin)
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships; • In-kind contributions; • European funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • EEA and Norway Grants; • Other private financing sources.
Inspiration	www.weee-forum.org

Action 9	Smart Urban Waste Collection Bin System
Objective	Developing a system of smart, solar-powered bins with filling and emptying sensors to streamline the selective collection of street waste.
Vision	Approximately 30 smart units will be purchased for selective collection of street waste, separate collection of paper/cardboard waste, and separate collection of plastic waste, all of which will be equipped with solar panels to ensure energy independence. They will be outfitted with compactors powered by solar panels and a wireless data transmission system to City Hall and the sanitation company (the system indicates in real-time the degree of filling of the units). The bins will be placed in high-volume pedestrian traffic areas.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • General Directorate of Sanitation; • SSR3D - Sanitation and Snow Removal 3rd District Ltd; • Local authority staff and Citizens.
Monitoring indicators	<ul style="list-style-type: none"> • Min. 30 smart units for the selective collection of street waste located in the district; • Increased amount of selectively collected street waste Improved behavior of citizens towards the selective collection.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources from the 3rd District Municipality; • Specialists from responsible organizations who can provide specific expertise; • Other local actors involved; • Learning Resources: Previous experiences and lessons learned in developing and implementing similar actions.
Time frame	2022-2027, within a 2030 time-frame
Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest of the target group: citizens, legal entities located in the 3rd District. Mitigation measures: monitoring, experience gained in similar actions, development of attractive information campaigns.</p> <p>Risk: Lack of budget available for implementation action. Mitigation measures: identification of available sources of funding.</p>
Estimated budget	350,000.00 EUR (1 smart unit for selective collection of street waste = 10,000.00 EUR)
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships & In-kind contributions; • EU funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • EEA and Norway Grants & Other sources.
Inspiration	www.dupanoi.ro/big-belly-sistemul-intelligent-de-colectare-a-deseurilor

Action 10	Real-time Monitoring and Control System for Municipal Waste Management in The 3rd District
Objective	Identifying and implementing intelligent waste management solutions in order to effectively manage the waste life cycle and improve the environment and well-being of residents.
Vision	A real-time monitoring and control system combining smart sensors, an intelligent waste management system, and the A1 - Circular Initiatives Map application will be configured and implemented. These smart sensors send data to the waste management system via IoT (Sigfox, NB-IoT, LoRaWAN, GPRS), providing consistent data for optimizing waste collection routes, vehicle frequencies and loads, and landfill distribution, all of which reduce total collection costs by at least 30% and carbon emissions by up to 60%. It will help understand waste production dynamics, pick up waste only from full containers and landfills, adjust municipal waste capacity and distribution, clean up cluttered bins, and improve sanitation services.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • General Directorate of Sanitation; • SSR3D - Sanitation and Snow Removal 3rd District Ltd; • Local authority staff and Citizens.
Monitoring indicators	<ul style="list-style-type: none"> • An increased amount of municipal waste collected; • Improved quality of sanitation services.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources: from the 3rd District Municipality, specialists from responsible organizations who can provide specific expertise, other local actors involved; • Learning Resources: Previous experiences and lessons learned in developing and implementing similar actions.
Time frame	2023-2027, within a 2030 timeframe
Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of budget available for implementation action.</p> <p>Mitigation measures: Identification of available sources of funding.</p>
Estimated budget	1,000,000.00 EUR (software costs, hardware equipment for waste collection units, etc.)
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships & In-kind contributions; • EU funds, available in the programming period 2021-2027 within the dedicated Operational Programs; • EEA and Norway Grants; • Other sources.
Inspiration	www.sensoneo.com/smart-waste-monitoring

Action 11	The Community Gardens of the 3rd District
Objective	Creating urban community gardens with a wide range of edible and decorative plants (with the support of the condominium associations in the 3rd District).
Vision	Supporting condominium associations in the creation and maintenance of community urban gardens where residents can engage in small-scale urban agriculture (they can also be placed on condominium roofs to use and beautify the district's roofs). Citizen gardening classes, 5-10 urban community gardens.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • Condominium associations & citizens; • Urban Cultor; • Viitor Plus Association.
Monitoring indicators	<ul style="list-style-type: none"> • No. of supported associations; • No. of urban gardens created (min 5-10 urban community gardens); • No. of NGOs involved.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources: from the Municipality of the 3rd District; Specialists appointed from the key partners who can provide specific expertise in the field; Other local actors involved. • Learning resources, previous experiences and lessons learned in developing and implementing similar actions
Time frame	2023-2027, within a 2030 timeframe
Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest of the target group - citizens, legal entities located in the 3rd District. Mitigation measures: Monitoring, experience gained in similar actions, development of attractive information campaigns. Attracting citizens by providing conclusive and relevant information on good practices; a clear presentation of the benefits.</p> <p>Risk: Lack of budget available for implementation action. Mitigation measures: identification of available sources of funding.</p>
Estimated budget	50,000.00 EUR (5,000.00 EUR per garden)
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships & crowd sourcing; • Public-private partnership; • EEA and Norway Grants; • Other sources.
Inspiration	www.urbangardeningproject.eu www.gradiniurbanecomunitare.intranzitie.org

Action 12	Community Composting in the 3rd District
Objective	Arrangement of composting spaces for 3rd District schools, condominium associations and households.
Vision	Composting spaces – individual or communal (in private homes or public gardens) – a minimum of 50 spaces, and composting workshops for citizens.
Organization in charge	Municipality of the 3rd District
Key partners	<ul style="list-style-type: none"> • Condominium associations & citizens; • Urban Cultor; • Viitor Plus Association.
Monitoring indicators	<ul style="list-style-type: none"> • No. of composting spaces created (min. 50); • No. of participants in workshops.
Resources	<ul style="list-style-type: none"> • Human, logistic and administrative resources: from the Municipality of the 3rd District; Specialists appointed from the key partners who can provide specific expertise in the field; Other local actors involved; • Learning resources, previous experiences and lessons learned in developing and implementing similar actions.
Time frame	2022-2027, within a 2030 timeframe
Status	Project idea
Risks and mitigation measures	<p>Risk: Lack of interest of the target group – citizens, legal entities located in the 3rd District. Mitigation measures: Monitoring, experience gained in similar actions, development of attractive information campaigns. Attracting citizens by providing conclusive and relevant information on good practices; a clear presentation of the benefits.</p> <p>Risk: Lack of budget available for implementation action. Mitigation measures: identification of available sources of funding.</p>
Estimated budget	28,000.00 EUR per year
Potential financing sources	<ul style="list-style-type: none"> • Local budget of the 3rd District; • Sponsorships; • Public-private partnership; • EEA and Norway Grants; • Other sources.
Inspiration	The SSA of the 3rd District www.urbangardeningproject.eu

IAP's Implementation and Monitoring

Monitoring and evaluation are critical components of the strategic planning process because, while the planning process assists in identifying the objectives to be met and the activities to be carried out, the monitoring and evaluation process assists in determining whether the implementation is appropriate and the results are satisfactory. As a result, monitoring and evaluation should be a process of measuring performance as well as an important source of information for the process of updating and reviewing the planning activity in an actionable manner, translated into strategic objectives and indicators.

An integrated system of indicators has been set up for the IAP to assess in the future how well the strategic goals have been met. This way, actions can be self-assessed on a regular basis, and efficiency can be increased.

A procedural monitoring flow is used to describe the activities that will be carried out during the process of implementing the actions related to the Integrated Action Plan in order to ensure that the objectives are met within the set deadlines and, preferably, within the projected budgets. The procedural flow has a constant frequency, involving actions such as data and information collection, report preparation, analysis, and transmission.

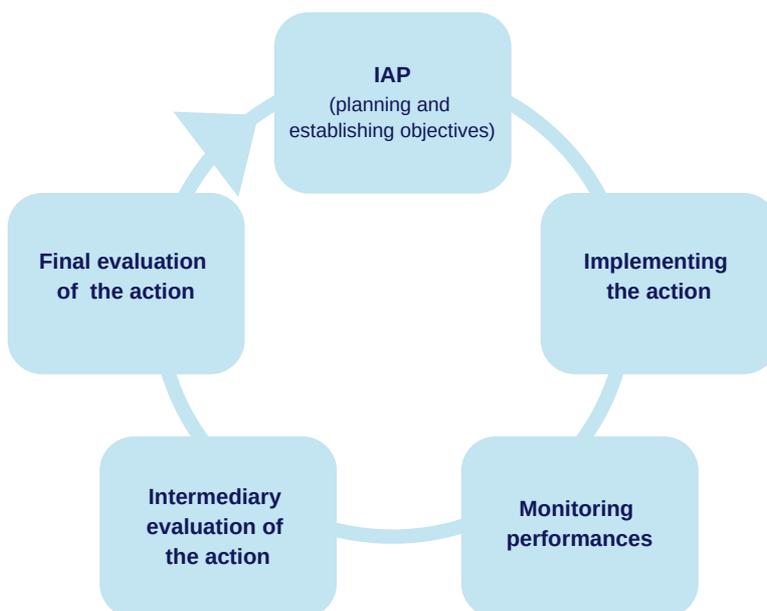


Fig 3. Implementation and monitoring process

all the information provided for monitoring and analyzes different aspects at different levels of the Integrated Action Plan. At the same time, having the opportunity to detect certain information deficiencies necessary for the various analyses, the evaluation may propose measures in this regard and thus may contribute to the development of the monitoring system.

FINAL EVALUATION (FE) is carried out after the completion of the project, during the time horizon 2030 and/or after certain periods, through follow-up actions, in order to analyze the achievement of the results provided by the project.

PERFORMANCE MONITORING (PM) is an in-depth socio-economic analysis aimed at identifying, quantifying, and demonstrating through evidence what has been achieved, the results obtained and the changes generated, explaining the main mechanisms underlying these results.

Monitoring collects data and at the same time signals and proposes corrective measures, where appropriate. It is done every 2 years from the beginning of the implementation.

INTERIM EVALUATION OF THE ACTION (IE) is carried out in the middle of the implementation period, analyzing the correct course of action and the intermediate results. The evaluation uses

Implementation Graphic

Action	Implementation period								
	2022	2023	2024	2025	2026	2027	2028	2029	2030
A1	IE	PM	FE & Follow-up actions						
A2	////		PM	IE	PM		FE & Follow-up actions		
A3	////		PM	IE	PM		FE & Follow-up actions		
A4	////		PM	IE	PM		FE & Follow-up actions		
A5		PM	IE	PM		PM	FE & Follow-up actions		
A6	////		PM/IE		PM	FE & Follow-up actions			
A7	////		PM/IE		PM	FE & Follow-up actions			
A8		PM	IE	PM		PM	FE & Follow-up actions		
A9		PM	IE	PM		PM	FE & Follow-up actions		
A10	////		PM	IE	PM		FE & Follow-up actions		
A11	////		PM	IE	PM		FE & Follow-up actions		
A12	////		PM	IE	PM		FE & Follow-up actions		

- PM - performance monitoring, performed every 2 years
- IE - interim evaluation, carried out in the middle of the implementation period
- FE - final evaluation

Risks Analysis

Probability

Level	Event's frequency of occurrence	Description	Range in which probabilities take value
1	Very rare	Might occur in extraordinary circumstances	0 - 0.1
2	Rare	Might occur sometimes	0.1 - 0.4
3	Medium	Equal chances of occurrence	0.4 - 0.6
4	Probable	Occurs quite often	0.6 - 0.9
5	Almost sure	Occurs very often	0.9 - 1

Impact

Level	Descriptor	Description	Range in which the profit changes or the project's budget increases
1	Unimportant	It does not produce reputational losses; the financial losses are minimal or inexistent	< 2%
2	Minor	It does not generate significant problems and implies minor financial losses	2% - 5%
3	Moderate	It may cause operational problems, but the risks may be resolved by allocating specific budgets	5% - 7%
4	Major	It creates difficulties in achieving the project's objectives and can produce significant financial losses	7% - 10%
5	Unacceptable	It puts in danger the objectives of the project and the financial situation	> 10%

Action	Risk ID	Identified Risk	Probability	Impact	Level of risk (Probability x Impact)
A1	R1	Lack of available budget to implement this action.	Medium	Moderate	9
A1	R2	Lack of interest from the potential group which is targeted.	Rare	Moderate	6
A2	R3	Lack of available budget to implement this action.	Medium	Moderate	9
A2	R4	Lack of available physical space for the development of the URC.	Rare	Moderate	6
A2	R5	Lack of political consensus.	Rare	Moderate	6
A2	R6	Lack of interest from the potential group which is targeted.	Rare	Moderate	6
A2	R7	Long period of time for obtaining agreements, authorizations, etc.	Probable	Minor	8
A3	R8	Lack of interest of the target group: citizens, legal entities from the district.	Rare	Moderate	6
A3	R9	Lack of budget available for the implementation of the action.	Medium	Moderate	9
A4	R10	Lack of interest from the target groups.	Rare	Moderate	6
A4	R11	Lack of budget for implementing the action.	Medium	Moderate	9
A5	R12	Lack of interest from the target groups.	Rare	Moderate	6
A5	R13	Lack of budget available for the implementation of the action.	Medium	Moderate	9
A6	R14	Lack of interest from the target groups.	Rare	Moderate	6

Action	Risk ID	Identified Risk	Probability	Impact	Level of risk (Probability x Impact)
A6	R15	Lack of budget available for the implementation of the action.	Mediu	Moderate	9
A7	R16	Lack of interest of the target group: legal entities and organizations located in the 3rd District.	Rare	Moderate	6
A7	R17	Lack of budget available for the implementation of the action.	Medium	Moderate	9
A8	R18	Lack of interest of the target group: citizens, legal entities located in the 3rd District.	Rare	Moderate	6
A8	R19	Lack of budget available for the implementation of the action.	Medium	Moderate	9
A9	R20	Lack of interest of the target group: citizens, legal entities located in the 3rd District.	Rare	Moderate	6
A9	R21	Lack of budget available for the implementation of the action.	Medium	Moderate	9
A10	R22	Lack of budget available for the implementation of the action.	Medium	Moderate	9
A11	R23	Lack of interest of the target group - citizens, legal entities located in the 3rd District.	Rare	Moderate	6
A11	R24	Lack of budget available for the implementation of the action.	Medium	Moderate	9
A12	R25	Lack of interest of the target group - citizens, legal entities located in the 3rd District.	Rare	Moderate	6
A12	R26	Lack of budget available for the implementation of the action.	Medium	Moderate	9

Risks Matrix

Probability ⇓	Inherent Risk = P x I				
ALMOST SURE					
PROBABLE		R7			
MEDIUM			R1, R3, R9, R11, R12, R15, R17, R19, R21, R22, R24, R26		
RARE			R2, R4, R5, R6, R8, R10, R13, R14, R16, R18, R20, R23, R25		
VERY RARE					
Impact ⇓	UNIMPORTANT	MINOR	MODERATE	MAJOR	UNACCEPTABLE

■ - low risk ■ - moderate risk ■ - high risk

Risks Response Options

Action	Risk ID	Identified Risk	Mitigation measure	Residual risk
A1	R1	Lack of available budget to implement this action	Identifying available financing sources	Not complying with the financing regulation imposed by the identified programs and losing the financing
A1	R2	Lack of interest from the potential group which is targeted	Attracting the targeted group by offering concluding and relevant information on good field practices, providing a clear presentation of the advantages of taking part in a similar action	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants
A2	R3	Lack of available budget to implement this action	Identifying available financing sources	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A2	R4	Lack of available physical space for the development of the URC	Identifying all the available buildings / spaces from the district where the URC could be developed	Choosing an unfitted space for the activities which are going to be conducted, due to the lack of a suitable available space.

Action	Risk ID	Identified Risk	Mitigation measure	Residual risk
A2	R5	Lack of political consensus	Making all the administrative decisions from local public administration in order to ensure the development of the URC	Communicational barriers within the departments of the local public administration can lead to delays that can generate additional costs.
A2	R6	Lack of interest from the potential group which is targeted	Attracting the targeted group by offering concluding and relevant information on good field practices, providing a clear presentation of the advantages of taking part in a similar action	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A2	R7	Long period of time for obtaining agreements, authorizations etc.	Making all the efforts pertaining to the 3rd District in order to obtain all of the necessary paperwork for the legal functioning of the URC.	Possible communicational barriers, as well as institutional barriers that can lead to delays which can cause additional costs, despite of the efforts undertaken.
A3	R8	Lack of interest of the target group: citizens, legal entities from the district	Attracting the targeted group by offering concluding and relevant information on good field practices, providing a clear presentation of the advantages of taking part in a similar action.	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A3	R9	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A4	R10	Lack of interest from the target groups	Experience gained in similar actions, elaborated through attractive informational campaigns for SMEs; establishing financial stimulants for operational start-ups from this field.	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A4	R11	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A5	R12	Lack of interest from the target groups	Experience gained in similar actions, elaborated through attractive informational campaigns for SMEs	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A5	R13	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A6	R14	Lack of interest from the target groups	Attracting the targeted group by offering concluding and relevant information on good field practices, providing a clear presentation of the advantages of taking part in a similar action	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A6	R15	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.

Action	Risk ID	Identified Risk	Mitigation measure	Residual risk
A7	R16	Lack of interest of the target group: legal entities and organizations located in the 3rd District	Monitoring, experience gained in similar actions, development of attractive information campaigns, better information on the importance of proper recycling.	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A7	R17	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A8	R18	Lack of interest of the target group: citizens, legal entities located in the 3rd District	Monitoring, experience gained in similar actions, development of attractive information campaigns, better information on the importance of proper recycling.	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A8	R19	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A9	R20	Lack of interest of the target group: citizens, legal entities located in the 3rd District	Monitoring, experience gained in similar actions, development of attractive information campaigns, better information on the importance of proper recycling.	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A9	R21	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A10	R22	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A11	R23	Lack of interest of the target group - citizens, legal entities located in the 3rd District	Attracting the targeted group by offering concluding and relevant information on good field practices, providing a clear presentation of the advantages of taking part in a similar action.	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A11	R24	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.
A12	R25	Lack of interest of the target group - citizens, legal entities located in the 3rd District	Attracting the targeted group by offering concluding and relevant information on good field practices, providing a clear presentation of the advantages of taking part in a similar action.	A possible low impact of the measures taken on the targeted groups can lead to an insufficient or very low number of participants.
A12	R26	Lack of budget available for the implementation of the action	Identifying available financing sources.	Not complying with the financing regulation imposed by the identified programs and losing the financing.

Resourceful Cities

www.urbact.eu/resourceful-cities

The Hague (LP) - The Netherlands

Mechelen - Belgium

Patras - Greece

Ciudad-Real - Spain

Zagreb - Croatia

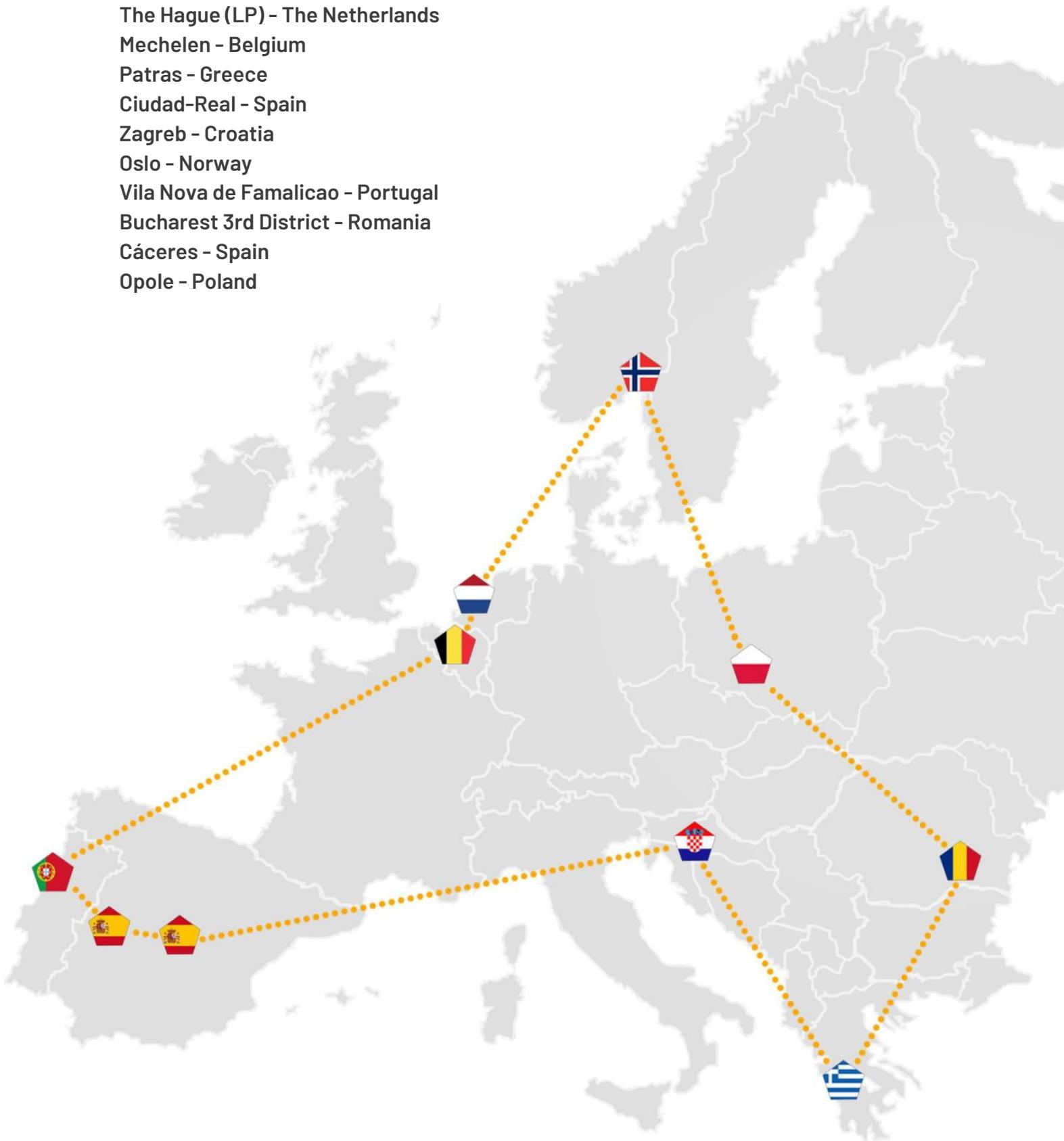
Oslo - Norway

Vila Nova de Famalicao - Portugal

Bucharest 3rd District - Romania

Cáceres - Spain

Opole - Poland





ENDPOINT

TALENTS

lion

Strategia, care să fie valorificată sub forma de pași de gestionare distribuiți geografic către:

2023. Către care partenerii se vor angaja să realizeze și să raporteze în următorul deceniu către:

2030. Stabilirea unui program de gestionare. Către toate marile companii rezidențiale și instituționale din România, în special în domeniul serviciilor, dar și în domeniul producției și distribuției de energie, servicii și tehnologii de servicii.

2035. Serviciile, marile companii și instituțiile.

2040. Serviciile, marile companii și instituțiile, precum și companiile mici și mijlocii de afaceri.

2050. Serviciile, marile companii și instituțiile, precum și companiile mici și mijlocii de afaceri, în special în domeniul serviciilor și tehnologiilor de servicii.

2060. Serviciile, marile companii și instituțiile, precum și companiile mici și mijlocii de afaceri, în special în domeniul serviciilor și tehnologiilor de servicii.

2070. Serviciile, marile companii și instituțiile, precum și companiile mici și mijlocii de afaceri, în special în domeniul serviciilor și tehnologiilor de servicii.

2080. Serviciile, marile companii și instituțiile, precum și companiile mici și mijlocii de afaceri, în special în domeniul serviciilor și tehnologiilor de servicii.

2090. Serviciile, marile companii și instituțiile, precum și companiile mici și mijlocii de afaceri, în special în domeniul serviciilor și tehnologiilor de servicii.

2100. Serviciile, marile companii și instituțiile, precum și companiile mici și mijlocii de afaceri, în special în domeniul serviciilor și tehnologiilor de servicii.



Municipality of The 3rd District of Bucharest

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