

URBAN AGENDA FOR THE EU

ORIENTATION PAPER CIRCULAR ECONOMY

**** As the EU Urban Agenda has no legal basis and as participation is voluntary, the actions presented in this Orientation Paper are not compulsory. They are recommendations. ****

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1. PARTNERSHIP COMPOSITION

1.1 Partnership members

The Circular Economy Partnership consists of six urban authorities (Oslo, The Hague, Prato, Porto, Kaunas and Flanders), four member states (Finland, Poland, Slovenia and Greece), the European Commission (DG REGIO, DG ENV, DG CLIMA, DG RTD, DG GROW and others as appropriate for consultation), and other organizations (CEMR, EUROCITIES, URBACT and EIB). The city of Oslo is the Coordinator of this Partnership.

The extended Partnership may include other partners representing selected stakeholders (experts, NGOs/ economic and social partners, private sector representatives).

The Partnership receives technical support from the Urban Agenda secretariat (Ecorys), which will work closely with the Partnership's Coordinator and the members.

The activities of the Urban Agenda for the EU are coordinated by the DG meeting on Urban Matters (DGUM), which will be also validating the Partnership's Orientation Paper and the Action Plan.

The Urban Development Group (UDG) is an informal advisory body to the DG meeting on Urban Matters and the matters will be discussed there before being presented to the DG meeting on Urban Matters for final validation.

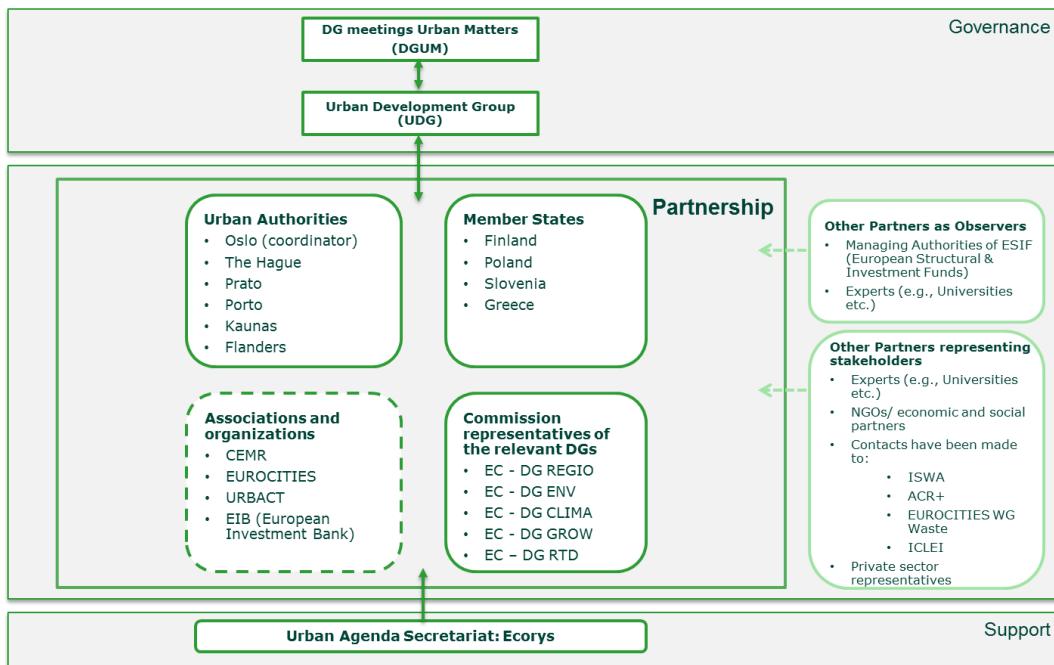


Figure 1 Partnership on Circular Economy

2. OBJECTIVES OF THE PARTNERSHIP

2.1 Presentation of the issue(s)

Europe is a highly urbanised society, with 75% of citizens living in urban areas. There is widespread recognition that cities are where we must find the solutions to many of the nowadays' environmental, economic and social problems. Across Europe and increasingly on a global scale, cities face comparable problems.

Cities also play an essential role in the development of circular economy. In that sense cities act as enablers of potential measures by which they could influence the consumers and the businesses. Moreover, overall governance, enabling businesses, public procurement, consumption, resource management are the themes that would all have bearing upon the development of circular economy concepts within cities. As an example, cities are responsible for waste management at the local level. They have the possibility of mapping resources in products and products becoming waste within their area. Together with local enterprises, these resources could be transformed to input for local, regional and global new production. Hence, the local level is crucial for transforming from the traditional linear approach to a circular strategy.

In the "[REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS on the implementation of the Circular Economy Action Plan](#)" of [26.01.2017¹](#), the Commission writes:

"The circular economy package, adopted by the Commission on 2 December 2015, has created an important momentum to support the transition towards a more circular economy in the EU. This package included legislative proposals on waste, with long-term targets to reduce landfilling and increase recycling and reuse. In order to close the loop of product lifecycles, it also included an Action Plan to support the circular economy in each step of the value chain – from production to consumption, repair and manufacturing, waste management and secondary raw materials that are fed back into the economy."

The transition towards a more circular economy brings great opportunities for Europe and its citizens. It is an important part of our efforts to modernise and transform the European economy, shifting it towards a more sustainable direction. There is a strong business case behind it which enables companies to make substantial economic gains and become more competitive. It delivers important energy savings and environmental benefits. It creates local jobs and opportunities for social integration. It is closely interlinked with key EU priorities on jobs and growth, investments, the social agenda and industrial innovation".

Cities will play an essential part in the transition of the economy from a linear to a circular one. The Urban Agenda Partnership on Circular Economy will identify, analyse, review and recommend the need for better regulation, better founding and better knowledge sharing to help cities expedite this transition.

¹ REPORT FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS on the implementation of the Circular Economy Action Plan, Brussels 26.01.2017

2.2 Scope of the Partnership

2.1 Introduction and criteria

The partnership on circular economy will potentially look into the whole circle, starting with the extraction of raw material, design, production, transportation, consumption and finally the waste recycling with residues for final disposal.



Figure 2 Closing the loop – An EU Action Plan for the Circular Economy; DG Environment October 2016

However, given time and resources constraints, this scope has to be limited, and the partnership should focus on the steps of the circle most relevant to cities and where cities have a potential to influence. To choose among several potential topics and actions, the following set of criteria will function as guidelines and assist in the screening and evaluation of potential topics and actions:

- Cities' needs – the urban dimension clearly reflect cities' needs².
- Fit the concept of the Circular Economy – as put forward by the Commission in the Circular Economy Package on 02.12.2015³.
- Potential for improvement – give the greatest potential for improvements in relation to better regulation, better funding and better knowledge.
- Reality check – are feasible and can be realistically implemented.

² ESPON, Interact, Interreg Europe and URBACT – Pathways to a circular economy in cities and regions. Policy brief addressed to policy makers from European cities and regions, October 2016

³ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions: Closing the loop - An EU action plan for the Circular Economy, December 2015

- Expertise – is it possible for the partnership to mobilise the necessary expertise needed.
- Added value – that add-value unique to this partnership, and cannot, or are not, being undertaken easily by other partnerships/initiatives, stakeholders etc.

To date many initiatives are underway that relate to the urban dimension of the circular economy. Commission initiatives, research projects, conferences and seminars are producing a huge amount of information. To identify and extract the relevant knowledge from these initiatives will be crucial for a successful outcome and Action Plan from the Partnership.

2.2 The scope

Transforming the often linear economy in Europe, Member States and cities is a huge challenge that will require a transformation in all parts of our society. The Action Plan that followed the communication on the Circular Economy is an example of how the Commission has made different DGs responsible for different actions proposed in the process.

Based on: a draft scoping paper presented in the kick-off meeting in Brussels (22th-23rd of February 2017); the criteria listed in 2.1 above; and taking into account the first discussions of the Partnership members, the Partnership proposes three vertical themes and one horizontal theme for further investigation. The themes cover the whole loop and reflect the most important aspects from a city perspective.

The following themes have been selected:

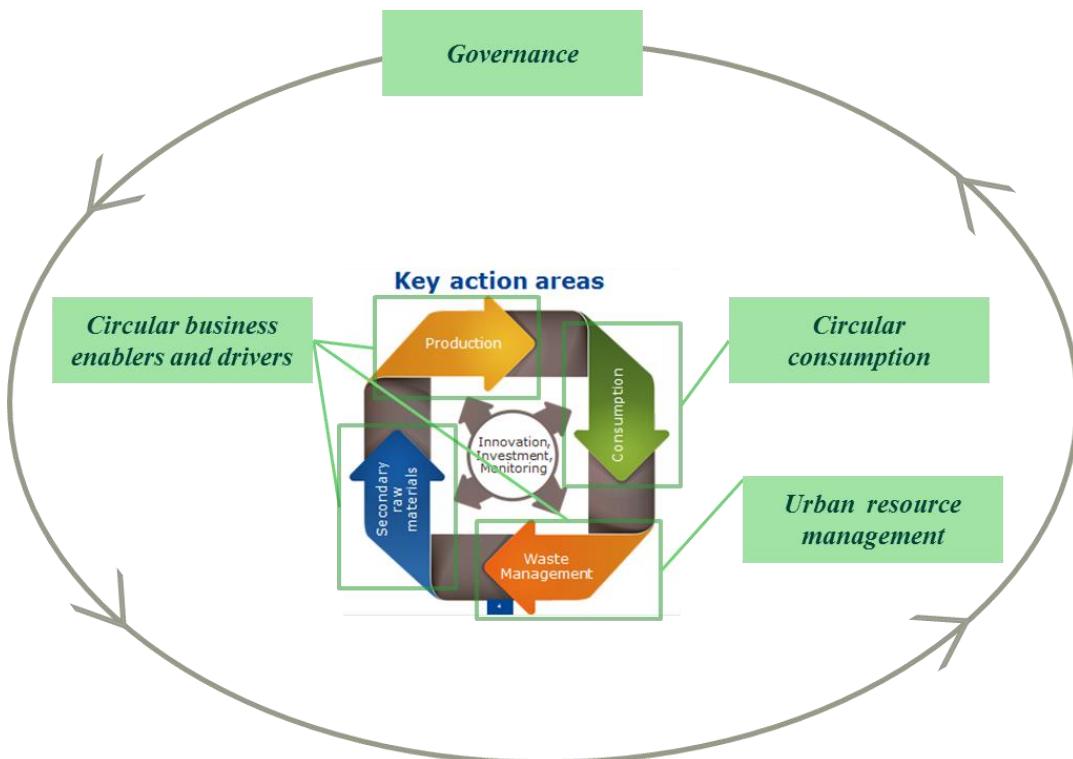


Figure 3 Scope of the Partnership

The idea of a circular economy is to generate a systemic change, rather than an incremental change of current practices. In order to facilitate such systemic change,

different governance models will need to be examined. Cities and regions have experience in integrating different policy domains in their practices, e.g. by ensuring collaboration between the different policy domains and actors.

The theme of “Governance”, at the city level, member state level and the EU-level will be crucial to circular economy. Hence, during the stocktaking phase, a special focus will be put on the need for better governance at all levels. If needed, actions on governance will be proposed by the Partnership. The cross-cutting topic of governance should help to address the right issues at the right level.

i) Urban resource management

Throughout the city, exploited and unexploited resources are stored in green areas, water management, infrastructure, products etc. or are discarded as waste. Identifying and understanding material flows and stocks, and a mapping of these could be better managed, is a key element of a circular economy in a city.

One example of a resource is water; cities are in a good position to draw on the untapped potential of water reuse as a measure to address water scarcity and droughts. Another example of mapping of resources is done by the City of Amsterdam who has looked into the value chain of construction and demolition waste and the bio-resources in the city – particularly interesting is the cascading use of organic waste for the production of bio-based products such as 'biomaterials, building blocks for the chemical industry, food, feed, biodiesel, biogas, lubricants, bio-based paint and oil, fertilisers, algae and bio-aromas⁴.

Examples of topics to investigate:

- Urban resource efficiency - including mapping of resource (e.g. biomass)
- Value chains of materials – identifying, separation, logistic, treatment etc.
- Resource management, including recycling (high quality) and bio-based resources
- Buildings (repair and reuse)
- Water as a resource (incl. water/waste water re-use and management of waste water, WWP effluence (grey water) sludge)

ii) Circular business enablers and drivers

Cities are the main engines of economic development. The Circular Economy concept could offer great opportunities for small and medium sized enterprises within a city. Enabling businesses to identify and exploit these opportunities will help speed up the development of the transition to a Circular Economy. Some cities have already started this process, and the partnership will build on their experiences to identify where knowledge and innovation are needed, and where barriers to implementation lie.

Public procurement and influencing public consumption (consumption carried out by public city authorities like schools, health care institutions, city hall administration etc)

⁴ Circular Amsterdam, A vision an action agenda for the city and metropolitan area

are some of the most powerful means cities have to push the economy towards a more sustainable and circular direction. The Commission, Member States and cities are all involved in different actions to develop this. Although public procurement is dealt with in the Urban Agenda as a separate partnership, it is worth noting that public procurement and circular economy are so narrowly interlinked, so that this theme could also be investigated by the partnership on Circular Economy. This will require a close link and cooperation to the partnership on Public Procurement.

An example of public procurement encouraging the circular economy comes from Venlo City Hall (NL)⁵. The Municipality used circular economy principles in the design and procurement of the new Venlo City Hall. The bidders were requested to take into account the use of appropriate, safe and healthy materials that can be recycled after their lifetime, the enhancement of air and climate quality, the production and use of only renewable energy and the enhancement of water quality. Through this procurement system, the Municipality will have realised a return on investment of around EUR 17 million over a time period of 40 years.

This theme will investigate how to identify ways and means to enable, facilitate or incentivize among topics such as:

- Promote eco-design concept
- Sustainable buildings incl. renovation and re-use space
- Industrial symbiosis (cluster development, innovation parks, business incubator centre/programs and platforms for knowledge sharing)
- Innovative business models (such as promoting the sharing economy/ services)
- Valorising urban bio-waste and wastewater into high-value bio-based products - a bio-based economy
- Circular Public Procurement
 - Enforcement / apply public procurement legislation
 - Lifecycle approach
 - Requirement for use of secondary materials

iii) Circular consumption

Development of more sustainable consumption patterns among citizens is a huge opportunity to move the economy in a circular direction. Cities are in a position to help, motivate, nudge or push their citizens in this direction. Cities may also identify measures and regulations that are hindering a smoother transition into a greener consumption and a circular economy.

In the same vain, public consumption is important as well; cities consume and use resources throughout their production of services to the citizens. Public consumption is linked to the public procurement mentioned in theme ii) Circular business enablers and drivers. The Partnership will focus on circular principles within procurement. For example: a new role of the buyer, requests on whole lifecycle of products, change to demand and needs instead of product ownership, cooperation through whole value chain.

⁵ ESPON, Interact, Interreg Europe and URBACT – Pathways to a circular economy in cities and regions. Policy brief addressed to policy makers from European cities and regions, October 2016

This partnership would also look at the topic of 'Circular Procurement', specifically looking at how private procurement can enable and stimulate the circular economy.

Examples of topics to investigate:

- Private procurement
- Eco-labelling and other consumer awareness building
- Eco-design (awareness, education)
- Sustainable food consumption (food waste prevention and urban farming)
- Prevent excessive resource use (food and beverages, clothing, packaging and consumer electronics)
- Other waste prevention and diversion from the waste stream through preparation for reuse
- Retail (e-commerce)
- Sharing economy in various sectors
- Increasing reuse and repair
- Public consumption in production of services to their citizens.

iv) Governance (horizontal theme)

Experiences by cities, Member States and the Commission clearly highlighted the importance of 'governance' in the development of circular economy in cities. Only by looking at how a city is operated, the framework in which it operates at with its Member State and within the European policy framework, can we truly understand how to ensure that cities can make the transformation to a circular economic model. It is one thing to target specific sectors, but this theme will focus of the common issues, barriers and drivers that run across all themes, and how they might be systematically addressed.

This theme will therefore identify and analyse key aspects of circular city governance with a view to identify how collaborative governance could support circular city developments.

The work and conclusions under this theme could provide a framework for the urban resource efficiency, Circular business enablers and drivers and Circular consumption themes. Work on these themes will also consider governance aspects, and related issues or needs identified will be considered further under the Circular city governance theme. It will address the wider question of what are the 'conditions' required to ensure that circular economy thinking becomes the norm in cities.

The cross-cutting topic of governance should help us to address the right issues at the right level. After all, all partners and stakeholders should take responsibility at their respective levels of operation in order to make the transition to a circular economy succeed.

Examples of topics to investigate in the Circular city governance theme:

- Integrated/holistic and systematic governance approaches
- Urban themes and activities with circular potential and inherent links and inter-dependencies
- How can the key stakeholders in the circular economy work better together (e.g. on administration, business, media, civil society and citizen level)
- Circular planning and policy making

- Circular regulation and incentives
- Circular knowledge management and sharing
- Circular financing
- Circular development monitoring and reporting
- Improved coordination of stakeholders (e.g. within EU (Different DGs, Parliament, Council), Member States, cities and across multiple levels of government)

Themes outside of the scope

By choosing the themes mentioned above, the Partnership cover most of the different aspects of a circular economy from a city perspective. The aspects with no or limited focus would however be: the extraction or raw materials, the production of goods (briefly covered); and production, use and efficiency of energy. The justification of leaving out these themes comes from the fact that cities have limited influence on extraction of raw materials and production. Energy production and use should preferably be covered in a separate partnership, e.g. the partnership on Energy Transition.

The partnership on Circular Economy will not deliver an overall plan for introducing the circular economy on a city level.

2.3 General objective of the Partnership

The **overall goals for the Urban Agenda Partnerships**, as given in the Pact of Amsterdam 2016, are the following:

1. **Better regulation:** The Urban Agenda for the EU will focus on a more effective and coherent implementation of existing EU policies, legislation and instruments.
2. **Better funding:** The Urban Agenda for the EU will contribute to identifying, supporting, integrating, and improving traditional, innovative and user-friendly sources of funding for Urban Areas at the relevant institutional level, including from European structural and investment funds (ESIF) (in accordance with the legal and institutional structures already in place), with the aim to achieve effective implementation of interventions in Urban Areas.
3. **Better knowledge (base and knowledge exchange):** The Urban Agenda for the EU will contribute to enhancing the knowledge base on urban issues and exchange of best practices and knowledge.

The **Circular Economy Partnership, in particular**, will aim at increasing the uptake of circular economy concepts within the cities while fostering increase the re-use, repair, refurbishment and recycling of existing materials and products in order to promote a more sustainable growth and new job opportunities. The Partnership will for a set of selected themes and topics review the specific problems and barriers, the effectiveness

of existing policies, and propose solutions that contribute to the take-up of the circular economy in an urban environment.

The Working Programme of the Urban Agenda for the EU⁶ gives the following objectives for Partnership on Circular Economy:

- Waste management (turn a waste into a resource)
- Sharing economy
- Resource efficiency

European regulation and funding are important frameworks for a development towards a Circular Economy. This is clearly highlighted in the Communication of the Circular Economy launched by the EU Commission in December 2015⁷.

2.4 Specific objective(s) of the Partnership

2.4.1 Better Regulation

*"The Urban Agenda for the EU focuses on a more effective and coherent implementation of existing EU policies, legislation and instruments. Drawing on the general principles of better regulation, EU legislation should be designed so that it achieves the objectives at minimum cost without imposing unnecessary legislative burdens. In this sense the Urban Agenda for the EU will contribute to the Better Regulation Agenda. The Urban Agenda for the EU will not initiate new regulation, but will be regarded as an informal contribution to the design of future and revision of existing EU regulation, in order for it to better reflect urban needs, practices and responsibilities. It recognises the need to avoid potential bottlenecks and minimise administrative burdens for Urban Authorities."*⁸

In the area of **better regulation**, the Partnership aims to:

- a) Identify, analyse and review existing policies, legislation and instruments that are relevant for the transition to a circular economy;
- b) Identify, analyse and review incoherencies, contradictions ‘missing links’ in these policies, legislation and instruments that might create barriers to the transition towards a more circular economy (so called gaps, overlaps and synergies);
- c) Identify, analyse and review whether policies, legislation and instruments address the right subjects and issues, and are targeted at the appropriate stakeholders;
- d) Identify, analyse and review whether policies, legislation and instruments ‘fit’ the chain of governance which is needed for the transition to a circular economy.

⁶ Urban Agenda for the EU, Pact of Amsterdam, Appendix Working Program of the Urban Agenda for the EU

⁷ Closing the loop - An EU action plan for the Circular Economy. EU Commission Dec 2015

⁸ Urban Agenda for the EU – Pact of Amsterdam, Article 5.1

2.4.2 Better Funding

"The Urban Agenda for the EU will contribute to identifying, supporting, integrating and improving traditional, innovative and user-friendly sources of funding for Urban Areas at the relevant institutional level, including from European structural and investment funds (ESIF) (in accordance with the legal and institutional structures already in place) in view of achieving effective implementation of interventions in Urban Areas. The Urban Agenda for the EU will not create new or increased EU funding aimed at higher allocations for Urban Authorities. However, it will draw from and convey lessons learned on how to improve funding opportunities for Urban Authorities across all EU policies and instruments, including Cohesion Policy."⁹

In the area of **better funding**, Partnership will:

- a) Identify, analyse and review economic and financial barriers in the value chain that inhibit the transition to a circular economy (market imperfections, fiscal policies, etc.);
- b) Identify, analyse and review financial instruments and arrangements that could push the transitions in the value chain forward (proof of concept, creating level playing fields, building business models);
- c) Identify, analyse and review financial arrangements that support the building of an urban infrastructure aimed at the transition to a circular economy (advanced urban resource management in the built environment).

2.4.3 Better Knowledge

"The Urban Agenda for the EU will contribute to enhancing the knowledge base on urban issues and exchange of best practices and knowledge. Reliable data is important for portraying the diversity of structures and tasks of Urban Authorities, for evidence-based urban policy making, as well as for providing tailor-made solutions to major challenges. Knowledge on how Urban Areas evolve is fragmented and successful experiences can be better exploited. Initiatives taken in this context will be in accordance with the relevant EU legislation on data protection, the reuse of public sector information and the promotion of big, linked and open data."¹⁰

At the heart of all this is **better knowledge** from and for the benefit all stakeholders involved (all levels of governance and business stakeholders). Existing knowledge and experience will feed into the scope of the Partnership. New knowledge and experience could be developed from testing new ideas through pilots and experiments. New vehicles for sharing the existing knowledge could be also identified.

⁹ Urban Agenda for the EU – Pact of Amsterdam, Article 5.2

¹⁰ Urban Agenda for the EU – Pact of Amsterdam, Article 5.2

2.5 Conditions for meeting the above objectives

Certain conditions would need to be met in order to come up with a set of comprehensive actions falling under better knowledge, better regulation and better funding. The partners will be asked to engage their resources, contribute knowledge and working hours. In addition, other stakeholders relevant for the themes will be identified and invited to contribute during the stocktaking phase. A mapping of available resources among the partners will be carried out, see chapter 3.4.

3. FUNCTIONING

3.1 Working arrangements

The Partnership coordinating city is Oslo. The Partnership leading group will consist of:

1. Coordinator: Håkon Jentoft, City of Oslo
2. Assistant coordinator: Fredrik Hellebostad, City of Oslo
3. Urban Agenda secretariat: Jan Maarten de Vet and Olga Abramczyk, Ecorys

The responsibilities of the coordinators are given in the working programme for the Urban Agenda (see Annex I).

3.1.1 Organising themes

In order to cooperate efficiently and manage the extensive workload in a balanced manner, a group of partners will take the responsibility for a specific theme within the scope of the partnership. The partners will have the responsibility over a group of specialists joining the partnership for that specific theme. The partners will be coordinating the work as it advances along with the Partnership coordinator. The Partnership coordinator and the partners will together allocate workload in order to ensure sufficient expertise and the quality pertaining to each phase as well as to ensure the overall deliverables are met.

Following the intention of investigating three vertical themes and one horizontal theme, it is important to invite specialists focusing on each theme at hand. All partners will participate in all themes and will contribute with expertise and subject-matter-experts.

The work will be organised primarily through on-site meetings (see meeting plan section 4.2). Meetings will focus exclusively on each theme. It is believed that this arrangement is the most efficient and quality reassurance manner of organizing with respect to the objectives and deliverables of the partnership. To reduce traveling expenses, two themes could be handled in two days meeting.

Between meetings, telephone (skype) meetings of a reduced group of participants will be used in addition to email discussions.

3.2 Internal Communication

Internal communication activities will target members of the Partnerships and ensure that background and working documents are available to all members. SharePoint will be used as a tool to share documents online.

3.3 Role of the Secretariat

The main role of the Secretariat is to provide technical support to the Partnership. The support consists of five tasks:

1. **Support the coordinators:** The Secretariat will assist coordinators in setting up the Partnerships, organise mailing lists for each Partnership, create and update a

- calendar of events, assist the coordinators in organising meetings, participate in all meetings and draft minutes.
2. **Provide expertise to the Partnerships:** If needed, the Secretariat would mobilize additional external experts with EU experience on the topic, provide analytical work, review documents, draft documents, etc.
 3. **Outreach and communication:** The Secretariat will prepare information material (e.g. leaflets, brochures), maintain the collaborative platform (website), organize one-day workshop/ Partnership/ year, assist coordinators in a workshop at the EWRC (1 WS per Partnership).
 4. **Reimburse travel costs:** The Secretariat might provide reimbursement of travel costs, but only in exceptional cases.
 5. **Support the Commission:** The Secretariat will monitor the progress of each Partnership (regular reports on the state of play), identify bottlenecks and improvement needed (if needed), report back to the COM and to the UDG/DGUM (probably a standard point in each UDG/DGUM meeting), draft guidelines and templates (if needed; e.g. for the reimbursement of travel costs), organise two coordinators' meeting per year, provide assistance to the COM in managing UA.

3.4 Role of the Partnership members

All partners will participate and contribute to work that will be done. It is anticipated that some themes might be interconnected and by default is subject for knowledge transfer, workshops and discussions involving partners involved in other associated themes. Furthermore, the Partnership needs to leverage and exploit the Partnership's capabilities across the themes. Thus, it is expected that each partner, in addition to having the responsibility for a theme or topic, would also need to contribute (such as workshops, questionnaires e.g.) to other themes in order to meet the overall goals and deliverables of the Partnership.

Each partner will commit to participate and actively contribute:

1. On-site Partnership meetings, workshops, conferences e.g.
 - In the Partnership
 - Within a theme
 - Across themes
2. Regular teleconferences
3. Questionnaires

4. WORK PLAN

4.1 Deliverables, milestones and timing

4.1.1 Deliverables

Action Plan	
Actions	Roadmap
Indicators and targets	Good practices
The main deliverables of the Partnership on Circular Economy will be articulated in the Action Plan consisting of different actions aiming at comprehensively addressing the circular economy in the urban context.	Roadmap of each action indicating deliverables, target dates and the responsible organization (for example; Commission, Participating Member States, Urban Authorities etc.)
If appropriate, indicators and targets could be set (but only if there is a direct link between the Action Plan and the target).	Identify good projects and practices that have already been implemented, that are successful and that can be replicated. They are instrumental to (one or more of) the actions proposed.

Figure 4 Main deliverable: Action Plan, consisting of four elements

The main deliverables of the Partnership on Circular Economy will be articulated in the Action Plan. The Action Plan will be in line with the requirements set up in the Working Document of the Urban Agenda and guidelines given by the DG meeting on Urban Matters.

The Action Plan consists of the following:

Actions

The Partnership will present different actions (number of actions yet to be decided) based on the selected themes and topics, aiming at comprehensively addressing the circular economy in the urban context.

***Definition “Actions”:** should address a real need: an important issue, have real and visible impact and concern a larger number of Member States and cities; Actions should be new: no ‘recycling’ of elements which have already been done or which would be done anyway; Actions should be ready to be implemented: Clear, detailed and feasible; a study or a working group or a network is not considered an action¹¹.*

Roadmaps

The Partnership will create roadmaps of each action indicating deliverables, target dates and the responsible organisation, for example:

- a. Commission
- b. Participating Member States
- c. Urban Authorities
- d. etc.

¹¹ Urban Agenda for the EU - Template Action Plan v6a

Indicators and targets

The Partnership will, if appropriate, set indicators and targets related to proposed actions (but only if there is a direct link between the Action Plan and the target).

Good practices

The Partnership will identify good projects and practices that have already been implemented, that are successful and that can be replicated. The aim is to encourage their dissemination and mainstreaming (implementation at a wider scale) and transfer (implementation in more Member States and cities). They are instrumental to (one or more of) the actions proposed.

Sustainable Development Goals

The Partnership will take also into account the New Urban Agenda and the associated sustainable development goals relevant to the circular economy. For that purpose the Commission will short list such goals which bear relevance to the circular economy and which should be addressed by the Partnership.

4.1.2 Project plan

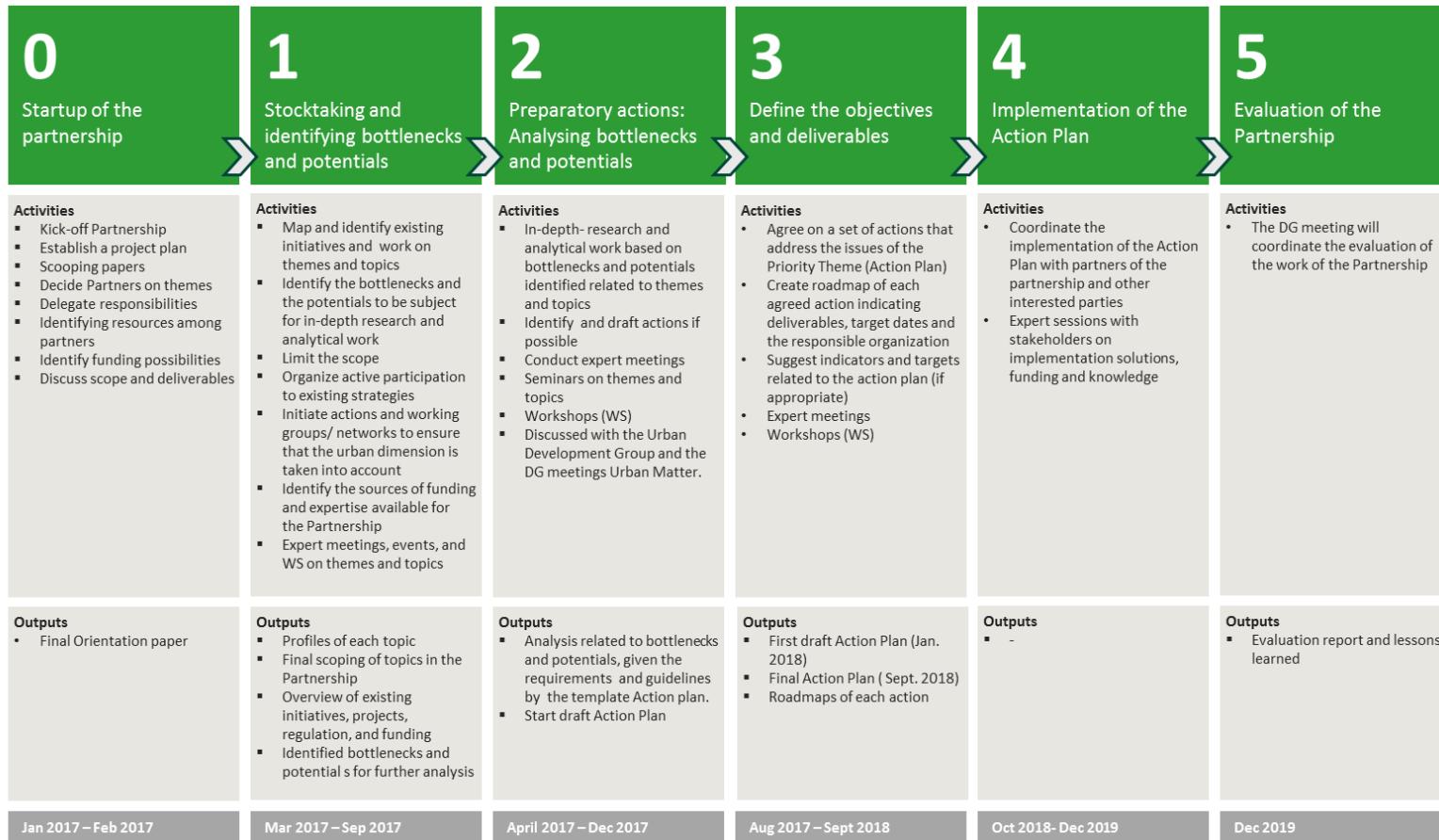


Figure 5 Tentative project plan

Phase 0: Start-up (Jan 2017 – Feb 2017)

During the first phase, the Partnership will decide on the orientation paper. A set of themes will be chosen to limit the scope of the partnership. Within the themes, different topics will be identified to prepare for the stocktaking phase. The kick-off meeting will identify the interest of the different partners and start the mapping of the expertise the partners will bring in to the partnership.

Phase 1: Stocktaking (Mar 2017 – Sep 2017)

The Partnership will organise separate meetings for each theme. The partners will participate in this preparation by inviting experts and other stakeholders to provide their knowledge. The meetings will help to map out where actions regarding better regulation, funding and knowledge are needed. If needed, separate seminars will be organised to help identifying necessary knowledge of bottlenecks. The stocktaking phase will identify a set of bottlenecks where a limited set will be transformed into concrete actions.

Phase 2: Preparatory actions (Apr 2017 – Dec 2017)

The mapping done during the stocktaking phase has to be set up to the criteria chosen in chapter 2.1. The final list of actions will be in depth analysed by the Partnership in addition to external experts. The outcome of this phase will be the draft action plan and will be discussed with the Urban Development Group and the DG meetings Urban Matter.

Phase 3: Define the objectives and deliverables (Aug 2017 – Sep 2018)

The members of the Partnership would agree on a set of actions that address the issues of the Priority Theme (Action Plan). The proposed actions need to respect the principles of subsidiarity and proportionality. This should ideally be done in the first 6-12 months of the Partnership.

Phase 4: Implementation of the Action Plan (Oct 2018 – Dec 2019)

The members of the Partnership should coordinate the work (aimed at Better Regulation, Better Funding and Better Knowledge) on the implementation of the Action Plan with partners of the partnership and other interested parties i.e. other Member States, Urban Authorities and existing Urban Networks concerned, etc. (once the Action Plan has been designed and agreed). It is important that the members of the Partnerships develop links with the relevant authorities/ organisations/ enterprises/stakeholders and work in full transparency.

Phase 5: Evaluation of the Partnership (Dec 2019)

The DG meeting will coordinate the evaluation of the work of the Partnership after three years or earlier if deemed necessary by the DG meeting. Its outcomes should be presented to the DG meeting. The evaluation will provide input for other existing and new Partnerships and should, if appropriate, contain general suggestions for further exploration.

4.1.3 Timeline

The tentative timeline for the Circular Economy Partnership is show below:

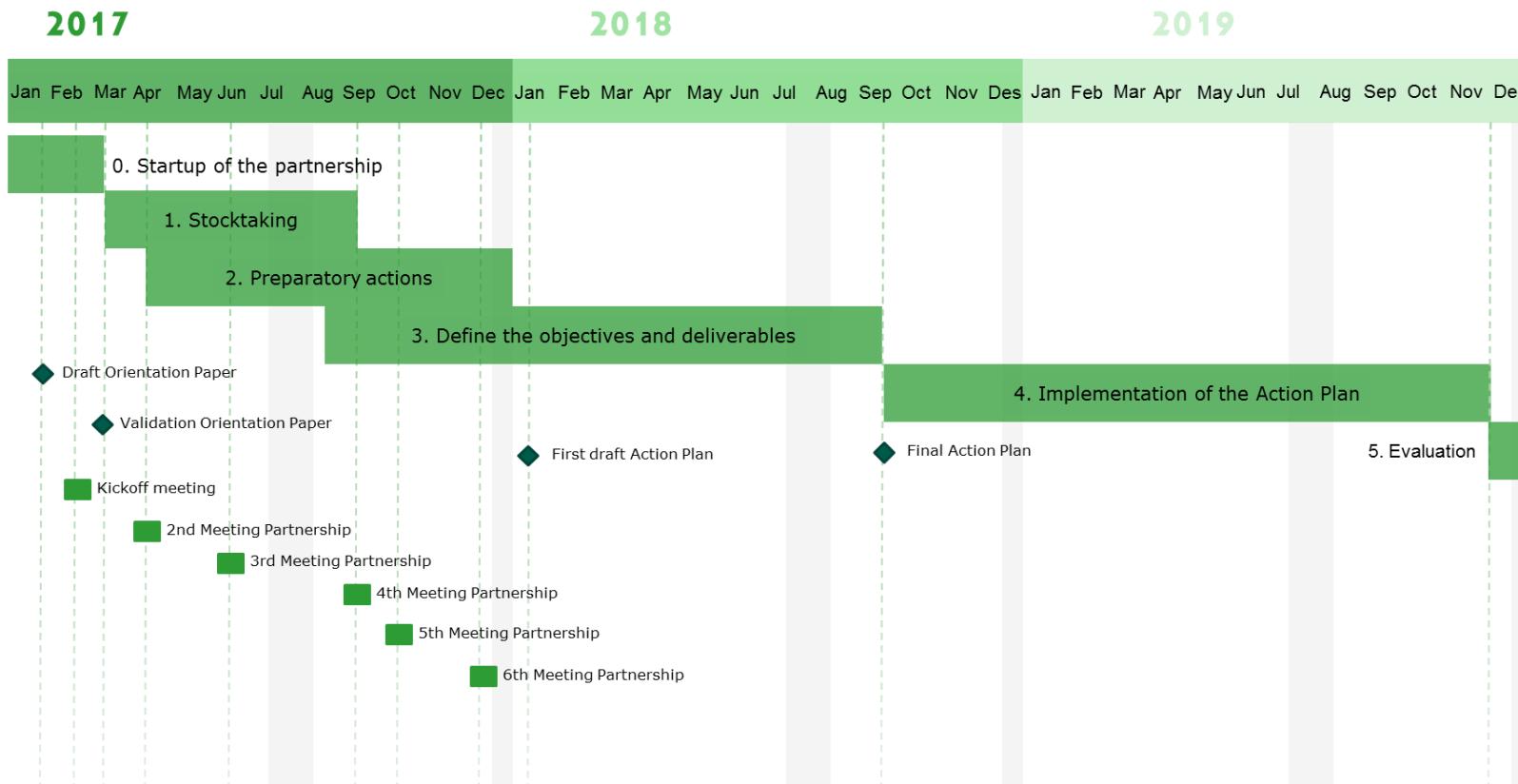


Figure 6 Tentative timeline

4.2 Next meetings

In accordance with the guidelines for the meetings and gatherings given in the Urban Agenda Workplan, the Partnership on Circular economy has decided on the following:

- The Partnership plans to conduct 6 meetings during 2017 (see meeting plan 4.2.1.). As the Partnership progresses, the plan can be subject for change. Changes will be addressed in the Partnership.
- The Partnership will meet at least every six months to debate progress on the Action Plan (included in meeting plan 2017).
- Meetings will preferably be held back to back with other meetings or events in order to generate synergies with other initiatives and to inform a broad public on the state of play of the Partnership
- The meetings could be carried out in other cities of the Partnership members in order for the Partners to have the possibility to see on the ground, different applications and projects related to the transition towards the circular economy, get to know different approaches and solutions on the spot, and exchange ideas, views and experiences. This seems more cost efficient regarding travel expenses, while each partner that will host a meeting could help the coordinator and the secretariat in organizing these meetings.
- The Commission intends to facilitate a yearly gathering where all partners of the Partnerships and others interested in the Urban Agenda for the EU will meet to exchange views and to network.

4.2.1 Meetings plan 2017

2017					
Phase	Date and location	Event	Description	Objectives	Participants
Start-up	22nd - 23rd of February, Brussels	Kick-off meeting	Establishing the Partnership	Introduce, discuss and unify objectives, scope, arrangements and deliverables of the Partnership	The Partnership
Stocktaking / Preparatory actions	25th - 26th of April, Brussels	2nd Meeting Partnership	Initiating themes: Circular business enablers and drives. Governance	Identify and map existing initiatives, work on potential bottlenecks within themes with respect to regulations and funding's. Limit scope.	The Partnership, external experts and stakeholders
	5th - 6th of June, Helsinki	World Circular Economy Forum (WCEF)	Consists of 17 plenary and parallel sessions showcasing circular economy solutions for business cities and finance		
Stocktaking / Preparatory actions	6th - 7th of June, Helsinki	3rd Meeting Partnership (back-to-back WCEF)	Initiating theme: Circular consumption	Identify and map existing initiatives, work on potential bottlenecks within themes with respect to regulations and funding's. Limit scope.	The Partnership, external experts and stakeholders
Stocktaking / Preparatory actions	20th - 21st of September, Brussels	4th Meeting Partnership	Initiating theme: Urban resource management	Identify and map existing initiatives, work on potential bottlenecks within themes with respect to regulations and funding's. Limit scope.	The Partnership, external experts and stakeholders
	9th - 12th of October, Brussels	European Week of Regions	Main headline: "Regions and Cities working for a better future"		
Preparatory actions/ Define the objectives and deliverables	9th - 11th of October, Brussels	5th Meeting Partnership (Back-to-back European Week of Regions)	Status progression and initiating first draft Action Plan	Status progression of Partnership. Define and scope first draft Action Plan.	The Partnership
Preparatory actions/ Define the objectives and deliverables	29th - 30th of November, Brussels	6th Meeting Partnership	Progressing and revising first draft Action Plan	Formulating actions as related to the bottlenecks/potentials regarding focus themes. Agreement on first draft Action Plan.	The Partnership

ANNEX I - RESPONSIBILITIES OF THE COORDINATOR

Responsibilities of the Coordinator¹²:

1. Organising the Partnership meetings:
 - preparing the agenda,
 - sending the invitations,
 - Providing the meeting rooms (in their Ministry, City Hall, etc.),
 - inviting (external) speakers where appropriate,
 - drafting the minutes,
 - etc.
2. Chairing the Partnership meetings;
3. Organising the work between Partnership meetings
 - written consultation,
 - asking for contributions,
 - preparing documents,
 - etc.
4. Being the link between the Partnership and the
 - Urban Authorities
 - the Commission
 - Member States, including the UDG¹³ and DG¹⁴ meetings, (including drafting a concise annual report)
 - wider range of interested parties such as Urban Authorities, Member States not involved in the specific partnership and
 - other stakeholders (in particular inform on the progress and offer the possibility to contribute e.g. through consultations, e-mails, updates, conferences, etc.);
5. Cooperation with the other Partnerships, when deemed of added value;
6. Participating and contributing to other working groups/ networks;
7. Coordinating the drafting of the Action Plan;
8. Monitoring and reporting on progress;
9. Coordinating the work
 - ensuring that the contributions are prepared on time and at a good quality,
 - mediating if there are different positions with a view to arriving at an acceptable position,
 - etc.
10. Coordinating the communication on actions and results (visibility);
11. Responsible for transmitting results from the Partnership to the DG meeting.

¹² From the Pact of Amsterdam

¹³ UDG: Urban Development Group

¹⁴ Directors Generals (group on Urban Matters)

In addition, the Coordinator for the partnership on Circular Economy will be responsible for:

- External communication of the partnership, including presentations at conferences, meetings etc.;
- Budget, if financial support will be made available for the Partnership;
- Set up a timetable for the partnership, including milestones.

The Coordinator of the partnership will be responsible for the coordination between the themes and to avoid overlap between the different themes.

ANNEX II - CONTACT DETAILS OF PARTNERSHIP MEMBERS

City/MS/DG/other	Name	Surname	E-mail	Tel.
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