




Stakeholder Engagement Plan for Porto City

Deliverable 3.1

2GO OUT Consulting, Porto Municipality, Porto
Ambiente and LIPOR



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Abstract	This stakeholder’s engagement plan explains which stakeholders, how and when Porto City Cluster will engage them with the aim to create a representative pull for the various demonstration actions.
Keywords	Stakeholders; Engagement; Porto City
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Executive Summary

Porto Municipality has already conducted a previous project on the transition to a circular economy in the food system that comes from the broader work that the Municipality has been carrying on to introduce circularity practices in internal management processes, and also as a facilitating agent to a circular economy among and with stakeholders.

In 2017, the Porto Municipality developed a circular economy roadmap with the ambition to become a circular city by 2030, following the national and the European action plan to a circular economy. This roadmap is a process in constant update and already included some food system guidelines.

The transition to a circular economy in food system came from the previous work, that the Municipality of Porto developed with Ellen MacArthur Foundation, Calouste Gulbenkian Foundation and other relevant local stakeholders, related with "*Cities and Circular Economy for Food*" report, launched in 2019, in which Porto was one of the study cities.

Currently, Porto Municipality looks to detailed aspects of the food sector, identify priority initiatives considering the contributions of the several stakeholders and design a municipal program for the transformation to a regenerative food system based on the priorities of the Municipality to accelerate the transition.

Since this work has begun, many local efforts have been made to identify and engage relevant stakeholders to achieve the ambitions and goals of this report. This stakeholder network will be enhanced for CityLoops Demonstration Actions in Porto, according the needs of each phase of the project

It is important to note that the engagement plan for Porto City and the stakeholder analysis is rather subjective, representing the opinions and experiences of the collaborators implementing the plan. The plan will be under constant revision throughout the project and updated where necessary.

Furthermore, stakeholder mapping is usually done for individual products or projects while CityLoops's objectives point at the development of multiple actions with different scopes, even if they all have the common goal of promoting circularity in the biowaste sector. In this regard, the present work has been carried out by 2GO OUT Consulting, with the support and revision of Porto Cluster partners (Porto Municipality, Porto Ambiente and LIPOR), who has taken a neutral approach for assessing stakeholders with the aim to create a representative pull for the various demonstration actions.

1. Introduction

The demonstration actions in the City of Porto will be developed to test, evaluate and help refine a range of tools, instruments and procedures to fill specific gaps, while promoting the transition to circularity in the management of organic matter in the social economy and tourism sectors (restaurants, hotels and associations) and also in residential neighbourhoods with high-rise buildings, notably by reducing bio-waste production (BW), improving bio-waste collection systems and facilitating valorisation as well as local treatment (home and community composting). In this context, the demonstration actions can be summarised as follows:

- **Awareness raising and promotional actions:** pilot models of circularity for the BW, and undertaking awareness raising with the sectors of tourism and social economy, aimed at improving the reduction of BW generation and improving separation;
- **New collection, sorting and treatment approaches and methodologies:** designed to explore business opportunities for new materials and products resulting from BW stream;
- **Decision and optimisation tools:** aimed at optimizing and adjusting BW management in order to promote circularity;
- **Promoting viable business opportunities:** identifying and encouraging viable business opportunities of circular economy for BW.

Porto City provides a wide range of activities in the sectors mentioned above, which aim to decrease the generation of BW, and to implement specific systems to increase the separate collection of BW, together with dissemination actions to raise awareness among the general public (citizens) (in close collaboration with the city of Seville), so that these systems are used appropriately by tourists, restaurant holders, tourist industry and residents of high rise buildings. These systems will be complemented by new circular procurement guidelines aimed at organisations in the three sectors concerned.

During the **inception and preparation phase**, between months 1 and 18 of the project, a series of additional preparatory actions will be carried out, based on this stakeholder mapping, sector-wide circularity assessments and circular procurement assessments. Table 1 presents the activities (and sub-activities) expected for the inception and preparation phase according to timeline, description, the lead partner and other partners involved.

Table 1- List of activities, structured with sub-activities and timeline, of inception and preparation phase (description and lead partner)

ID	ACTIVITIES	SUB-ACTIVITIES	TIMELINE (MONTHS)	DESCRIPTION	LEAD PARTNER
1	Stakeholder mapping and engagement		1-9	A stakeholder mapping exercise for the demonstration actions planned (including a mapping of internal stakeholders within the public administration). Based on the mapping exercise, a Stakeholder Engagement Plan will be developed indicating how the key stakeholder groups will be involved in the demonstration activities. A core element of this plan will be the formation of Local Stakeholder Partnerships. These will consist of the key stakeholders involved in the implementation of different aspects of the demonstration activities, and will act as the local steering group.	Porto Municipality
2	Sector-wide Circularity Assessment		6-18	The assessment is designed primarily to provide a baseline for the evaluation framework, as well as pointing toward future upscaling activities in the BW sector, based on the methodology of the Material Flow and Stock Accounting (MFSA) (adapting the Eurostat EW-MFA methodology). It may also help to directly support the implementation of the demonstration actions themselves through indicating relationships and pressure points.	2GO OUT
3	Circular Procurement Assessment		1-18	This activity will scan the city for procurement activities, using the methodology prepared in Circular	Lipor

			Procurement, to assess ways in which these can be adapted to support the planned demonstration measures and circularity in a broader way. This will result in a set of circular procurement recommendations for the city of Porto, designed to provide a supporting launch market for new techniques and products		
4					
4.1	Procurement guidelines		1-18	There will be three circular procurement guidelines for each type of entity (hotel, restaurant and social economy sector). In Porto the circular procurement assessment will be expanded to consider purchases made by the tourism and social economy sector. A set of guidelines will be developed to focus on canteen and catering services (mainly for the social economy and tourism sectors), and for the maintenance of urban green spaces (main focus on Green Spaces managed by institutions of the Social Economy and Tourism Sectors)	Lipor
4.2	Awareness raising/capacity building preparation	Preparation of publicity materials	1-18	Awareness-raising campaign on circular management of BW in the social economy and tourism sectors, and to encourage citizens in high-rise buildings to make proper use of the new separate BW collection system.	Lipor Porto Ambiente
		Preparation of a training course	7-18	Training course on the circular management and circular procurement of BW for employees from	Lipor

				educational and social institutions (IPSS), tourism agents and technical staff from Lipor, Porto Ambiente and Porto Municipality	
4.3	Food demand management tool	1-18		Development of a methodology for predicting food demand at several units (one hotel, one restaurant, one school). This methodology will enable to estimate the food demand in the City of Porto. The estimates of the demand will enable to reduce food waste through the alignment between the production and the consumption.	Lipor
4.4	Circularity decision making support tool	1-18		Decision making tool to support social institutions, hotels, restaurants, citizens and tourists in assessing the circularity impacts of their decisions and provide a guideline to choose between the most and least “circular” option available.	Lipor
4.5	Smart Collection System (SCS) tool	1-18		Software tool to enable the integration of data collected from the new BW smart collection system into the city’s open data Urban Services Platform. This will collect information on the quantity of waste collected, together with data on usage patterns, and maintenance operations. This will also be used to help optimize BW collection from the connected containers and to promote interaction with users, and will be made publicly available for business and the public to enable other potential applications.	Porto Ambiente

4.6	Development of a Sustainable Green Spaces certification system (and local compost reuse opportunities)		1-18	Development of a Sustainable Green Spaces certification system recognising sustainable management practices of BW in green spaces. This will promote the use of compost produced at Lipor's composting plant but also the proper selection of plants to reduce watering and management needs	Lipor
4.7	Food distribution & social economy links		1-18	Network of stakeholders from the food value chain (donors, redistributors and beneficiaries), and make them commit to the challenge of food waste. A centralised circular economy bank for the sale and donation of organic products from surpluses generated in gardens, companies or points of sale will be established. The 'Zero Waste' Movement will also be promoted – a distribution network of food surpluses.	Lipor
4.8	BW Circularity Contest		1-18	A contest to select social entrepreneurship projects with particular focus on promoting circular BW management. Winning entrants will receive training and technical support for project implementation from Porto Municipality.	Porto Municipality
4.9	BW Circularity Models	Social Economy Sector	1-18	The circularity model will combine the use of the tools developed during the project, namely the food demand management tool and circularity decision making support tool as elements to promote circularity. This model will involve the whole community, and will	Lipor

				include the following activities: food production in cultivation beds, vermicompost treatment, direct consumption of the food products produced, selective collection of BW and implementation of the 'Dose Certa' food waste fighting model. Donors and recipients of food donations will be identified through 'Movimento Zero Desperdício' (Zero Waste Movement). The procurement guidelines for the social economic sector will also be used. Vermicomposting or composting will be considered as a form of local treatment and selective collection as an alternative or complement, according to what is best technically and dictated by circularity decision making support tool.	
		Tourism Sector	1-18	<p>On this pilot designed for the tourism sector (hotels) we will implement the BW selective collection food waste prevention projects complemented with healthy food promotion ('Dose Certa' and 'Embrulha' models) and 'Movimento Zero Desperdício'. The use of procurement guidelines will also be promoted in relation to the contracting of services in the hotel and catering sector.</p> <p>In addition, the food demand management tool and circularity decision making support tool will be applied to promote the circularity of BW in the tourism sector.</p>	Lipor

		High-rise Residential: Development of local composting pilot for OW	1-18	Creation of two community composting islands, together with food growing beds, to enable direct reuse of BW within the neighbourhood.	Lipor
		High-rise Residential: Installation of OW containers with smart sensors for separate waste collection	1-18	A new route of BW separated collection in a high-rise residential neighbourhood with containers with smart sensors connected with city sensors network. This will include the installation of an access control system to the organic waste containers, in order to guarantee the quality of the organic matter and consequent compost produced, as well as to monitor the participation of the users, allowing future optimisation of the system.	Porto Ambiente
5	Optimised Implementation Plans (OIP)		12-18	Building on the above activities, the city of Porto will prepare an OIP for the demonstration actions. This plan will outline precise actions, timelines, and responsibilities for the demonstration phase	Porto Ambiente

The **demonstration phase** will take place between the months 18 and 44 and the demonstration actions are planned as follows:

- The **pilot IPSS BW circularity model** will be established in the IPSS identified in phase 1;
- The **pilot hotel BW circularity model** will be established in the hotel identified in phase 1;
- The **pilot BW selective collection and local treatment model** will be established in the **selected high-rise residential neighborhoods** identified in phase 1;
- The **food demand management, decision support, and smart collection system tools** will be demonstrated by a series of social economy and tourism establishments, and in the selected pilot residential areas;
- **Training courses on Circular Procurement** will be organized for social economy and tourism establishments (managers and employees);
- **New circular procurement practices** in the social economy sector and in the tourism sector will be promoted, with relation with procurement of canteen services, catering services and maintenance services of urban green spaces in those sectors;
- A **series of applications for locally reusing the compost produced by LIPOR** will be implemented throughout the **Urban Green Spaces** in the city;
- **Planned measures linking the food distribution and social economy sectors** will be implemented;
- The **Green Space Certification system** will be launched and promoted in Urban Green Spaces managed by Porto Municipality and by the social economy sector and tourism sector;
- The **social entrepreneurship initiatives** selected in phase 1 will take place, with the support of Porto Municipality (Environmental Planning and Management Department of Municipality of Porto), Porto Ambiente and Lipor.

From month 36 to 48 the **replication phase** will take place. The results of the demonstration actions will be integrated and updated on the Roadmap to Porto Circular City in 2030. Within the Local Stakeholder Partnerships and the Collaborative Learning Networks it will further be explored how the action may be upscale across the city and the whole Porto Metropolitan Region (Table 2). The expansion of Local Stakeholder Partnerships will be coordinated by Porto Municipality and upscaling actions that will be coordinated by Lipor.

Table 2- List of activities, structured with sub-activities and timeline, of replication phase (description and lead partner)

ID	ACTIVITIES	TIMELINE (MONTHS)	DESCRIPTION	LEAD PARTNER
6	Collaborative Learning Networks (CLN)	1-48	City of Porto is establishing a CLN with other cities, public administrations and other relevant organisations in their regions, based on the category, sector and products addressed within the demonstration project.	Porto Municipality
7	City-wide Circularity Assessment	24-36	The City of Porto will carry out data collection workshops/hackathons to gather all necessary data and information needed for the sector and city-wide material flow and stock accounting as well as input them in the online dashboard. This will be detailed in a Circularity Assessment Report, including the data sources used and existing policies as well as explaining what the current circularity situation for the city of Porto is, what are the current circularity pitfalls and bottlenecks.	Porto Municipality
8	Regional upscaling and Circular Economy hotspot identification	36-48	Development of concrete plans for the upscaling and roll out of the measures demonstrated across the cities and their surrounding regions, and identifying further pathways and activities to systemically address circularity within city policy and planning approaches. This will also be used to refine and optimise the tools and procedures demonstrated within the city of Porto for future application.	Porto Municipality



The City of Porto will carry out the circularity hotspot analysis developed in Urban Circularity Assessment (WP4), building on the results of the city-wide Circularity Assessment from “Regional upscaling and Circular Economy hotspot identification”. A series of workshops and meetings with the Local Stakeholder Partnerships and Collaborative Learning Networks will also be held. In this sense, two documents will result:

1. **Regional upscaling plans:** indicating how the measures, processes and tools demonstrated on the BW material streams can be embedded within standard practices and procedures within the city of Porto, and how they can be upscaled across the city and Porto Metropolitan Region;
2. **Future Circular Economy recommendations:** based on the hotspot analysis, a series of further potential areas of circular economy activity will be identified, to be addressed by the city of Porto in future.

In short, the outcomes delivered are:

- **Three new tools:**
 1. Food demand management tool;
 2. Decision making support tool to promote circularity in BW management;
 3. Smart Collection System (SCS) tool.
- A new **BW separate collection optimised system connected with city sensors network**;
- **Two new community composting islands** promoting local treatment of BW;
- **Two pilot models of BW circularity** demonstrated in social economy and tourism sectors;
- **Optimized links between the food distribution and social economy sectors**;
- Launching **three guidelines for BW circular procurement** (canteen, catering and maintenance of green spaces services);
- Launching a **programme for recognition and certification of Sustainable Green Spaces**, promoting the use of compost produced by Lipor;
- Launching **new social entrepreneurship initiatives** focused on BW circular management, selected through a Contest.

2. Stakeholders and stakeholder groups

In this section, the stakeholders and stakeholder groups to be engaged are listed and described. The stakeholder identification and classification follows the methodology proposed by the “Guidance document for development of Stakeholder Engagement Plans” (Appendix A), developed by Nordland Research Institute (NRI) as WP6 Lead.

2.1. Identification of Stakeholders

Stakeholder engagement in the CityLoops project can be diverse, as implementation of the Porto City demonstration actions and activities requires involvement of a wide range of practitioners. Whether and how different stakeholders will be involved in Porto City will depend on the activity.

It is recommended that at an early stage significant efforts should be made in the recruitment and engagement of an appropriate set of stakeholders. A communication and involvement strategy by the Porto Cluster Team is required with a structured approach that:

- a) Identifies relevant stakeholders per activity at an early stage (within the first 6 months of the project start date);
- b) Communicates objectives of the CityLoops project in general and demonstration action in Porto in particular, and what CityLoops can do for the stakeholders;
- c) Establishes a process for ongoing engagement; and
- d) Continues to engage with all stakeholders throughout the circularity assessment process and implementation and replications of demonstration actions.

Successful stakeholder engagement can result in a number of important benefits. It can lead to transfer of new knowledge, especially local knowledge, and insights on specific practice challenges and opportunities that might otherwise have been missed. Moreover, it will be easier to implement the demonstration actions, as stakeholders, especially sector-specific ones, have already been exposed to proposed actions and achieves some level of ‘buy-in’.

As a start, in the proposal phase of the CityLoops Project application, Porto City Cluster has already identified some key stakeholders that were targeted according to needs, demands and project results. These included the tourism sector (hotels, restaurants, associations); the social economy sector; schools, universities and R&D Units (like University of Porto and Polytechnic Institute of Porto).

During the first six months of the project, and taking in consideration the further work developed by Porto Municipality for Ellen MacArthur Foundation Report (1), a brainstorm exercise was conducted for activities within the Porto Cluster Team to identify a number of relevant stakeholders for the successful development and implementation of the demonstration actions expected in the CityLoops Project, as well other critical activities.

These stakeholders were grouped by type as defined in Table 3, forming a broad basis for stakeholder mapping. As an indication of the breadth of the stakeholder identification, Porto City refers to the following non-exhaustive starting set of potential stakeholders and activities to which they could possibly contribute.

Table 3 – List of relevant stakeholders to successfully development and implementation of the demonstration actions in Porto City

STAKEHOLDERS TYPE	ENTITIES	KEY ATTRIBUTES/ROLE IN THE PROJECT	RELATED ACTIVITIES
<p>Porto Cluster Project Team</p>	Porto Municipality	CityLoops project partner	All
	Porto Ambiente	CityLoops project partner	
	Lipor	CityLoops project partner	
	2GO OUT	CityLoops project partner	
<p>Internal Stakeholders (within Project Team Entities)</p>	<p>Porto Municipality (purchase department, social department, tourism department)</p>	<p>Purchase department: Relevant contribution to define circular procurement needs and actions; Social departments: source of information about the social economy sector; Tourism department: source of information about the tourism sector</p>	<p>2, 3, 4.1, 4,2, ,4.5, 4.6, 4.7,4.8, 5, 6, 7</p>
	<p>Porto Municipality (policy makers)</p>	<p>Policy maker decisions</p>	

	Porto Ambiente (purchase department)	Relevant contribution to define circular procurement needs and actions.	3, 4.1
Research Community and Academia	University of Porto (UPorto)	Source of knowledge. They will support the development of the circularity decision making tool.	4.4, 6
	Polytechnic Institute of Porto (IPP)	Source of knowledge	6
	Paula Trindade (LNEG)	Source of knowledge. She will support the development of purchase guidelines and circular procurement scan for Porto City, as well CP training courses preparation	3, 4.1.,4.2, 6
	UPTec	Source of knowledge	6
	Fundação Calouste Gulbenkian	Source of knowledge	6
	Portugalfoods	Association formed by companies, entities of the national scientific and technological system that represent the various sub-sectors that integrate the Portuguese Agrofood Sector. They will integrate the Collaborative Learning Networks (CLN) during the demonstration phase.	6
		Source of knowledge	6

	Porto/Matosinhos Higher Institute of Social Service (ISSSP)		
	University of Trás-os-Montes e Alto Douro (UTAD)	Source of knowledge	4.5, 6
	Porto School of Hospitality and Tourism (IPP)	Source of knowledge	4.2, 6
	Luís Martins (Biowaste Circularity Specialist)	He will support the development of the food demand management tool.	2, 4.3
Social Economy Institutions	Banco Alimentar	Concentrates food donations in specific regions. Information about low income citizens	2, 4.2, 4.3, 4.4, 4.6, 4.7, 4.9
	Movimento Zero Desperdício (MZD)	Network of stakeholders from the food value chain (donors, redistributors and beneficiaries)	
	Fairmeals	Link between restaurants and bakeries to sell excess production and contribute to the fight against food waste.	
	Refood	Network of stakeholders from the food value chain (donors, redistributors and beneficiaries)	
	CNIS - National Confederation of Institutions of Solidarity	Facilitator for social economy institutions communication and	

		engagement (National Association of Social Economy Institutions).	
	Misericórdia do Porto	Social economy entity	
	SAOM	Social Economy entity	
	Nursing Homes and Schools	Places of food consumption and with potential to promote local food production and local waste treatment. At school these actions can be integrated with educational actions and in nursing homes can be used to promote active ageing	4.1, 4.2, 4.3, 4.4, 4.6, 4.7, 4.9
Retails and commodities/food buyers and traders	SONAE	Source of food waste; potential link with social economy to distribute items that aren't sold in the retails but it's still good to consume.	2, 4.7
	Jerónimo Martins		
	Mercadona		
	Auchan		
	Fruta Feia Cooperative	Co-operative that links farmers to consumers creating an alternative market to "ugly" fruit and vegetables, aiming to prevent food waste as well as the unnecessary use of resources to their production.	
Food Producers	SONAE/Producers Club	Association of food producers	2, 4.7
	Horpozim - Póvoa de Varzim Horticulturists Association		

	Agrobio - Portuguese Organic Farming Association		
	AJAP - Young Farmers Association		
	APA - Porto Farmers Association		
	AMAP - Association for the Maintenance of Proximity Agriculture		
Hotels, Restaurants and other food providers	Hotels	Food providers and biowaste producers.	2, 4.1, 4.2, 4.3, 4.4, 4.6, 4.7, 4.9
	Restaurants		2, 4.1, 4.2, 4.3, 4.4., 4.7
	Catering Providers (ITAU, Gertal, Eurest, SAOM)		2, 4.1., 4.2, 4.3, 4.4, 4.7
Business Associations	Portuguese Nutrition Association	Source of knowledge to help to redesign menus in hotels, restaurants and canteens in order to reduce surpluses	2, 4.7, 6
	APCER/BCSD	Business associations, source of knowledge.	
	Nutritionists Professional Association	Source of knowledge to help to redesign menus in hotels, restaurants and canteens in order to reduce surpluses.	
	APED - Association of Distribution Companies	Source of information	

	ANCIPA - National Association of Traders and Food Industries	Source of information about the food industry	
	CCIP - Porto Trade Association	Source of information	
	AHRESP - Hotels and Restaurants Portuguese Association	Source of information about hotels and restaurants businesses.	2, 3, 4.2, 4.7, 4.9, 6
	APHORT - Hotels, Restaurants and Tourism Portuguese Association	Source of information about hotels and restaurants businesses	
Governmental Agencies (local, regional, national)	CCDR Norte - Northern Coordination and Regional Development Committees	Responsible for territorial development in matters relating to local authorities, the environment and land planning	2, 6, 7
	APA - Portuguese Environment Agency	Responsible for environmental policies, included (bio)waste policies	
	ASAE - Economic and Food Security Authority	Responsible for inspecting compliance with the legislation regulating economic activities, in the food and non-food sectors	
	Turismo de Portugal - Porto and North	Source of information about tourism sector	
Other City Governments	AMP – Porto Metropolitan Area	Potential municipalities to follow the CityLoops project and replicate its actions in their own context.	2, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 6, 7
	Espinho Municipality		
	Gondomar Municipality		
	Maia Municipality		

	Matosinhos Municipality		
	Póvoa de Varzim Municipality		
	Valongo Municipality		
	Vila do Conte Municipality		
Urban Waste Collection Companies	Maiambiente	Potential companies to follow the CityLoops project and replicate its actions in their own context.	2, 4.2, 4.5, 4.6, 4.7, 4.9, 6, 7
	SUMA		
	EcoRede/Rede Ambiente		
	EcoAmbiente		
General Public	Citizens	(Bio)Waste producers	4.2, 4.4, 4.5, 4.8, 4.9, 6
	NGO's	Organizations that represent citizens in social and environmental issues	4.2, 4.4, 4.8, 6

2.2. Stakeholder classification

The Power-Legitimacy-Resources map builds upon methodology proposed by “Guidance document for development of Stakeholder Engagement Plans” having been adapted from work done by Mitchell *et al.* (1997) to consider aspects that help Porto City analyse systematically and in depth which stakeholders should be engaged to help the City and the project reach its targets related to improved circularity and sustainability. The attributes are summarized in the paragraphs below.

Power: It is defined as the ability of a stakeholder to influence the project’s outcomes considering:

- The ability to affect the project path. In this work the parameters considered to assess this is the actor’s authority in terms of: setting objectives and norms; allocating or denying resources to other actors; defining others’ tasks and responsibilities;

controlling access to knowledge/information; allocating rewards, recognition and sanctions; channeling messages to superiors and external bodies; and, structuring the participation in decision-making processes;

- The ability to influence other actor's role and scope of action;
- The power derives from the control of the flow of information and influence over information content.

Having these parameters, one or more, results in the attribute of power. In this work the power attitude is quantitatively assessed between 3 - denotes strong and 1 - weak authority.

Resources: It refers to the resources that stakeholder possess or have control.

Legitimacy: It is defined as the brand image where a positively perceived stakeholder is going to have legitimacy, while a negatively perceived stakeholder is not going to have legitimacy. An example for this would be renewable energy suppliers having legitimacy while polluting energy suppliers are likely to have little legitimacy in their market actions. Along with this, in a normal scenario, stakeholders responsible for regulations (policy makers and regulators), by virtue of their role in society, also have legitimacy. In this work, the legitimacy attribute is assessed considering:

- The influence acquired through institutional position, by law and regulations, through media and public support/consent or through the roles derives from membership of a social group, class or peer group;
- The degree of interests coherent or conflictive with other actor's interests;
- Prior experience related with problem/issue as well as the potential benefits and risks arises if the problem/issue is solved

In this work the legitimacy attitude is quantitatively assessed between 3 - denotes strong and 1 - weak legitimacy.

A stakeholder can possess one or more of these attributes (power, legitimacy and resources). The more the attributes the more significant the stakeholder is. A combination of different attributes will result in difference in the behaviour of a stakeholder towards the activities. Based upon a combination of these dimensions, the stakeholders can be divided into 7 categories as shown in Figure 2.

- Dormant stakeholders: Such stakeholders possess only power. As other attributes are missing these stakeholders remain dormant. They could be engaged strategically in cases of high power, particular if there is high potential for conflict or collaboration.
- Discretionary stakeholders: Such stakeholders only possess legitimacy and their role is often ignored. Engagement of this stakeholder group should be considered

individually for each stakeholder, especially for cases with high legitimacy for example related to sustainability.

- Useful stakeholders: Stakeholders with only resource attribute are useful stakeholders. Such stakeholders have resources to share (knowledge, technology, economy). The engagement of such stakeholders should be considered individually for each stakeholder, to utilize resources.
- Key power stakeholders: When a stakeholder has power and legitimacy attributes it is classified as key power stakeholder. As key power stakeholders do not have any resources they are likely to play a passive role. However, it is recommended engaging them, at a minimum keep informed. Especially for cases with high power and legitimacy.
- Key outsider stakeholders: Attributes of both power and resources make stakeholders key outsiders. These stakeholders could be engaged strategically, especially in cases with high potential for conflict or collaboration. To be evaluated individually for each stakeholder.
- Key resource stakeholders: These stakeholders have legitimacy and resources but no power. The engagement of this stakeholder group is recommended. Individual exceptions could be considered, especially for medium scores on power/legitimacy.
- Definitive stakeholders: These stakeholders have all three attributes and are high-priority stakeholders. Exploitation activities should channel most efforts to get such stakeholders interested in the project outcomes. These stakeholders must be engaged.

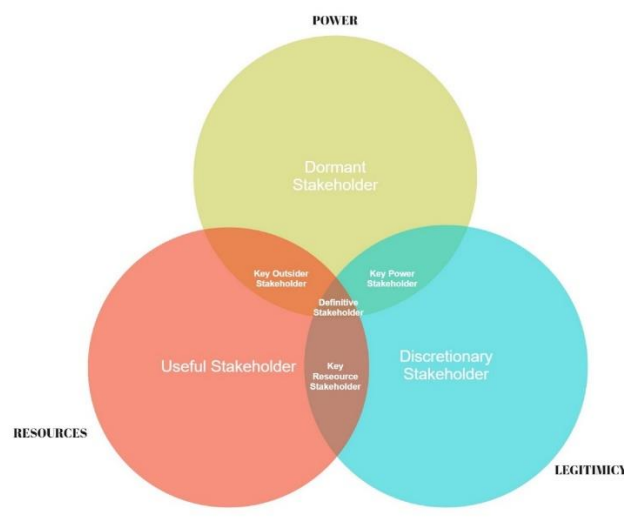


Figure 1 - Seven classes of stakeholders based on the degree to which they (a) are in a position of power towards the project/demonstration actions / or (b) have legitimate interests related to the goals of the project/demonstration actions and / or (c) have resources that relate to the project/demonstration actions.

The stakeholders listed in section above were assessed and mapped upon the three dimensions of power, legitimacy and resources. Depending on the realization of these three

attributes, the stakeholder groups have been assigned to seven stakeholder groups. These assignments are subjective, but they are based on stakeholder classification methodology selected and argued for. Of course, such assignments are debatable. The result of this mapping is shown in the following table:

Table 4 – Stakeholder groups

STAKEHOLDER GROUP	STAKEHOLDER TYPE
Dormant	No stakeholder identified
Discretionary	No stakeholder identified
Useful	General Public
Key Power	Retails and commodities/food buyers and traders
Key Outsider	No stakeholder identified
Key Resource	No stakeholder identified
Definitive	Porto Cluster Project Team Internal Stakeholders Research Community and Academia Social Economy Institutions Food Producer Business Associations Governmental Agencies Other City Governments Waste management companies

The definitive group includes all stakeholder groups directly involved in the activities of Porto City as partners and advisory board members. This network will help the project partners to establish and evaluate project actions and their replication in the Porto Metropolitan Region.

All stakeholders’ types are listed in plural, even though only one representative body may be part of the advisory board. It is assumed that they represent the interest in food circularity for their entire stakeholder group. The CityLoops project could have repercussions in the biowaste sector by changing behaviors in tourism and social economic sector.

The other groups include stakeholders that shape the mind-sets of the CityLoops project partners with regard to organic matter without being directly involved in the CityLoops project. There is no particular urgency to involve them directly, although their explicit views can be of great value to the demonstration actions in Porto City.

The stakeholders were also classified on issues related to conflict and collaboration, using the cooperation/conflict matrix below, allowing profiling stakeholders.

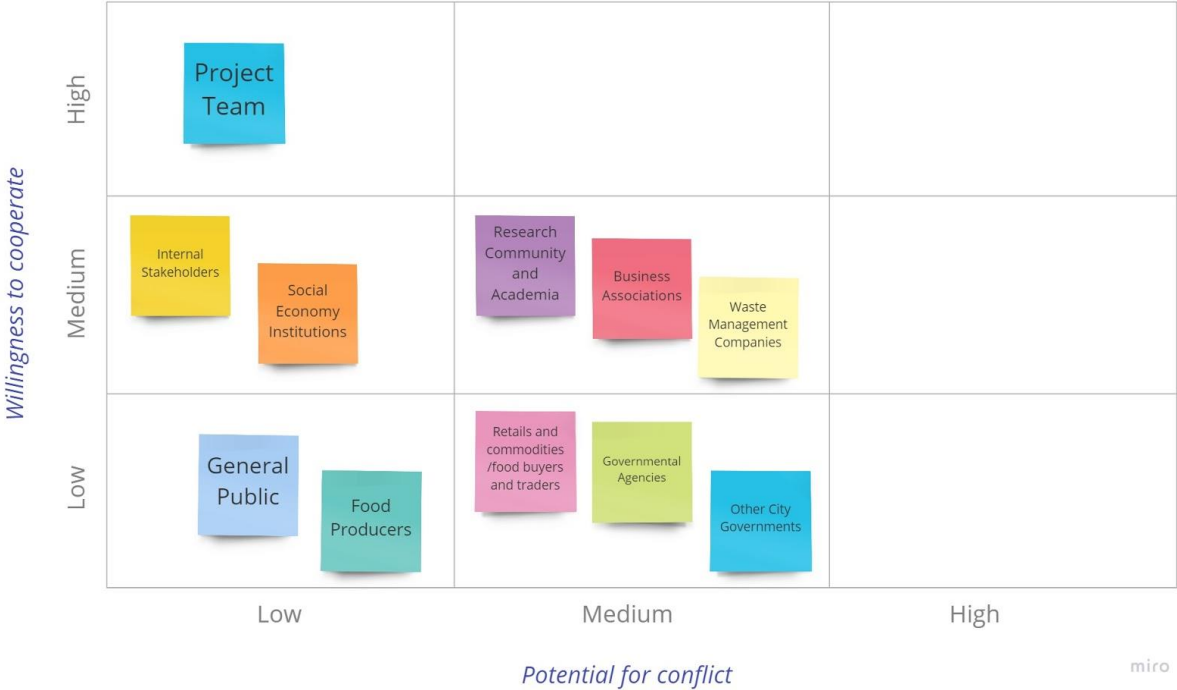


Figure 2 - Categorization of stakeholders based on willingness to cooperate and potential for conflict

Finally, based on the grouping and profiling exercises, it was concluded that the stakeholders initially identified were the most relevant to involve and engage during CityLoops project implementation.

Whenever changes occur in the planning or implementation of the activities, or the field of actors changes, the need for revision of the stakeholder identification and classification process should be considered.

3. Stakeholder engagement methods

This section identifies various stakeholder engagement methods which will be used for developing the engagement plan. Different stakeholder types identified in the previous section require different effort, both in terms of cost and time. Therefore, the engagement methods need to be selected wisely for each type, optimising the resources available. The engagement methods range from simple project progress communication to strong involvement of stakeholders in workshops and possible future partnerships building for demonstration actions and their replication in the Porto Metropolitan Region. Fifteen methods have been identified for the CityLoops project in Porto City and are listed in Table 5.

Table 5 – Identified methods of stakeholder engagement

ENGAGEMENT METHOD	SPECIFICATION
General communication & dissemination activities	This relates to WP8 (communication & engagement plan) and all general communication & dissemination activities provided in Porto City.
Surveys	Could be investigations of different sorts to harvest specific answers, e.g., user practices ¹ and barriers.
Interviews	Involves interviews and consultation with key people from the tourism and social economic sector. Provides inputs to development of the tools, as well as sector-wide scan and circular procurement assessments. This engagement method will also provide inputs to demonstration and replication phases, involving actors to implement action and the tools developed.
Demonstrations	Relates to engaging stakeholders to participate in key pilot demonstration actions and their replication.
Workshops and working groups	Promotion of thematic working groups and workshops to discuss circularity related to organic matter and food waste management in the

¹ As users are considered the actors which will benefit from demonstration actions (tourism sector, social economy and citizens)

	Social Economy Sector and in the Tourism Sector. These are crucial events to engage important stakeholders, such the social economy and the tourism sectors.
Brainstorming	Involves brainstorm exercises to provide inputs to development of the activities
Awareness Campaign	Focused on citizens to encourage the reduction of food waste production and responsible consumption practices by improving the separation, collection and reuse of waste, and communicating the benefits.
Training Courses	Organisation of training courses on circular economy and circular procurement for social economy and tourism establishments (managers and employees)
Document reviews and feedback	Implies requesting feedback and voluntary peer reviewing of deliverables produced to harvest early feedback. Could be related to sector-wide scan assessment (task 3.3) and circular procurement assessment (task 3.4), as well specific documentation related with demonstration actions.
Advisory body meetings	Invitation directed towards individuals from different stakeholder types that can advise project team on technical and business level.
Networking	Act of making contact and exchanging information with other people, groups and institutions to develop mutually beneficial relationships.
Hackathon	Events where people come together to collaboratively build and launch solutions aimed at solving a particular problem
Local Stakeholder Partnerships	This includes involvement of the tourism sector (hotels, restaurants, associations); social economy sector; schools, universities and R&D Units (like University of Porto and Polytechnic Institute of Porto). The recruitment of members of this group is important.
Virtual meetings	Small or big group meetings with stakeholders in order to update the status of the project, gather

	information and create a collaborative working group or specialized webinars for the several activities.
Documents sharing	Share and provide access to documents.
Monitoring	

4. Plan for stakeholder engagement

The envisaged stakeholder engagement strategy for CityLoops will consist of four aspects:

1. Determination of when stakeholders will be needed in the project (activities with corresponding project stage);
2. Determination of which stakeholders and stakeholder types need to be involved in which activities (and which stage), and whether we have existing and relevant contacts or more efforts need to be undertaken to make more contacts;
3. For each activity and stage, selecting the most appropriate stakeholder engagement method;
4. Identification of who is responsible for engaging the stakeholders.

The biggest challenge for proposing a strategic engagement plan for activities to be developed in Porto City is the multiplicity of activities.

4.1. Stakeholders to engage at which stage

For CityLoops, the process of identification and involvement of individuals, organisations or institutions will always be related to a specific activity that allows to solve problems and to accomplish goals. This approach implies that at different stages in development of demonstration actions they will be involved to support the development or the implementation of the demonstration actions.

The table below summarises, based on aspects “1. When” and “2. Which” above mentioned, stakeholder engagement in CityLoops activities (explained in Table 3 in Chapter 1) are summarised in the table below. An overview of the stakeholder engagement plan is present in Chapter 4.4

Table 6 – Identification of which stakeholders will be engaged at which stage in each project activity

STAGE ID	INCEPTION AND PREPARATION PHASE (M1 - M18)	DEMONSTRATION PHASE (M18-M44)	REPLICATION PHASE (M36-M48)
1	- Porto Cluster Project Team	-	-
2	- Porto Cluster Project Team; - Internal Stakeholders; - Social Economy Institutions; - Retails and commodities/food buyers and traders; - Food Producers; - Hotels, Restaurants, and other food providers; - Business Associations.	-	-
3	- Porto Cluster Project Team; - Paula Trindade (LNEG); - Municipal Direction of Finance and Patrons - Municipal Purchasing Division of Porto Municipality; - Municipal Direction of Legal Services - Municipal Department of Support to Contracting and Participated Entities of Porto Municipality; - Purchase Department (PA);	-	-

	<ul style="list-style-type: none"> - AHRESP; - APHORT. 		
4.1.	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Purchase Department (Porto Ambiente and Lipor); - Municipal Direction of Finance and Patrons - Municipal Purchasing Division of Porto Municipality; - Paula Trindade (LNEG). 	<ul style="list-style-type: none"> - Hotels, Restaurants and other food providers; - Nursing Homes and Schools (canteens); - Municipal Department of Green Spaces and Infrastructures Management of Porto Municipality. 	<ul style="list-style-type: none"> - Hotels, Restaurants, and other food providers; - Nursing Homes and Schools (canteens); - Municipal Department of Green Spaces and Infrastructures Management of Porto Municipality.
4.2.	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders; - Paula Trindade (LNEG); - AHRESP; - APHORT; - Porto School of Hospitality and Tourism (IPP). 	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders; - Social Economy Institutions; - Hotels, Restaurants and other food providers; - Citizens. 	<ul style="list-style-type: none"> - Porto Cluster Project Team - Internal Stakeholders; - Social Economy Institutions; - Citizens.
4.3.	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Luís Martins (Biowaste Circularity Specialist) 	<ul style="list-style-type: none"> - Social Economy Institutions; - Hotels, Restaurants and other food providers. 	<ul style="list-style-type: none"> - Social Economy Institutions; - Hotels, Restaurants and other food providers
4.4.	<ul style="list-style-type: none"> - Porto Cluster Project Team; - University of Porto. 	<ul style="list-style-type: none"> - Social Economy Institutions; - Hotels, Restaurants and other food providers; 	<ul style="list-style-type: none"> - Social Economy Institutions; - Hotels, Restaurants and other food providers.

		- General Public	
4.5.	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders; - Citizens; - University of Trás-os-Montes e Alto Douro (UTAD). 	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders;. 	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders.
4.6.	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders. 	<ul style="list-style-type: none"> - Internal Stakeholders; - Social Economy Institutions; - Hotels, Restaurants and other food providers. 	<ul style="list-style-type: none"> - Internal Stakeholders; - Social Economy Institutions; - Hotels, Restaurants and other food providers.
4.7.	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Municipal Department for Social Cohesion of Porto Municipality; - Social Economy Institutions; - Retails and commodities/food buyers and traders; - Food Producers; - Restaurants, Hotels and other food providers. 	<ul style="list-style-type: none"> - Social Economy Institutions; - Retails and commodities/food buyers and traders; - Food Producers; - Restaurants, Hotels and other food providers. 	<ul style="list-style-type: none"> - Social Economy Institutions; - Retails and commodities/food buyers and traders; - Food Producers; - Restaurants, Hotels and other food providers.
4.8.	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders; - Porto Municipality Internal Stakeholders; 	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders; - Citizens - Business Associations; - Food Producers; 	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Business Associations.

	- CIS Porto – Center of Social Innovation of Porto /Social Cohesion Department of Municipality of Porto.	- Retails and commodities/food buyers and traders; - Social Economy Institutions.	
4.9.	- Porto Cluster Project Team; - Social Economy Institutions; - Hotels; - Citizens.	- Porto Cluster Project Team; - Social Economy Institutions; - Hotels; - Citizens.	- Porto Cluster Project Team; - Social Economy Institutions; - Hotels; - Citizens.
5	- Porto Cluster Project Team; - Internal Stakeholders.	-	-
6	- Porto Cluster Project Team; - Internal Stakeholders.	- Porto Municipality; - Internal Stakeholders; - Research Community and Academia; - Other City Governments; - Waste management companies; - Governmental Agencies (local, regional, national); - Business Associations.	- Porto Municipality; - Internal Stakeholders; - Research Community and Academia; - Other City Governments; - Waste management companies; - Governmental Agencies (local, regional, national); - Business Associations.
7	-	- Porto Cluster Project Team; - Internal Stakeholders; - Governmental Agencies (local, regional, national); - Business Associations; - Food Producers;	-

		- Retails and commodities/food buyers and traders.	
8	-	-	<ul style="list-style-type: none"> - Porto Cluster Project Team; - Internal Stakeholders; - Research Community and Academia; - Social Economy Institutions; - Hotels, Restaurants and other food providers; - Business Associations; - Other City Governments; Waste Collection Companies

4.2. Stakeholder engagement method(s)

Stakeholder engagement will take different forms in different activities (and stages of the project), such as participatory workshops, etc. For one activity, a multi criteria decision analysis survey might be most appropriate, and for another bilateral interview. Chapter 3 contains a more detailed description of the methods for stakeholder engagement. In the table below are presented the different stakeholder involvement methods for each activity throughout the different stages of the City Loops project. An overview of the stakeholder engagement plan is present in Chapter 4.4

Table 7 – Identification of which method(s) will be used for stakeholder engagement in each activity in the different stages of the project

STAGE ID	INCEPTION AND PREPARATION PHASE (M1 - M18)	DEMONSTRATION PHASE (M18-M44)	REPLICATION PHASE (M36-M48)
1	- Meetings; - Document reviews and feedback.	-	-
2	- Workshops; - Interviews; - Hackathons; - Document reviews and feedback.	-	-
3	- Brainstorming; - Interviews; - Local Stakeholder Partnerships; - Workshops; - Document review and feedback.	-	-
4.1	- Meetings; - Surveys; - Document reviews and feedback.	- Workshops; - Training Courses; - Documents sharing.	- Workshops; - Training Courses; - Documents sharing.
4.2.	- Brainstorming; - Meetings;	- Training Courses;	- Training Courses; - General communication &

	<ul style="list-style-type: none"> - Document reviews and feedback; - Awareness Campaign; - General communication & dissemination activities.. 	<ul style="list-style-type: none"> - General communication & dissemination activities; - Awareness Campaign. 	<ul style="list-style-type: none"> dissemination activities; - Awareness Campaign.
4.3.	<ul style="list-style-type: none"> - Brainstorming; - Meetings; - Interviews; - Document reviews and feedback. 	<ul style="list-style-type: none"> - Workshops; - Meetings; - General communication & dissemination activities; - Surveys; - Interviews. 	<ul style="list-style-type: none"> - Meetings; - Workshops; - General communication & dissemination activities; - Surveys; - Interviews.
4.4.	<ul style="list-style-type: none"> - Brainstorming; - Meetings; - Interviews; - Document reviews and feedback. 	<ul style="list-style-type: none"> - Meetings; - Workshops; - General communication & dissemination activities; - Surveys; - Interviews. 	<ul style="list-style-type: none"> - Workshops; - Meetings; - General communication & dissemination activities; - Surveys; - Interviews.
4.5.	<ul style="list-style-type: none"> - Meetings; - Surveys; - Interviews. - General communication & dissemination activities. 	<ul style="list-style-type: none"> - Meetings; - Interviews. 	<ul style="list-style-type: none"> - Meetings; - Interviews.
4.6.	<ul style="list-style-type: none"> - Local Stakeholder Partnerships; - Brainstorming; - Document reviews and feedback. 	<ul style="list-style-type: none"> - Surveys; - Interviews; - Meetings; - General communication & dissemination activities. 	<ul style="list-style-type: none"> - Surveys; - Interviews; - Meetings; - General communication & dissemination activities.

4.7.	<ul style="list-style-type: none"> - Local Stakeholder Partnerships; - Surveys. - Networking; - Meetings; - Interviews; - Training courses; - General communication & dissemination activities. 	<ul style="list-style-type: none"> - Networking; - Meetings; - Interviews; - Training courses; - General communication & dissemination activities. 	<ul style="list-style-type: none"> - Surveys; - Networking; - Meetings; - Interviews; - Training courses; - General communication & dissemination activities.
4.8.	<ul style="list-style-type: none"> - Brainstorming; - Meetings; - Document reviews and feedback. 	<ul style="list-style-type: none"> - Training Courses; - Advisory body meetings. 	<ul style="list-style-type: none"> - Training Courses; - Advisory body meetings.
4.9.	<ul style="list-style-type: none"> - Meetings; - Interviews; - Document reviews and feedback; - Workshops; - Training Courses; - Awareness Campaign; - General communication & dissemination activities; - Monitoring. 	<ul style="list-style-type: none"> - Training Courses; - Meetings; - Training courses; - Awareness Campaign; - Monitoring; - General communication & dissemination activities; - Interviews; - Surveys. 	<ul style="list-style-type: none"> - Meetings; - Interviews; - Surveys; - Training Courses; . - Awareness Campaign; - General communication & dissemination activities;
5	<ul style="list-style-type: none"> - Meetings; - Brainstorming; - Document reviews and feedback. 	-	-
6	<ul style="list-style-type: none"> - Local Stakeholder Partnerships; - Brainstorming. 	<ul style="list-style-type: none"> - Local Stakeholder Partnerships; - Networking; - Interviews; - Advisory body meetings. 	<ul style="list-style-type: none"> - Networking.
7	-	<ul style="list-style-type: none"> - Brainstorming; - Workshops; 	-

		<ul style="list-style-type: none"> - Interviews; - Hackathons; - Document reviews and feedback. 	
8	-	-	<ul style="list-style-type: none"> - Brainstorming; - Local Stakeholders Partnerships; - Workshops

4.3. Responsible(s) for stakeholder engagement

The responsibility for stakeholder engagement is assigned to each leader of each activity at the time it takes place (see Table 1 and Table 2). An overview of the stakeholder engagement plan is present in Chapter 4.4.

4.4. Stakeholder Plan Overview

Year		2019												2020												2021												2022												2023			
Project month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48				
Calendar month		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S				
INCEPTION																																																					
DEMONSTRATION																																																					
REPLICATION																																																					
ID	Activities																																																				
	Responsible for stakeholder engagement																																																				
1	Stakeholder mapping & engagement	Porto Municipality																																																			
	Stakeholders to engage	Porto Cluster Project Team												Porto Cluster Project Team																																							
	Engagemnet Method(s)	Meetings												Document reviews and feedback																																							
2	Sector-wide circularity assessment	ZGO OUT																																																			
	Stakeholders to engage	Porto Cluster Project Team; Internal Stakeholders; Social Economy Institutions; Retails and commodities/food buyers and traders; Food Producers; Hotels, Restaurants, and other food providers; Business Associations												Porto Cluster Project Team																																							
	Engagemnet Method(s)	Workshops; Interviews; Hackatons; Documents reviews and feedback												Documents reviews and feedback																																							
3	Circular procurement assessment	Lipor																																																			
	Stakeholders to engage	Porto Cluster Project Team; Paula Trindade (LNEG); Municipal Direction of Finance and Patrons - Municipal Purchasing Division of Porto Municipality; Municipal Direction of Legal Services; Municipal Department of Support to Contracting and Participated Entities of Porto Municipality; Purchase Department (Porto Ambiente); Tourism and Restauration Associations												Porto Cluster Project Team; Internal Stakeholders																																							
	Engagemnet Method(s)	Brainstorming; Interviews; Local Stakeholder Partnerships; Workshops												Documents reviews and feedback																																							
4 Development of instruments & tools																																																					
4.1	Procurement guidelines	Lipor																																																			
	Stakeholders to engage	Porto Cluster Project Team; Paula Trindade (LNEG); Purchase department (Porto Ambiente); Purchase department (Lipor); Municipal Direction of Finance and Patrons - Municipal Purchasing Division of Porto Municipality												Porto Cluster Project Team; Internal Stakeholders												Hotels, Restaurants and other food providers; Nursing Homes and Schools (canteens); Municipal Department of Green Spaces and Infrastructures Managemet of Porto Municipality												Hotels, Restaurants and other food providers; Nursing Homes and Schools (canteens); Municipal Department of Green Spaces and Infrastructures Managemet of Porto Municipality															
	Engagemnet Method(s)	Meetings and Surveys												Documents reviews and feedback												Workshops; Training Courses, Documents sharing												Workshops; Training Courses, Documents sharing															
4.2	Preparation of publicity materials	Lipor & Porto Ambiente																																																			
	Stakeholders to engage	Porto Cluster Project Team												Citizens of high-rise residential area																								Citizens of high-rise residential area															
	Engagemnet Method(s)	Brainstorming; Meetings; Document reviews & Feedback												Awareness Campaign; General communication & dissemination activities.																								Awareness Campaign; General communication & dissemination activities.															
	Preparation of training courses	Lipor																																																			
	Stakeholders to engage	Porto Cluster Project Team; Internal Stakeholders; Paula Trindade (LNEG); AHRESP; APHORT; Porto School of Hospitality and Tourism												Porto Cluster Project Team; Internal Stakeholders; Social Economy Institutions; Hotels, Restaurants and other food providers																								Porto Cluster Project Team; Internal Stakeholders; Educational and social Institutions; Tourism Sector															
	Engagemnet Method(s)	Brainstorming; Meetings; Document review & feedback												Training Courses; General communication and dissemination activities																								Training Courses; General communication and dissemination activities															
4.3	Food demand management tool	Lipor																																																			
	Stakeholders to engage	Porto Cluster Project Team; Luis Martins (Biowaste Circularity Specialist)												Porto Cluster Project Team												Social Economy Institutions; Hotels, Restaurants and other food providers												Social Economy Institutions; Hotels, Restaurants and other food providers															
	Engagemnet Method(s)	Brainstorming; Meetings; Interviews												Document reviews & feedback												Meetings; Workshops; General communication and dissemination activities												Surveys; Interviews															
4.4	Circularity decision making support tool	Lipor																																																			
	Stakeholders to engage	Porto Cluster Project Team; University of Porto												Porto Cluster Project Team												Social Economy Institutions; Hotels, Restaurants and other food providers; General Public												Social Economy Institutions; Hotels, Restaurants and other food providers															
	Engagemnet Method(s)	Brainstorming; Meetings; Interviews												Document reviews & feedback												Meetings; Workshops; General communication & dissemination activities												Surveys; Interviews															

5. Key risks and risk mitigation measures

The main risks associated with stakeholder engagement in the CityLoops project are that the professionals identified are usually busy people and possibly need an incentive to engage with the project. In this sense, it is necessary to develop mitigation measures raising the interest for an active participation of stakeholders in the several activities throughout the project. There are several reasons for stakeholders to be interested in participating in the activities:

1. **Personal/institutional interests and "co-ownership" of the process:** stakeholders may find the project, its team and the objectives interesting to be part of. For example, the fact that CityLoops is a project that aims to provide a tested plan to promote the circularity that other local and regional governments across Europe can follow, may stimulate them to support the project as it allows them to make their 'voices heard' by the political representatives of the countries involved;
2. **Acquisition of additional information:** CityLoops, with its political representative's contacts and the intense exchange of information relevant to the circular economy, can be of interest for stakeholders to be part of, as it can provide them with insights that they would not otherwise have heard of. This is also why CityLoops does not only consider stakeholder workshops as working sessions to collect information from stakeholders but also dissemination sessions during which stakeholders can learn from fellow stakeholders;
3. **Collaborative Learning Networks:** through various networking opportunities, CityLoops will establish Collaborative Learning Networks at the regional level, to facilitate regional upscaling of measures and greater long-term collaboration in Circular Economy innovation, including amongst procurement professionals;
4. **Goodwill:** CityLoops partners already have an established relationship with various stakeholders from all different groups and will use their existing networks (partners/collaborators in other research and innovation projects, clients, members of international/national technology platforms, etc.) to expand these groups. Based on this goodwill, stakeholders are usually willing to collaborate on a project, as they know the partners.

Whenever changes occur in the planning or implementation of activities, or in the field of actors, the process of identification and classification of stakeholders will be reviewed.

6. Monitoring and Evaluation

Monitoring and evaluation of the stakeholder process is crucial to ensure Porto City Cluster is able to respond to identified issues and simultaneously evaluate and adapt the approach to stakeholders throughout the project to make them more effective. Adherence to the following characteristics/commitments/activities will assist in achieving successful engagement:

- Sufficient resources to undertake the engagement;
- Inclusivity (inclusion of key groups) of interactions with stakeholders;
- Promotion of stakeholder involvement;
- Sense of trust in Porto City Cluster shown by all stakeholders;
- Clearly defined approaches;
- Transparency in all activities.

Monitoring of the stakeholder engagement process allows the efficacy of the process to be evaluated. Two distinct monitoring periods will be implemented (feedback form) but related in terms of timing:

- During the activities and engagement actions: short-term monitoring to allow for adjustments/improvements to be made during engagement;
- Following completion of all activities and engagement actions: review of outputs at the end of engagement to evaluate the effectiveness of the SEP as implemented.

It is critical to involve affected stakeholders in monitoring the project's anticipated impacts and evaluation measures throughout implementation.

Feedback Form

Stakeholder type	
Entity	

Context (purpose of engagement, reasons to involve, interests, benefits)

Stakeholder feedback/incident/comment/query

Follow up actions/ response taken	Further follow up actions required?

Date	
------	--

Signature	
-----------	--

7. References

- (1) Ellen MacArthur Foundation, Cities and Circular Economy for Food: Porto (2019)
- (2) Município do Porto, Roadmap para a cidade do Porto circular em 2030. Conselho Empresarial para o Desenvolvimento Sustentável (BCSD Portugal), 3Drivers (2017)

Appendix A: Guidance and background documentation

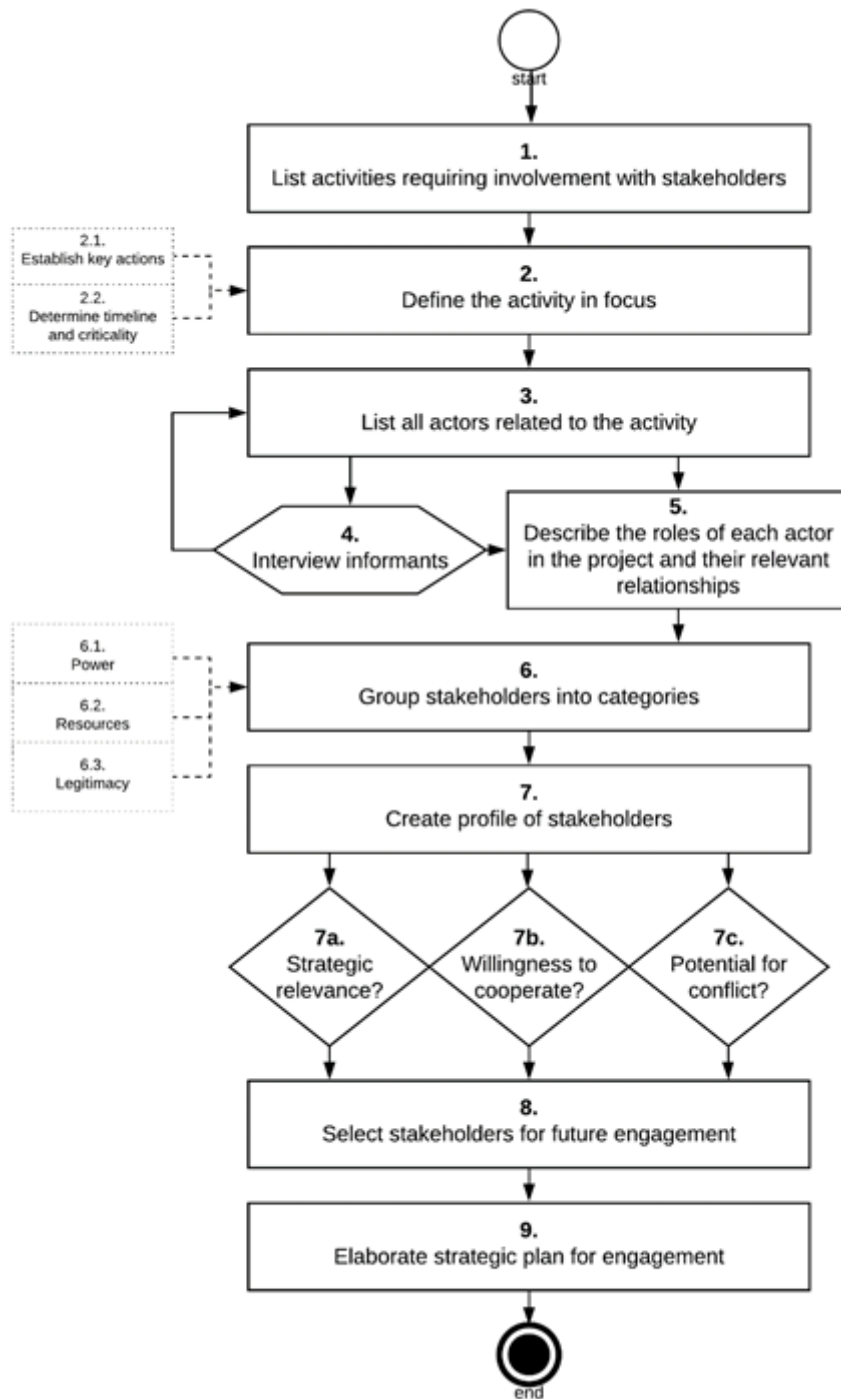
Part 1: Guidance for stakeholder identification, classification and engagement

1.1 Guidelines for stakeholder identification and engagement

1.1.1 Stakeholder identification and classification

To help the cities and the project reach its targets related to improved circularity and sustainability, a procedural flow consisting of ten Steps is proposed to identify and classify stakeholders that the Demonstration Manager and the project team should engage with (Figure 3). Each Step is described in a separate section below. More background is given in Appendix A and in the literature survey in Chapter 2.1.

Figure 3: Flow diagram for process of identifying and categorizing stakeholders



Step 1. List activities requiring involvement with stakeholders

<i>Objective</i>	Get an overview of all relevant activities that may need stakeholder involvement
------------------	--

<i>Who</i>	Led by Demonstration Manager and could involve members of the project team as well as key representatives of the Local Stakeholder Partnership.
<i>Description of activity and method</i>	This step involves a listing and review of all CityLoops related activities planned by the city, both the development of the tools, the execution of the demonstration activities and the outreach and replication activities. Focus is on the activities that potentially need stakeholder engagement. The method is a work meeting with a brainstorming and a desk study with review/analysis of the project description and other relevant planning documents.

Step 2. Define the activities in focus

<i>Objective</i>	Structure the outcome of Step 1 in terms of criticality and timeline
<i>Who</i>	Led by Demonstration Manager and could involve members of the project team as well as key representatives of the Local Stakeholder Partnership.
<i>Description of activity and method</i>	<p>The list of activities from Step 1 should be reviewed. If needed, activities with a high level of complexity in terms of stakeholder engagement can be divided into sub-activities to allow stakeholder identification and engagement at sub-activity level.</p> <p>The resulting list of activities and sub-activities should be structured into a table adding columns showing timeline (expected start and end time for the activity) and a subjective expert assessment by the team on its criticality for the successful implementation of the demonstration project on a scale from 1 (normal) to 3 (critical).</p> <p>The method is a work meeting supplemented by analysis of planning documents.</p>

Step 3. List all actors related to the activity

<i>Objective</i>	Make initial identification of potential stakeholders for each of the activities
<i>Who</i>	Led by Demonstration Manager and could involve members of the project team as well as key representatives of the Local Stakeholder Partnership.
<i>Description of activity and method</i>	<p>For each of the activities/sub-activities defined in Step 2, potential stakeholders will be identified. If feasible, before starting the identification process, the list of activities can be categorized into groups where all activities in the same group are similar in terms of which stakeholders need to be engaged.</p> <p>For each group of activities, the questions given in Table A 1 should be answered to make an initial identification of potential stakeholders.</p>

Step 4. Interview informants

<i>Objective</i>	Complete the list of potential stakeholders and get more in-depth information as basis for stakeholder classification, selection and engagement
<i>Who</i>	Led by Demonstration Manager and could involve members of the project team.
<i>Description of activity and method</i>	<p>Review the actor list from Step 3 and look for key informants that would be able to (a) identify missing stakeholders / supplement the stakeholder list (b) provide in depth knowledge about stakeholders to be used as a basis for stakeholder classification, selection and engagement.</p> <p>The information gathering method is informal interviews with the informants and new informants can be identified using snowball sampling. Questions that may be used to guide the interviews as given in Table A 2.</p>

Step 5. Describe the role of each actor in the project and their relevant relationships

<i>Objective</i>	Build in-depth knowledge of the role of potential stakeholders
<i>Who</i>	Led by Demonstration Manager and could involve members of the project team.
<i>Description of activity and method</i>	<p>This step is performed in parallel with and as a conclusion to Steps 3 and 4.</p> <p>The outcome of desk studies, work meetings and interviews is synthesized to give a basis for the stakeholder analysis, grouping and profiling in Steps 6 to 8.</p> <p>The method is a work meeting. Before the meeting a table is created listing all the identified stakeholders with an extra column listing key references (documents, interviews, expert knowledge etc) giving information on each stakeholder. During the work meeting an additional column is created in the table, where the team based on the identified information sources lists key attributes for each stakeholder of relevance to the analysis in Steps 6 to 8. This includes considering the questions in Table A 3.</p>

Step 6. Group stakeholder into categories

<i>Objective</i>	Group stakeholders according to power, legitimacy and resources
<i>Who</i>	Led by Demonstration Manager and could involve members of the project team as well as key representatives of the Local Stakeholder Partnership.

<p><i>Description of activity and method</i></p>	<p>Based on outcomes of Step 5 the team will assess the salience of each stakeholder by categorizing the power, legitimacy and resources of each stakeholder.</p> <p>The method is a team work meeting with focus on filling the following tables in Annex A:</p> <ol style="list-style-type: none"> 1. Power: Table A 4 2. Legitimacy: Table A 5 3. Resources: Table A 6 <p>Once weighted scores for power, legitimacy and resources are established for each stakeholder, the results are coded into Table A 7 using the procedure described below Table A 7.</p> <p>The resulting table can be used to produce seven stakeholder groups using the classification given in Table A 8.</p>
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Step 7. Create profile of stakeholders

<p><i>Objective</i></p>	<p>To improve basis for final selection of stakeholders, assess issues related to conflict and collaboration</p>
<p><i>Who</i></p>	<p>Led by Demonstration Manager and could involve members of the project team</p>
<p><i>Description of activity and method</i></p>	<p>The method to be used is a work meeting, where the list of potential stakeholders is classified using the cooperation/conflict matrix in Table A 10. The questions given in Table A 9 can be used as a guidance for deciding where the stakeholder fits in the cooperation/conflict matrix.</p>

Step 8. Select stakeholders for future engagement

<p><i>Objective</i></p>	<p>Select stakeholders for future engagement</p>
<p><i>Who</i></p>	<p>Led by Demonstration Manager and must involve Local Stakeholder Partnership</p>

<p><i>Description of activity and method</i></p>	<p>Based on the grouping (Step 6) and profiling (Step 7), select stakeholders for future engagement. The Demonstration Manager responsible for developing a proposal to be approved by the Local Stakeholder Partnership.</p> <p>The method is a work meeting, making use of the guidance given in the last column Table A 8.</p> <p>When evaluating the individual stakeholders, resource use need to be considered. It should also be made a choice with regard to the level of openness and inclusion as discussed in Section 2.</p> <p>Once a selection has been made, the team should evaluate the totality and balance of the entire stakeholder pool. Control questions like:</p> <ul style="list-style-type: none"> · Are there interests that seem overrepresented or underrepresented? · Who is missing? <p>The questions in Table A 11 can also be used. The outcome of this discussion could be used to reveal biases, for example related to the stakeholders being selected from a specific network, excluding other interests, or a systematic bias in the scoring. Correctional measures should then be implemented and a revision of the relevant steps of the procedure should be executed.</p> <p>Finally: Whenever changes occur in the planning or implementation of the activities, or the field of actors changes, the need for a revision of the stakeholder identification and classification process should be considered.</p>
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CityLoops is an EU-funded project focusing on construction and demolition waste (CDW), including soil, and organic waste (OW), where seven European cities are piloting solutions to be more circular.

Høje-Taastrup and Roskilde (Denmark), Mikkeli (Finland), Apeldoorn (the Netherlands), Bodø (Norway), Porto (Portugal) and Seville (Spain) are the seven cities implementing a series of demonstration actions on CDW and OW, and developing and testing over 30 new tools and processes.

Alongside these, a sector-wide circularity assessment and an urban circularity assessment are to be carried out in each of the cities. The former, to optimise the demonstration activities, whereas the latter to enable cities to effectively integrate circularity into planning and decision making. Another two key aspect of CityLoops are stakeholder engagement and circular procurement.

CityLoops runs from October 2019 until September 2023.



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