



SYMSITES

ECOSITES implementation for industrial-urban symbiosis through social and technological solutions

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List of abbreviations and acronyms

Abbreviation	Meaning
AITEX	Asociacion de Investigacion de la Industria Textil
BOFA	Bornholms regionskommune
BOKU	Universitaet fuer Bodenkultur Wien
CSO	Civil society organisation
FACSA	Sociedad de Fomento Agricola Castellonense, S.A.
GDPR	General Data Protection Regulation
HORECA	Hotel/Restaurant/Catering
ICLEI	ICLEI European Secretariat GmbH
I-US	Industrial-urban symbiosis
NGO	Non-governmental organisations
NTUA	National Technical University of Athens
SYMSITES	Industrial Urban symbiosis and its social, economic and environmental impact on different European regions
WP	Work package



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Executive summary

The yearly stakeholder forums are informative and engaging events and they form the key mechanism to facilitate the community building in each EcoSite. The EcoSite leads organise their local forums with support provided by ICLEI (and the SYMSITE consortium). The first events are held in the second year of the project (2023) and will be organised until the end of the project (in May 2026).

The concept and tools presented in deliverable D5.7 “Establishment of stakeholder forums” form the shared approach for all the EcoSites for organising their local forums. The concept consists of the following elements: principles (description of the overall rationale of the forums), mission statement (“translations” of the general objectives into local and action-oriented purposes of the forum), stakeholders and levels of engagement (description of the stakeholder groups and their profiles), methods of engagement, guidelines for practical organisation, communication, and monitoring and evaluation tools.

The forum events are important opportunities for community building. In preparing the deliverable, each EcoSite conducted a stakeholder mapping and analysis exercise, using a systematic approach and template provided by ICLEI. The categories of stakeholders identified include public authorities, civil society and citizens, NGOs and CSOs, (wastewater) industry, and research. The target groups and topical focus of each event varies and will be chosen strategically. Each forum will aim to feed into the ongoing activities and address a specific mission outlined by the EcoSites but also, to reach out to new relevant stakeholders. With the series of engaging events and in-between communication, the EcoSites will build strong relationships with the participants of the forums. The stakeholder community is thereby enabled to support the collaboration and further use of the EcoSite innovations beyond the project.

In brief, each yearly EcoSite forum is a 0,5-1 day event aiming to engage with around **25-35 participants** (not including project partners/organisers). The forums are organised primarily as **in-person events** and they are mainly held **in the local language** of the hosting EcoSite (e.g. Spanish, Greek, Austrian, Danish). The EcoSite leads can choose between 3 models set-ups for their forums: 1) expert forum, 2) citizen forum, 3) mixed forum (experts + citizens). The models aim to engage with different stakeholder groups and address their different levels of engagement.

The forum concept and guidelines will be piloted in 2023 when organising the first forums in each EcoSite. Based on the experience, the concept and guidelines can be updated and adjusted.



1. Introduction

1.1. Background

The deliverable D5.7 corresponds to the SYMSITES's task 5.5. "Formation of stakeholder forum to facilitate local community actors' involvement". The report synthesises and builds on the mapping and analysis of the relevant stakeholders within each EcoSite (task 5.5.1).

The core element of the report is the overall approach for stakeholder community building in the EcoSites, supported by the concept for the stakeholder forums. The concept provides a general description, guidelines and tools for the four EcoSites (Alcoi, Bornholm, Tullnerfeld, Achaia) to plan and implement the annual stakeholder forum (i.e. one stakeholder forum per year in each EcoSite). In relation to the stakeholder forum, the report also describes the stakeholder landscape and engagement strategy in the EcoSites.

The deliverable is developed by ICLEI based on the inputs from the EcoSite leaders. Each EcoSite conducted a stakeholder mapping and analysis exercise, using a systematic approach and template provided by ICLEI. The mapping was conducted first independently by the EcoSites and later, in bilateral calls, with support from ICLEI. These calls between ICLEI and the EcoSite teams were structured as workshops which helped to reflect the forum objectives from the local perspective, build an understanding of the local context regarding stakeholder engagement, and enable initial discussion on the practical organisation of the stakeholder forums.

The concept provides guidelines and processes for organising the stakeholder forum, applicable to all the EcoSites, while aiming to also respond with a degree of flexibility to the varying context and needs of each EcoSite. Starting from 2023, the practical plans for organising the forums will be developed by the EcoSites using the concept and tools provided in this report. ICLEI will support EcoSites in this process, especially in planning and evaluation. The roles and responsibilities between partners are further clarified in the report.

1.2. What are the stakeholder forums?

The stakeholder forums are informative and engaging events in the EcoSites and they form the key mechanism to facilitate the **community building** in each EcoSite. Each EcoSite organises a forum once a year with the support from ICLEI (and the SYMSITES consortium). The forum provides a continuous and concrete opportunity for stakeholders to get involved in the project design and implementation as well as for the project itself to generate useful practitioner and citizen knowledge and insights to facilitate exploitation of the results. **The first events are held in the second year of the project (2023) and will be organised until the end of the project (in May 2026).**

The forum events are important opportunities for community building - each new event builds on the previous event, and thus, will grow in number and diversity of stakeholders. The target groups and topical focus of each event varies and will be chosen strategically. Each event will aim to feed into the ongoing activities and address a specific mission outlined by the EcoSites but also, **to reach out to new relevant stakeholders.**

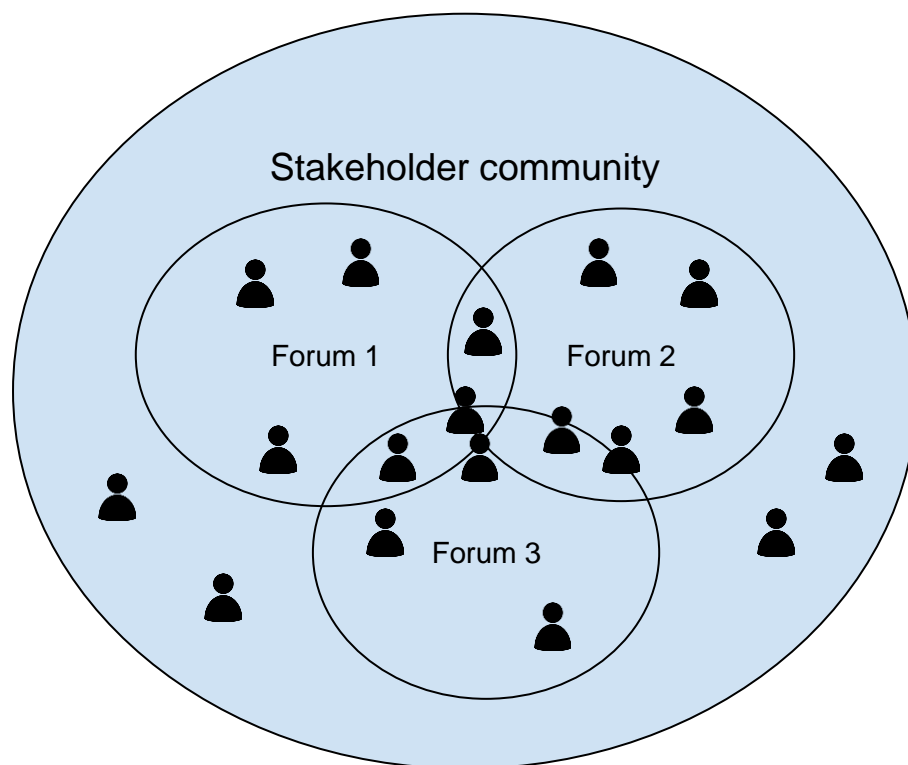


With the series of engaging events and in-between communication, the EcoSites will build strong relationships with the participants of the forums. The **stakeholder community** is thereby enabled to support the collaboration and further use of the EcoSite innovations beyond the project (see Graph 1).

Each EcoSite manager coordinates the local community engagement and organises the annual stakeholder forums in their region:

- The Spanish forums (led by FACSA)
- The Danish forums (led by BOFA)
- The Austrian forums (led by BOKU)
- The Greek forums (led by NTUA)

Using the shared concept and guidelines presented in this deliverable, the EcoSites will establish the local EcoSite stakeholder community (i.e. building a GDPR compliant contact list, collecting registrations for each event), tailor and organise the yearly stakeholder forums with support from ICLEI (and partners) in planning, implementation and post-event processing of results.



Graph 1. Visualisation of the continuous process of community building in an EcoSite, using the yearly stakeholder forums and in-between communication and engagement.



1.3. *Structure of the report*

The report starts by explaining the overarching objectives of the stakeholder forums in chapter 2. Chapter 3 explains the methodology used for the stakeholder mapping and analysis, the results of which are used as inputs for the concept of the stakeholder forums. The concept is presented in chapter 4, including the mission statements (local “translations” of objectives) to be addressed by the stakeholder forums, an overview of the relevant stakeholder groups, tools for practical organisation, methods of engagement, and guidelines for communication, monitoring and evaluation.

2. Objectives

Aligned with the SYMSITES Grant Agreement, the overall objective of the stakeholder forums is to

1. inform the project design and implementation,
2. validate interim and final results of the project in terms of their practice and socio-economic-relevance for the different stakeholders groups’ contexts, and
3. to exchange and disseminate information on the project and campaign in order to prepare exploitation of results in the demo sites and foster sustainability of outcomes.

These three objectives are shared across all the EcoSites, and they guide the development of the forums. The objectives serve an overarching purpose of the forums as two-directional knowledge exchange between the project and local community stakeholders - on one hand, making the innovations in the EcoSite pilots accessible for further application, by translating and linking them to broader societal processes (including decision-making, civil society, research...), and on the other hand, simultaneously making the practitioner and citizen knowledge available for the project.

In practical terms, the stakeholder forum provides a tool for the EcoSites to address a variety of their stakeholder engagement needs. Depending on the context and timing, these needs include sharing information and raising awareness in the early stages of the project and exploiting and institutionalising the results in the later stages of the projects.

The stakeholder forums can also be considered as platforms to mainstream the results and to ensure the longevity of the project outputs beyond and after the project. This can be done by community building and linking the project innovations to broader sustainability processes and the circular economy.

3. Methodology

The establishment of the stakeholder community is an ongoing and dynamic process supported by the yearly forums. In order to understand the stakeholder landscape and engagement needs in each EcoSite, ICLEI conducted a series of bilateral workshops with the EcoSites using a **systematic approach and template for stakeholder mapping and analysis**. This process also responds to the **task 5.5.1 “Mapping of stakeholders in the EcoSites and region”**. The results of these workshops are used as an input in developing the forum concept and guidelines presented in this deliverable. In addition, they provide the EcoSites a starting point for approaching the potential members of the stakeholder forums and building an actual contact list (e.g. based on the invitee list and/or registrations to the forums).



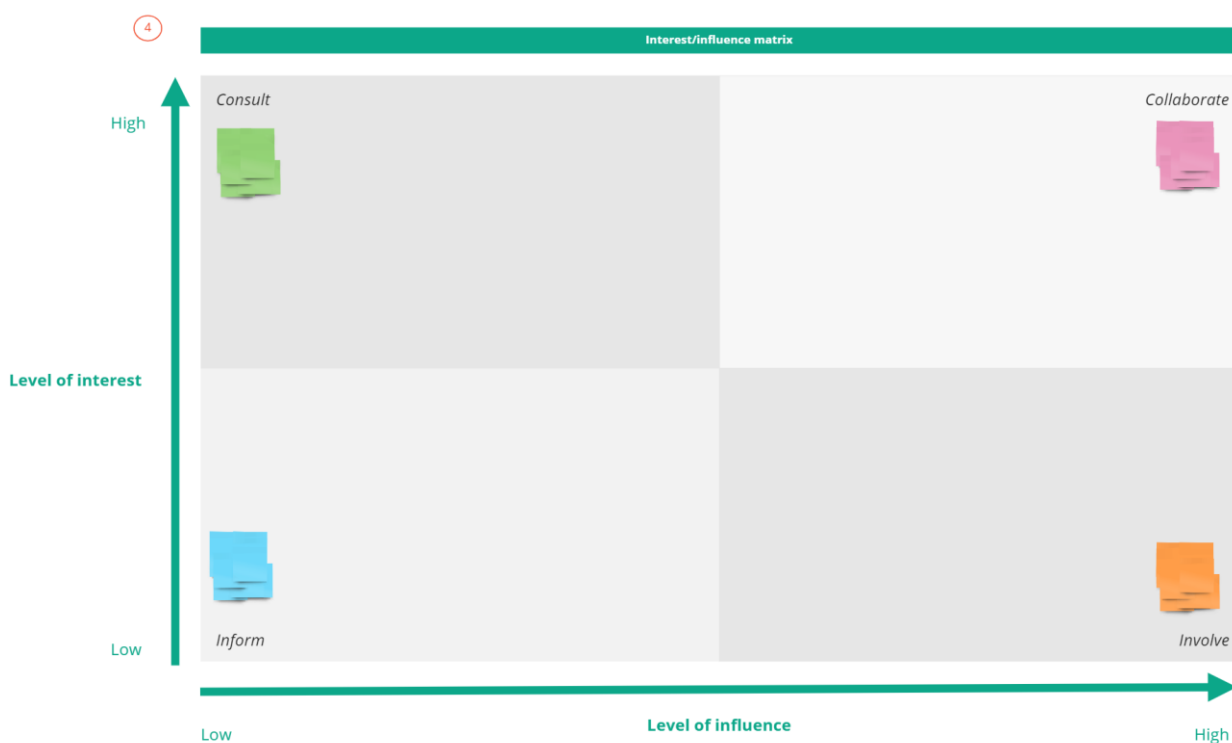
The workshops with each EcoSites to gather inputs consisted of the following stages:

- Stage 1: Mission statement - clarifying the purpose of the stakeholder engagement.
- Stage 2: Mapping - identifying all potential stakeholders and community actors.
- Stage 3: Analysis - assessing and prioritising the identified stakeholders.

In stage 1, the mission statements build on the shared objectives (see chapter 2), allowing the EcoSites to re-formulate the general objectives into locally relevant, action-oriented and practical statements. The concrete and short mission statements help the EcoSites to identify the relevant stakeholders, develop an agenda serving the purpose, and later, evaluate the outcomes of the forums.

In stage 2, the EcoSites map all potential stakeholders who they consider relevant for the engagement and forums. The mapping focuses on local actors, but it also includes regional and national actors as they belong in the wider, country-specific landscape and actor-ecosystem.

In addition to basic general information, the mapping pays attention to the diverse representation of stakeholder categories. The EcoSites are instructed to identify stakeholders from each of these categories: public authorities, companies, NGOs and CSOs, research and academia, wastewater industry, and civil society. The mapping also includes initial reflections on the capacity of the listed stakeholders - understanding their motivations and knowledge and identifying potential existing relationships ('stakes') to the project.



Graph 2. Influence/Interest Matrix in the template for stakeholder analysis for EcoSites



Stage 3 analyses the stakeholders identified in the previous stage to understand their priority, the needed level of engagement, and assess their relevance for the project based on their characteristics and mission statement. The assessment is conducted using a stakeholder engagement matrix where each stakeholder is placed in a quadrant based on their interest and influence on the project (see Graph 2). The analysis helps to define the type of engagement for the stakeholder - consult, collaborate, inform or involve.

Finally, as part of stage 3, the EcoSites also evaluate the objective of engaging with the stakeholder in question and the elements of the project that might interest the stakeholder. The EcoSites also reflect the stakeholder's capacity to influence the project and if needed, elaborate on the potential ways to support the engagement of the stakeholder. Based on the analysis, the EcoSites categorise their stakeholders as either primary or secondary stakeholders.

The results of the stakeholder mapping and analysis feeds into the development of a concept for the stakeholder forums. The template is built using Miro-software (miro.com) and each of the EcoSites have completed their own mapping and analysis (see appendices 2-5 in this report). The digital template remains available following the initial mapping exercise and can be updated continuously and used as a tool for strategic planning of the yearly forums throughout the project lifetime.

4. Concept for the stakeholder forum

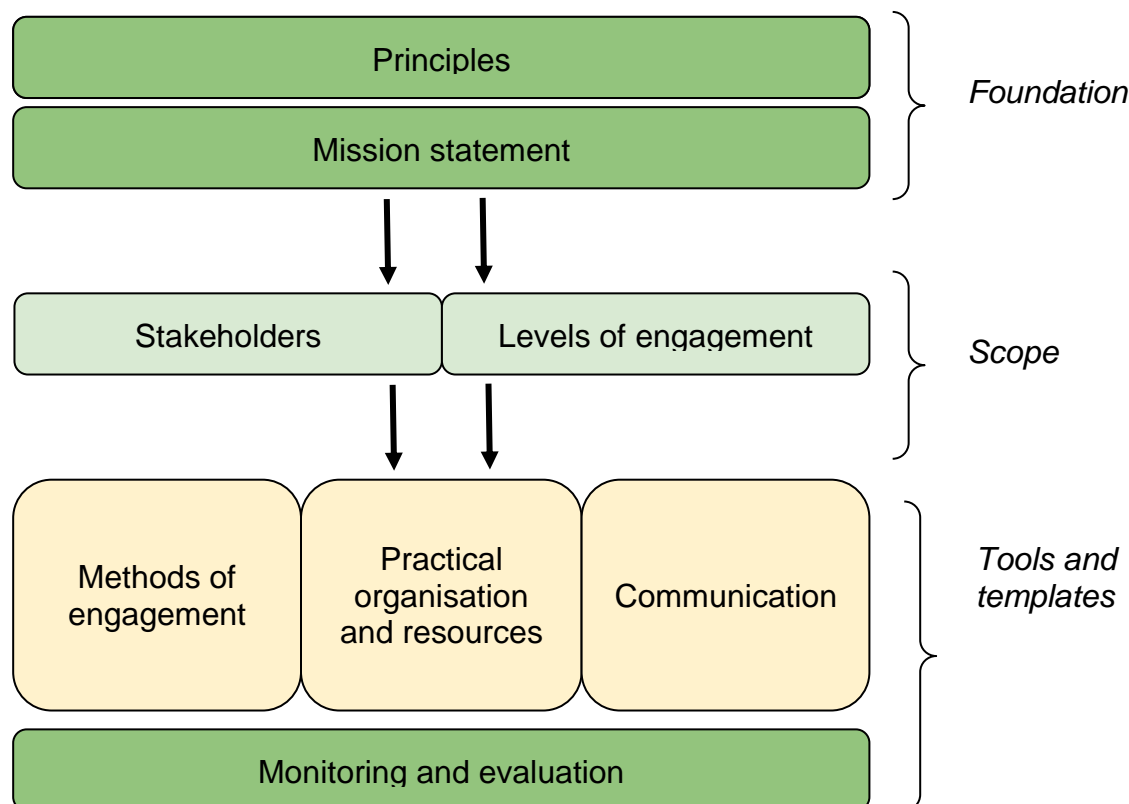
This section describes the concept for the stakeholder forums, including the guiding principles shared across all EcoSites as well as a description of the scope, guidelines and tools to organise the stakeholder forums.

The concept consists of the following elements (see Graph 3):

- Principles: Description of the overall rationale of the forums.
- Mission statement: "Translations" of the general objectives into local and action-oriented purposes of the forums.
- Stakeholders and levels of engagement: Description of the stakeholder groups and their profiles.
- Methods of engagement, practical organisation and resources, and communication: Tools, model set-ups, agenda templates and guidelines which are used to tailor and adapt each forum event based on the chosen focuses.
- Monitoring and evaluation: Description of the process for evaluating and updating the forums based on the (event) feedback, and sharing good practices across EcoSites.

The EcoSites use the concept as a guiding document in establishing and organising their local stakeholder forums. Each section of the concept includes action points and templates to guide the practical implementation of the concept.





Graph 3: Elements of the stakeholder forum concept

4.1. Principles

Action (for EcoSites): Review the forum plan and agenda from the perspective of principles and address any missing dimensions (e.g. additional measures to support the engagement, adapting the agenda).

The guiding principles serve as the overall rationale for the stakeholder forums in all EcoSites. The principles are developed based on the various existing methodologies used for designing collaborative spaces for just and sustainable transitions (see [Just Arenas Guide](#), [Equitable Transitions Guidebook](#)). Here, the benchmarked methodologies are adapted to the context of engaging local community stakeholders in an innovation project and are presented as principles which guide the community building process and on a practical level, the planning of the forums.

Ensure meaningful participation

By ensuring meaningful participation by the participants in the stakeholder forums, the outcomes of the EcoSite are more inclusive and effective. They will be genuinely supported by the community and there will be an interest to ensure further applications of the pilot and its outcomes in broader industry and society.



By conducting a systematic mapping and analysis of the stakeholders, the EcoSite makes sure that the forums engage with the impacted, interested and/or influential groups.

Incorporating co-creative, collaborative and creative elements into the agenda of the forums is a way to build interest and trust and encourage stakeholders to engage with the project. Forums are open places for the stakeholders to engage in discussion, influence the project, and engage in mutual learning and sharing of experiences (in lieu of one-way communication). EcoSites find the solutions together with the participants whenever possible - the project is designed with the community rather than for the community.

Value the diversity of knowledge and perspectives

The local community actors are a diverse group with different types of expertise. Stakeholder groups differ in their technical and non-technical expertise, and they represent different topical expertise (e.g. waste, food, circular economy, local development, citizen actions).

The mapping and analysis of stakeholders to be engaged in the forum pays particular attention to the diversity of actors and their expertise - both in terms of the presence of different types of stakeholders and adequate measures to support their participation. The EcoSites acknowledge the different types of knowledge, expertise and perspectives participating in the forum and make use of this.

Anchor the forum to a broader (policy) process

In order to attract wider community participation and ensure the further impact of the project, the stakeholder forums orient themselves beyond the scope of the pilot. Instead, they address the local/regional/national challenges related to broader processes in sustainability and circular economy/I-US - e.g. climate goals, sustainability education and changes in industry practices.

Support translocal learning

The different forums in each EcoSite and their events contribute to the SYMSITES-project collectively. EcoSites share their learnings on how to engage with the stakeholders in innovation actions but also with the broader European community in the project.

4.2. Mission statement

Action (for EcoSites): Revisit and update the mission statement when planning the annual stakeholder forums.

The overall objectives of the forums, presented in chapter 2, are elaborated by the EcoSites based on their context. By “translating” the objectives into action-oriented purpose statements, EcoSites can better implement the objectives in their respective annual forums. The mission statement also helps to understand the scope of the local forums.

The mission statements were drafted by the EcoSite leads in the workshop. An overview of these is presented in appendix 2 in order to relate them back to the general objectives.



The in-depth interpretations of the objectives included, for example, the aim to gain social feedback and improve the social acceptance of waste recycling, both among the industry actors and citizens. Therefore, the forums and community building can also drive a behavioural change. In addition, the EcoSites see the potential to use the forums to link the project to broader sustainability agendas, e.g. in the municipalities, in the region.

4.3. Stakeholders

Action:

(For ICLEI with EcoSites) Build a GDPR contact compliant contact list for the EcoSite stakeholder community based on the invitees and participants of the stakeholder forums.

(For EcoSites) Identify the priority stakeholder groups, their motivations and potential thresholds for engagement, and plan measures to support their participation in the stakeholder forums (using the stakeholder mapping template).

In the context of the EcoSite stakeholder forums, **a stakeholder** is a person or a group that

- is not a project partner (focus on external stakeholders),
- is impacted by the project (positively or negatively),
- has information, expertise or networks that can support developing, upscaling and/or mainstreaming the project,
- is interested in the outcomes and/or
- have influence over the outcomes.

The stakeholder forums consist of a diversity of stakeholders, each person becoming a member of the stakeholder community through joining forum(s). Members of the stakeholder community are encouraged to join multiple forums in their EcoSite if possible and sensible, and stay in touch with the project.

A given stakeholder forum focuses on **local community stakeholders, non-technical target groups and social engagement. The direct technical consultation, e.g. on pilot application development, should be addressed either within other work packages (mainly WP4) or with the Advisory Board (in WP7), not in the stakeholder forums.**

The stakeholder categories, together with the associated level of engagement, form the central part of the engagement strategy for each stakeholder forum., This is then reflected in event designs. To ensure that **all stakeholder categories are covered during the project timeline**, the EcoSites have a long-term perspective when planning the forums. In this, a two-directional approach can be used in an alternating fashion: (1) **community building approach** (growing the stakeholder community gradually); or (2) **networking approach** (targeting different actors in each event).

Finally, in order to increase the impact of the stakeholder engagement, the stakeholder community focuses on so-called “**multiplier**”/”**network**”/”**mediator**” **actors** who are able to represent but also connect to broader group of stakeholders on the ground (e.g. association of industry actors, network of municipalities). Focusing on- and collaborating with- multiplier actors is especially



important in the early stages of the project when the community building process in the forums is still starting and direct access to certain actors could be challenging.

4.3.1. Stakeholder categories

Table 1 presents an overview of the key stakeholders to be engaged in the forums. Each category is further describe in this chapter. The categories presented here summarise the general stakeholder landscape based on the stakeholder mapping and analysis conducted for all EcoSites. The local variations and stakeholder profiles are available in the EcoSite-specific stakeholder tables (see annexes 3-5).

Table 1: Overview of stakeholder categories in Stakeholder Forum.

Category	Associated level of engagement (interest/influence) (see chapter 4.4)	Capacity and expertise	Examples
Public authorities.	Collaborate or Involve (interest varies/high influence).	Authority on legal and regulatory frameworks, ownership of resources and holder of municipal mandates (e.g. facilities, waste collection), implementation and management of sustainability processes, links to the other projects, civil society and city networks.	Municipalities, city councils, regional Environmental authority, Ministry of Environment, association of municipalities.
Civil society and citizens.	Inform or Consult (interest varies/low influence).	Behavioural/social knowledge (e.g. recycling, handling of waste), potential resources for volunteering and citizen actions, impacted by I-US solutions.	Citizens in local community, schools, local press and media.
NGOs and CSOs.	Involve or Consult (low or medium interest/high influence).	Contact points between the project and citizens, representation of citizens' interests and advocacy of non-mainstream opinions.	Citizen associations, environmental NGOs.
Wastewater industry (and other industries directly related to pilot development).	Collaborate or involve (interest varies/high influence).	Technical knowledge, interest in scalable (sustainable) innovations, knowledge on feasibility and replication capacity, benefit from resource exchange and efficiencies provided by I-US solutions.	Utility companies in the industry, industry associations (local, regional, national), e.g. associations of wastewater industry, biogas, textiles.



Other industries and companies.	Inform or consult (interest varies/low influence).	Technical knowledge, interest in sustainable innovations, knowledge on feasibility and replication capacity, potential to benefit from resource exchange and efficiencies provided by I-US solutions.	Associated service providers, SMEs, end-users of the products, e.g. local HORECA organisations.
Research and academia.	Consult (high interest/low influence).	Technical knowledge, interest in sustainable innovations, knowledge on feasibility and replication capacity.	Universities, research organisations.

Public authorities (local, regional, national)

Public authorities include both administrative staff and decision-makers from different government levels (local, regional, national). Potential relevant stakeholders in this group include managers and planners in municipalities from different relevant departments (e.g. environment, urban planning, health, procurements, energy and industry and local economy), and members of city councils, regional authorities, ministries and other national level authorities.

Public authorities are important in enabling the successful implementation of the project in terms of framework conditions - they are responsible for setting up, providing and developing regulations, permits, and resources (e.g. municipalities and regional authorities as owners of facilities). By engaging the public authorities in the project, EcoSites can better overcome the regulatory challenges but also impact the framework conditions in order to mainstream the project results. In the dialogue with public authorities, EcoSites link the project to the ongoing sustainability policies and processes which may motivate them to join and to further disseminate the project results.

Finally, EcoSites also benefit from the public authorities' related content expertise, and their (potential) understanding of the citizen perspectives and existing links to engage with the citizen groups.

Civil society and citizens

Relevant citizen and civil society groups to be engaged in the stakeholder forum include inhabitants of the local and surrounding communities, consumers in the industry, and private persons interested and/or impacted by the project.

Potential challenges for direct citizen engagement exist in cases where the EcoSite partners do not have existing channels to reach out to the citizens directly, or the citizens' interest in the project is low. Schools, neighbourhood associations, housing associations, and civil society organisations can provide information from the citizen perspective and help to reach out to citizens from different backgrounds (age, income, interest etc.). Collaboration with municipalities can also help to communicate and engage with citizens.

The main interest for the EcoSite to engage with the citizens is to inform them about the development in the project area and especially about areas impacting their livelihood and daily practices directly, and to gain social feedback on the project solutions. In addition, the engagement can potentially help to recruit volunteers to support the organisation of the forums or broader



community engagement (e.g., students). Finally, the engagement of citizens in the project is important for triggering behavioural change (e.g., recycling, consumption, awareness).

Non-governmental organisations (NGOs) and civil society organisations (CSOs)

The potential NGOs and CSOs relevant for the project include citizen organisations (e.g., local neighbourhood associations, housing cooperatives, hobby clubs), environmental associations, and other interest groups. These groups are important contact points between the project and citizens. They have the potential to support the dissemination of the project in the civil society using their networks, and provide feedback from citizens' perspectives (especially when direct contact with citizens or specific social groups is challenging). They are also important partners in advocacy work.

Waste and waste-water industries (or other directly related industries)

Industry actors directly relevant to the project include waste and wastewater treatment plants, the water management utilities, water and wastewater companies, food/beverage/textile organisations and companies, engineering companies and associations of these entities. These actors have a high level of relevant expertise for the project and are the direct users of the project results. The engagement of these groups focuses on improving the project's capacity for replication and further exploitation. Collaboration and/or active involvement in the forums helps to build dialogue between the project and this group - thus paving the way for efficient and effective dissemination of the project results.

Other industries and companies

The small and medium-sized enterprises in the region and other service providers associated with the project (e.g. HORECA businesses for the food industry) can also have relevant knowledge to support the successful implementation of the project - especially as producers or users of the products from the pilot. Due to the varying level of interest and knowledge, the suitable engagement strategy varies from sharing information to active consultation activities in the forums.

Research and academia

Research and academia actors help the project to connect to the broader science and innovation community, and they can provide valuable feedback from a diverse range of disciplines. In turn, the project innovations can also benefit the research work of these groups. Relevant actors, for example, include wastewater research and engineering companies, national research centres and universities (departments of engineering, political sciences, economics, chemistry, science of materials, urban and spatial planning, and applied sciences in general).

4.4. Level of engagement

The suitable level of engagement should for each stakeholder be chosen based on their interest and influence (direct or indirect) on the project (see chapter 4.3.1). The level of engagement is also not a fixed status - the stakeholder's interest and impact can develop in the course of the project. The methods of engagement (chapter 4.6) are chosen based on the level of engagement of the target stakeholders.

The potential levels of engagement are;



- **Collaborate** (high interest/high influence): The stakeholders are likely to be the most beneficial for the project and have the potential of becoming close partners via the engagement process. They are able to provide relevant information, informed feedback, connections and resources. They can also be highly impacted by the project results.
- **Consult** (high interest/low influence): The stakeholders are supportive of the project, or they are otherwise strongly impacted by it, but they lack capacity to concretely help the project. However, they can become influential with the support from stronger stakeholders. These are often marginal stakeholders who are sometimes hard to reach. Thus, special attention is required to ensure their engagement. Excluding these groups from the project can lead to gaps in knowledge and inequitable impacts of the project and its results.
- **Involve** (low interest/high influence): These stakeholders are highly influential, with power to impact the project and its success, but they have little interest or low capacity to engage. Special efforts may be necessary to engage this group and therefore, the efforts should be made as early as possible in reaching out to this group.
- **Inform** (low interest/low influence): These stakeholders have both little interest and they have little interest over the project outcomes. Considering the limited resources in the project, engaging with this group can be limited and focusing on general communication of the progress and results.

4.5. Practical organisation and resources

Action (for EcoSites): Integrate the stakeholder forum as part of the overall project timeline and plan the opportunities for engagement in the different phases of the project (e.g. setting up the EcoSite, development of the pilot, future exploitation of the results).

4.5.1. Format and timing

The stakeholder forums are organised **once a year per EcoSite**. The overall timings of the forums should be coordinated with ICLEI so that they will not occur at the same time in different locations.

Each forum aims to have **25-35 participants** (not including project partners/organisers). For example, a small number of participants is suitable for highly collaborative events, while a larger group works in events focusing on information sharing.

The recommended duration of a forum is **0,5 - 1 day**. If possible, it is recommended to integrate the stakeholder forum into existing events (e.g. industry fairs, policy events, townhall meetings, city festivals) which already gather the target stakeholders. The timing of the event should consider its accessibility for the target stakeholders - when are these groups best available to join the event (e.g. within office hours, on weekends, in the evening)?

The forums are organised primarily as **in-person events**. Full hybrid organisation is not recommended due to limited resources to support equal participation and interaction in a hybrid set-up (e.g. technical requirements). Possibilities to stream/broadcast presentations and other suitable (non-interactive) sessions can be considered by the organisers (e.g. via the project's social media channels).



The forums are mainly held **in the local language** of the hosting EcoSite (e.g. Spanish, Greek, Austrian, Danish). This is to ensure the accessibility of the forms for local community stakeholders and to encourage active participation. Individual agenda elements (or suitable individual forums) in English can be considered in order to enable international knowledge exchange in the events. In addition, the language used should also be tailored to the target audience (most of which have a non-technical background).

4.5.2. Model set-ups and agenda templates

This chapter outlines different models for organising the stakeholder forum event. They are suitable for engaging with different stakeholder groups and address their different levels of engagement. The models include the 1) expert forum, 2) citizen forum, 3) mixed forum (experts + citizens). The models are guiding templates and they can be adapted by the EcoSites.

1) Expert forum

An expert forum targets specific groups with **highly relevant expertise and influence in informing, upscaling and mainstreaming the project** (e.g. public authorities, industry actors, research and academia). The event brings together different types of expertise regarding the content, policies and regulations enabling (or hindering) the innovations in urban-industrial symbiosis and social and technological innovations.

The agenda of an expert forum (see table 3) focuses on **collaborating and involving** the stakeholders - learning from each other and creating solutions together. An expert forum acts as a sounding board for the project development while also preparing for the broader use of the project results (e.g. replication by other industry actors, impact in legal frameworks and administrative processes).

In order to have the relevant expertise present, the invitation process and communication of the expert forum is highly targeted, including direct invitations to pre-identified actors, and the existing relationships among the project partners is used.

The forums will also involve policymakers from different levels (local, national, EU) to ensure a dialogue about the structural barriers – on one hand, the EcoSite can share their experience and provide recommendations to policymakers, and on the other hand, policymakers can provide feedback and link the project to broader policy processes. In the early phase, the focus can be on engaging with the local level (e.g. local government officials, municipal and regional council members...), and later when having matured experience and recommendations, aim to engage with EU officials. In addition to inviting them as participants, they can also act as “observers” of a forum to provide feedback, for example.

In late 2025/early 2026, as the “unofficial” last stakeholder forum, ICLEI will explore the possibility of organizing a joint expert forum engaging with stakeholders from all EcoSites. This translocal forum is additional to the local forums, not required by the project, but provides an opportunity to share the experiences with the broader European community and build further collaboration on I-US innovations. The need for this additional forum will depend on the development of the local forums and whether they have managed to incorporate translocal sharing during the previous forums.



Table 3: Agenda template for a 1-day expert forum.

Time (% of the total duration)	Agenda item	Format
Phase 1: Setting the scene		
25 %	Refreshments.	E.g. coffee and tea.
	Opening and welcome (goals of the event, agenda, rules of engagement).	Presentation.
	Networking (tour-de-table, ice-breakers...).	
	Inspiring key note.	Speech by a guest speaker.
	Information about the EcoSite and status update.	Presentation by the EcoSite.
	Lunch.	
Phase 2: Working together		
50 %	Workshop, facilitated discussion etc.	See the methods of engagement in chapter 4.6.
	Break.	
Phase 3: Wrapping up		
25 %	Reflection of the outcomes and summary of the event.	E.g. in a panel discussion with external observers (policymakers, EU officials...).
	Feedback.	See guidelines for monitoring and evaluation in chapter 4.7.
	Next steps.	Short reflection by the EcoSite (or participants).
	Closing.	



2) Citizen forum

The citizen forum model targets **inhabitants in the local area or region, schools, consumers, and other civil society actors (e.g. citizen associations)**. The events are tailored to welcome different social groups, for example, by providing agenda items for children and youth, and their parents.

The agenda of the event (see table 4) focuses on **informing the citizens about the project innovations in an accessible and fun way**, building awareness of the circular economy and encouraging behavioural change. In the development of the project, citizen forums are an opportunity to **gather social data and co-design social solutions** to support the project together with the participants - rather than for them (e.g. planning communication actions). The forum will also connect the citizens to the broader picture of the SYMSITES project, and related EU sustainability goals, with guest speakers, engaging but informative (project) presentations (e.g. visual galleries, videos...) integrated in the forum programme and activities.

The citizen forums have open participation, and **broad public communication** (social media, local press) is conducted to invited participants. Registrations can be used in order to invite active citizens to join the EcoSite's stakeholder community. To better reach out to the citizens and respond to their needs, the EcoSite collaborates with the municipality, local citizen organisations, or even active/creative local figures, in communicating and building the program (e.g. integrating to local events, inviting speakers and contributors).

Table 4: Agenda template for a 1-day citizen forum.

Time (% of the total duration)	Agenda item	Format
Phase 1: Setting the scene		
10 %	Refreshments	E.g. coffee and tea
	Opening and welcome (goals of the event, agenda, rules of engagement, short project presentation)	
Phase 2: Working together		
50 %	Engaging information sharing	Site-visit, walkshop, fair program... See the methods of engagement in chapter 4.6.



20 %	Discussion, Q&A, dialogue etc.	
Phase 3: Wrapping up		
10 %	Closing	Feedback and presentation of next steps, feedback

3) *Mixed model*

A mix model of the stakeholder forum **engages both the content/industry experts and citizen participants** in the same event by combining the expert forum and citizen forum models. To better respond to the differing participant profiles and interests, the section for each stakeholder group is still separated but integration of the content is encouraged (e.g. results of the expert participants engagement feeding into the citizen engagement, or vice versa). A recommended total duration for a mixed model is 1 day (e.g. morning for expert forum, evening for citizen forum)

4.5.3. Roles and responsibilities

This chapter explains the roles and responsibilities of the project partners in establishing and organising the stakeholder forums in the EcoSites.

ICLEI Europe provides overall guidance and supports the EcoSite leaders in planning, implementation and monitoring/learning and sense-making of the stakeholder forums, including the event concept and programme development, onsite facilitation or other support during the event as well as monitoring and processing of feedback and outline of learnings for the specific Ecosite pilot and the project as a whole. ICLEI also supports related communication measures together with OSM-DAN (and AITEX). In addition, ICLEI will support in setting up the technical infrastructure for managing the stakeholder community (e.g. GDPR compliant member list and registration forms).

The EcoSite managers are responsible for the practical planning and organisation of the forums in their local region (incl. invitations, agenda setting, main facilitation, communication). In addition, they are responsible for setting-up and coordinating the continuous engagement of the stakeholder community (e.g. questions and requests from the stakeholders, informing about developments in between the forums).

Apart from EcoSite leaders, other EcoSite partners will be engaged in the forums as well, supporting the planning and implementation and providing technical expertise and input during the forums as needed. Additional other project partners may be engaged on an as-needed basis, depending on scope and objectives of the forum.

The responsibilities per partner and recommended timing of the actions are synthesised in table 5. The role division can be updated after the first forums based on the experience of collaboration.



Table 5: Summary of roles and responsibilities.

What?	Who?	When?
Overall stakeholder mapping and analysis	Template by ICLEI, conducted by EcoSite leads	In 2022 (revisited and updated yearly)
Establishing a GDPR compliant stakeholder community member list (inputs from Forum invites and registrations)	Template by ICLEI, implementation and updating by EcoSite leads	Early 2023
Agenda development for the forum	EcoSite leads (in dialogue with ICLEI)	3 months before the forum
Practical organisation of the forum, e.g. space, registrations, facilitation (see list of actions in appendix 7)	EcoSite leads	3-2 months before the forum
European level communication	OSM-DAN leads (ICLEI supports)	Ongoing
Local communication	EcoSite leads (ICLEI supports, e.g., PPT template for project presentation)	Ongoing
Forum participant survey	Template by ICLEI (in English/DeepL translations), conducted by EcoSite leads	Template and translations in early 2023, implemented during the forum
Post-forum evaluation and communication (participant survey analysis, participant interview, cross-EcoSite sharing, potential articles and blogposts about the stakeholder forums)	ICLEI (in dialogue with EcoSite leads and OSM-DAN)	1 month after the forum

4.6. *Methods of engagement*

This chapter presents examples of methods to support different levels of engagement in the stakeholder forum. It is important to note that the list of methods is non-exhaustive - it rather aims to indicate the general information for engagement approaches and support the EcoSites in planning the forum agenda and facilitation. Furthermore, the EcoSites will contribute to the list of methods of engagement by applying the methods to their own context and needs.



An overview of the methods of engagement is presented in table 6. Additional resources for methods of engagement are listed in appendices.

Table 6: Indicative list of methods of engagement for stakeholder forums.

Method	Associated level of engagement	Objectives of the method	Example
Action planning and collective visioning (e.g. action plan workshop, problem-solutions workshop, foresight methods)	Collaborate, Involve	<p>Gathering a group of stakeholders with interest, expertise or power to impact the project</p> <p>Providing insights, experience and new knowledge to inform the project development</p> <p>Developing a shared vision, and designing a set of concrete actions to address the challenges collectively.</p> <p>Building a sense of unity, cooperation and partnership.</p>	<p>Urbact Toolbox: Planning Actions</p> <p>Sustainable Food Places: Action planning workshop</p> <p>EFP: Technology Roadmap</p> <p>EFP: Backcasting</p>
Design thinking workshop	Collaborate	<p>Understanding the user problems and needs</p> <p>Designing solutions with the users and testing the ideas on users.</p>	Workshopper: How to run a design thinking workshop?
Structured consultation, conversation and dialogue	Consult, Involve	<p>Sharing knowledge and foster peer-to-peer learning</p> <p>Building an understanding of shared purpose and goals</p> <p>Understanding and consulting a diversity of voices, and addressing concerns constructively</p> <p>To trigger change in thinking, behaviour, processes...</p>	<p>Partnership for transparency: Case Clinics</p> <p>Participedia: The World Café method</p> <p>Art of Hosting: Open Space Technology</p> <p>Participedia: Scenario workshop</p>
Practical	Inform, involve	Concrete experience of the	Spectre: Walkshops in



demonstrations (e.g. Open Days at the EcoSite, walkshop in the EcoSite facilities and associated locations)		<p>innovative approaches at the EcoSite</p> <p>Testing and showcasing the mechanisms and solutions, creating trust in technical feasibility</p> <p>Encouraging active feedback during the demonstration</p> <p>Inspiring further learning and engagement</p>	<p>Cities</p> <p>STEPS Centre: The wonders of walkshops</p>
Matchmaking (e.g. innovator matchmaking workshop, pitching, one-to-one meetings)	Collaborate, involve	<p>Building bridges between industry and research actors, and other relationships for innovative collaboration</p> <p>Connecting challenges to solution providers</p> <p>Facilitating peer-to-peer exchange between stakeholders working on similar issues and finding synergies</p>	<p>Interreg: Toolbox for Matchmakers Innovation Support Measures 3.0</p>

4.7. Communication

The communication around the stakeholder forums will follow the general principles upon which the forums are based. Communicating the results, insights and conclusions of the forums should not be a one-way street where the organisers produce information to be passively consumed by the local community actors. For effective and inclusive community engagement, it is important that all actors are engaged and involved in the communication activities. An additional benefit is that such engagement provides a better understanding of how the forums are perceived and whether they are fulfilling their stated objectives.

This collaborative approach to communication will not always be possible from the beginning. In advance of the first stakeholder forums, it will be necessary for the EcoSite leaders responsible for the forum organisation, to take the lead and provide a clear explanation of what these forums are about, and what their main goals and objectives are. To do this, **two PowerPoint presentations will be developed, one that provides a general overview of the stakeholder forums (by ICLEI), and one that focuses specifically on the country-specific forums (by EcoSite leads, based on a template created by ICLEI).** These presentations should follow the overall visual identity of the project. The visual guidelines will be developed by OSM-DAN, the communication work package lead). **The general presentation (in English) will be developed by ICLEI.** ICLEI will also provide the general outline of **the country-specific presentation, to be further developed by the forum leads**, as these presentations will have to be in the local language in most cases.



In addition to the presentations, ICLEI will also write a general news bit on the stakeholder forums, which will be published on all relevant project channels, including the project website (yet to be developed by AITEX), its events page, and social media channels. The news bit will be sent to all relevant partners involved in the forums, together with drafts for social media posts that partners can share via their own networks. Partners are welcome to make changes in these drafts and in the news bits before they disseminate them via their channels, so they fit their own (regional and organisational) contexts. There will also be forum-specific news bits written in the language where the forums take place,

In addition to these news bits, ICLEI will also take the lead in exploring the potential for writing external articles that provide a bit more background into the forums, and how they fit the broader context of the project. These articles will be published in external (local, regional or national) media and should aim to expand the reach of the project. Such articles could be written once per year, after all stakeholder forums have taken place. The articles will summarise the main findings of the stakeholder forums, the lessons learnt and take a look into the future. After the first stakeholder forums have finished, ICLEI in dialogue with the EcoSite leads will also explore the possibilities of writing blog posts, briefly updating on the key takeaways of each stakeholder forum. These blog posts would be published on the project website.

4.8. *Monitoring and evaluation*

The stakeholder forum is an adaptive process and a feedback process between forums is set-up to support this. The monitoring and evaluation activities are led by ICLEI in collaboration with the EcoSite leads. The two central tools for monitoring and evaluating the forums are:

- Collecting participant feedback using a shared short feedback survey measuring the participants' experience and satisfaction of the event and ideas for further engagement. The template (in English) will be developed by ICLEI and conducted as part of each forum in local language.
- Participant interview conducted by ICLEI. The short story-telling oriented interview with one or a few participants will be input for external communication of the forum, used to inform the broader project community about the stakeholder engagement at the EcoSite but also to inspire other forum organisers. The interviews can either be written or filmed. Once conducted, the interviews will be disseminated on the relevant project channels (e.g the website and the project's social media accounts. OSM-DAN, ICLEI and the local Ecosite managers will take the lead in disseminating these interviews and identify external media outlets where these interviews can be published.

The feedback collected in the participant surveys and interviews inform the organiser but also the EcoSites across regions about how to further improve forum implementation. ICLEI, in dialogue with the EcoSite, will share these learnings in consortium meetings on a regular basis. The feedback will also provide inputs for the report on held stakeholder forum (D5.8) and monitoring and reporting towards the European Commission. The material collected via the interviews (partly multimedia) could also be used to inform the development of training materials (T5.3) as well as the replication work (T5.4), depending on scope and size of the stakeholder forum in question.



5. Upcoming stakeholder forums

During the facilitated stakeholder mapping workshops carried out in October 2022, each Ecosite identified an initial proposed plan and draft date for their first respective stakeholder forums in 2023;

- **Alcoi, Spain:** The forum will focus on gaining buy-in from local government, specifically engaging the City Council with the project. This will enable the opening of communication channels with citizen groups such as local schools, thus reaching more stakeholder groups. The proposed date for the forum is May 2023.
- **Achaia, Greece:** The forum will serve to inform and educate citizens of the city on how to appropriately collect and segregate waste for the brown bin (i.e. the input for the Ecosite). The proposed date for the forum is the first quarter (January - March) of 2023.
- **Bornholm, Denmark:** The forum will focus on citizen engagement, including specifically the local citizen organisation “Friends of Sveanike”, on the project. The proposed date for the forum is late spring (April or May) of 2023.
- **Tullnerfeld, Austria:** The forum will focus on informing the meat industry on the project. The proposed date of the form is March or April 2023.

Each Ecosite has a slightly different focus to cater to their specific localised needs. The Ecosite will receive feedback from each other to benefit each sequential forum.

6. Conclusions

The deliverable D5.7 “Establishment of stakeholder forums” presented the project’s overall approach for stakeholder community building in the EcoSites, supported by the concept for the stakeholder forums. The forum concept and guidelines will be piloted in 2023 when organising the first forums in each EcoSite. Based on the experience, the concept and guidelines will be updated and adjusted. In addition, ICLEI will support and encourage the knowledge sharing between EcoSites on best practices and tested methods of engagement in organizing and running the forums.



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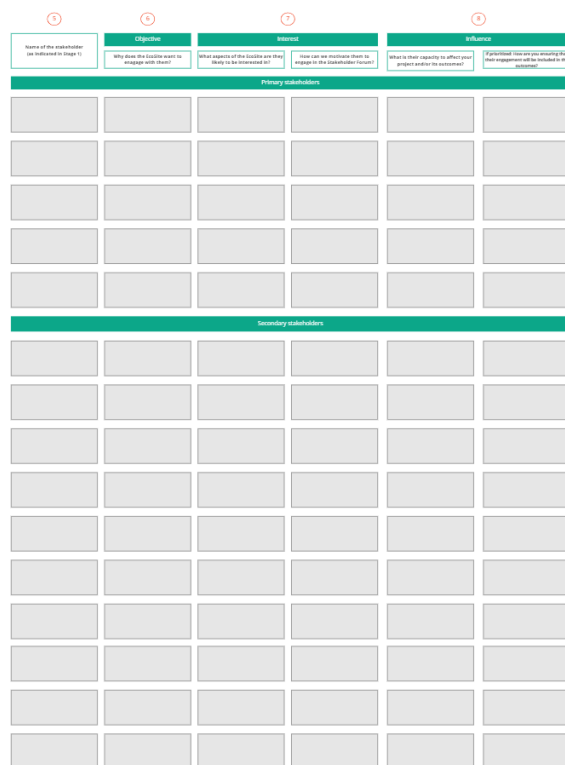
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How does the stakeholder group or individual interact with the organization?	Does the stakeholder have a positive or negative relationship with your project?	What are the consequences of not managing with this stakeholder?	Do they present any strategic importance to you?
Can the stakeholder influence others?	What does the stakeholder expect from the project?	Do they control any strategic resources?	What is their role, experience, influence, network?
Does this stakeholder have authority (formal, informal)?			



Low interest - Low influence: **DECEM**

These stakeholders have both little interest and they have little influence over the project outcomes. Considering the limited resources in the project, engaging with this group can be limited and focusing on general communication of the progress and results.

Appendix 2: Mission statements

The mission statements are presented per EcoSite in relation to the general objectives. The table helps to pay attention to the gaps in addressing the shared objectives for the stakeholder forums.

EcoSite	Objective 1: inform the project design and implementation,	Objective 2: validate interim and final results of the project in terms of their practice and socio- economic- relevance for the different stakeholders groups' contexts,	Objective 3: to exchange and disseminate information on the project and campaign in order to prepare exploitation of results in the demo sites and foster sustainability of outcomes.	Other/general:
Achaia, Greece	To conduct questionnaires regarding the behaviours before and through the project.		To inform the relevant stakeholders about the project in the area of West Achaia (and Alissos specifically). Conduct educational programs. Sharing the results of the comparative waste analysis with the stakeholders.	Create behaviour change regarding waste segregation.
Alcoi, Spain	To gain social feedback and data (quantitative and qualitative) To unveil the barriers of social acceptance (for improving waste segregation, returning	To explore the replicability of the project's solutions for other municipalities in the region	To give public administration and citizens feedback. To support the local sustainability agendas.	Special focus on social perceptions. Influencing the behaviour for waste management.



	recovered products)			
Bornholm, Denmark	<p>Development of synergies and new opportunities co-designed in collaboration with the local citizens, community organisations, authorities, industries and SMEs.</p> <p>Engage with citizens and community actors</p>			<p>Link between the forum and the social non-profit spinoff (GO-SYM)</p> <p>Feed into the broader green transition of the municipality.</p>
Tullnerfeld, Austria		To receive feedback for improvements on the planning and operation of the pilot plant phase to reach a sustainable output for project partners and the stakeholders.	To disseminate the project idea and results, to engage with scientific institutes and with national/European authorities.	



Appendix 3: Stakeholders in Achai

1			2		3	
Contact information			Category		Description of the capacity	
Name of the stakeholder (full name)	Organization (full name)	Contact details	In which sector/industry the stakeholder belongs to?	What would motivate the stakeholder to participate?	What useful information could this stakeholder provide for the project?	Existing relationship with the project (if any)
Schools in Alisos area	Alisos Schools	For internal use only	Civil societies	Learn about waste management and recycling	Potential volunteers Dissemination of the project	Not Directly Yet
ETVA Industrial and Businesses Parks	Association of Established Enterprises in the Industrial Region of Patras area		Private sector	Exploitation of the results obtained at the end of the project by adopting the technology established	Dissemination of the project results Communication routes with local industries and SME stakeholders	Not Directly Yet
Non-Government Organization (NGO)	VISION ON A MISSION / ORAMA SE APDSTOLI		Private Sector-non profit	Introduce to the children how to think green and to teach them about the waste management and how to do recycling.	Potential Volunteers Dissemination of the project	Not Directly Yet
Solid Waste Management Association of Achaia	Solid Waste Management Association of Achaia		Private sector	Transferring knowledge and skills, International conferences, meetings with similar associations	Transferring Knowledge about : waste management Circular Economy Solid Waste Management.	No Directly Yet
Local HORECA organization	Municipality of Western Achaia		Private sector	Exploitation of the results obtained at the end of the project by adopting the technology established	Dissemination of the project results	No Directly Yet
Municipal Water Supply and Sewerage Enterprise of Dimits	DEIAD		Private Sector	Transferring knowledge and skills	Developing the design of the AnMBR to be build in the demotest in Greek ecosite at West Achaia	Legal entity of the Municipality of West Achaia
Region of Western Greece	Region of Western Greece department of Environment		Public Sector	The Region of Western Greece and the department of the Environment provides the government with the basis for a forward looking and balanced environmental policy, and ensures efficient management.	Dissemination of the project results	Not Directly yet
Citizens in local community	Citizens		civil society	Participation to the project with recycling and waste Management	Potential Volunteers Dissemination of the project	Not Directly yet
Central Union of Municipalities of Greece kedde	Central Union of Municipalities of Greece kedde		Public Sector	Exploitation of the results obtained at the end of the project by adopting the technology established	Dissemination of the project results Communication routes with other Municipalities around in Greece.	Not Directly yet
Colaboration with the other municipalities in the nearest area	Municipality of Andravida Killini		Public Sector	With the mayor of Andravida-Kyllini (neighboring community) and the representatives of the local waste Management to Communicate the Solutions and dissemination	Dissemination of the project results Communication routes	Not Directly yet
University of Patras	University of Patras		Public Sector	UPATRAS has a great knowledge on waste management on European project	Best practices replication	Not Directly yet
NTUA	National Technical University of Athens		Public Sector	NTUA has a great knowledge on waste management on European project	Best practices replication	Organic Chemical Technology Laboratory is partner
University of Aegean	University of Aegean		Public Sector	University of Aegean has a great knowledge on waste management on European project	Best practices replication	Not Directly yet
HSWMA	Hellenic Solid Waste Management Association		Non-profit non-governmental organization	The HSWMA members (Professors, Role-players of Ministries and Local Authorities, research, consulting as well as construction companies, ecological organizations etc.) cover up the Solid Waste Management field	Dissemination of the project	Not Directly yet



5 Name of the stakeholder (as indicated in Stage 1)	6 Objective	7 Interest		8 Influence	
	Why does the EcoSite want to engage with them?	What aspects of the EcoSite are they likely to be interested in?	How can we motivate them to engage in the Stakeholder Forum?	What is their capacity to affect your project and/or its outcomes?	If prioritized: How are you ensuring that their engagement will be included in the outcomes?
Primary stakeholders					
New Entrepreneurs	info on digestate/fertilizer quality, dissemination of project results	They are interested in local, valuable fertilizer	Participating to events, trips, present to them new technologies	Dissemination of project results	Participation in ongoing dialogue
Chamber of Commerce (https://www.k-s.gr/) & Technical Chamber of Greece / Regional Department of Western Greece (http://www.tetioe.gr/)	Through contacts of chamber, have to support their member companies Contacts: Chamber of Commerce: sa@k-s.gr & Technical Chamber of Greece: patra@tee.gr	To participate in new technologies and to use them in another projects	Provide them the technology	Dissemination of project results	Participation in ongoing dialogue
Environmental agencies and organisations	How to think green, and to know more about the project	How to follow the regulations in a greek ecosite	Participating to events, trips, present to them new technologies	Farmers are interested in sustainable alternative fertilizers, instead of using conventional (and expensive) mineral fertilizer	Participation in ongoing dialogue
Farmers	Target group for using fertilizer and cleaned wastewater for irrigation, platform for dissemination activities	How to use the clean wastewater	Farmers are interested in sustainable alternative fertilizers, instead of using conventional mineral fertilizer	Dissemination of water treatment technologies	Participation in ongoing dialogue
Research centres	Technology for urban solid wastes treatment to recover energy. Synergies with the water sector	Road to a more sustainable management of urban and industrial wastes combining solid wastes and sewage	Open a new opportunities for research in this field	Dissemination of water treatment technologies	Participation in ongoing dialogue, online/offline meetings. Forms contributions
Secondary stakeholders					
Region of Western Greece departement of Environment	The Region of Western Greece and the departement of the Environment provides the government with the basis for a forward-looking and balanced environmental policy, and ensures efficient management.	Control and compliance with the legislation	Participate in different campaigns events or conferences in abroad	High influence in dealing with the project Responsible for keeping and applying the corresponding legislations	Share progress on an ongoing basis
Schools in Kato Alisos area	Sharing knowledge between children and their parents for thinking green, handling wastes and recycling	Teaching to the community about the recycling & waste management	Participate in different campaigns events in the local community	transfer knowledge	Provide project goals
NGO VISION ON A MISSION / ORAMA SE APOSTOLI	Potential Volunteers Dissemination of the project	Informing the community about the recycling & waste management	Under motivation	Transfer knowledge	Through campaigns
Citizens in local community	Active participation to the project regarding recycling and waste management	Apply recycling & waste management	Interactive activities, workshops and games in the city to promote the purpose of the project	Knowledge and fun	Through campaigns
Collaboration with the other municipalities in the nearest area such as Andravida Killini	Dissemination of the project results Communication routes	Creating events to know the people about the project and the results	Participate in different campaigns events or conferences in abroad	Transfer knowledge	Provide project goals
Central Union of Municipalities of Greece (KEDDE)	Exploitation of the results obtained at the end of the project by adopting the technology established	Present the results to KEDDE and the program and possible some other municipalities to inform regarding the project and to participate	Participate in different campaigns events or conferences in abroad	Transfer Knowledge and know how	Provide project goals
Association of Established Enterprises in the Industrial Region of Patras area	Dissemination of the project results Communication routes with local industries and SME stakeholders	Dissemination of the results and the project with industries and sme stakeholders	Participate in events as sponsors organized by MWA	Transfer knowledge	Provide project goals
City Council	Dissemination of the project results Communication routes	Participate in campaign activities	Already motivated	Responsible for keeping and applying the corresponding legislations	Provide project goals
Local Press	Local Press	Dissemination in the local media	Promote the project and the results	Dissemination at regional level	Through campaigns



Appendix 4: Stakeholders in Alcoi

1			2	3		
Contact information			Category	Description of the capacity		
Name of the stakeholder (full name)	Organization (full name)	Contact details	In which sector/industry the stakeholder belongs to?	What would motivate the stakeholder to participate?	What useful information could this stakeholder provide for the project?	Existing relationship with the project (if any)
EPSAR	Entidad Pública de Saneamiento de Aguas Residuales de la Comunidad Valenciana	For internal use only	Public administration, sewage management	Access to the project results and dissemination activities	Technical risks for full implementation, regulation and permits acceptance, replicability in other areas	Owners of WWTP Alcoi (Els Aigars) where the pilot will be installed and that is managed by FACSA
CONSELLERIA: Regional Council of Agriculture, Regional Development, Climate Emergency and Ecological Transition	Conselleria de Agricultura, Desarrollo Rural, Emergencia Climática y Transición Ecológica		Public administration	Access to the project results and dissemination activities	Regulation and permits acceptance	None
Muro d'Alcoi	City Council - Muro d'Alcoi		City Council	Access to the project results and dissemination activities, social engagement activities	Citizen engagement	Providers of urban wastes for project implementation. The management of these wastes relies on FOVASA
Alcoi	City Council - Alcoi		City Council	Access to the project results and dissemination activities	Citizen engagement	None but their sewage is treated in Alcoi WWTP
Cocentaina	City Council - Cocentaina		City Council	Access to the project results and dissemination activities	Citizen engagement	None but their sewage is treated in Alcoi WWTP
BIOVIC	BIOVIC CONSULTING S.L.		Private company, engineering	Exploitation of results, end-user validation in industrial sector	Biogas conversion into energy advice	Company under the same control to FACSA as stated in Consortium Agreement
SITRA	SOLUCIONES INDUSTRIALES Y TRATAMIENTOS AMBIENTALES S.L.		Private company, engineering	Exploitation of results, end-user validation in industrial sector	Replicability, symbiosis with other industrial wastes in Spain	Company under the same control to FACSA as stated in Consortium Agreement
Pascual Martínez	DESINOPE		Private company	Access to project results	Technical advice and dissemination	None
UPV	Universitat Politècnica de València		Public University	New membranes development and application in the water sector and for wastes valorisation	Technical advice, dissemination and engagement of research profiles and students	On-going collaborations with FACSA and FOVASA
Consorcio TERRA	Public company/association		Waste management at the regional level	Access to the project results and dissemination activities, social engagement activities	Technical risks for full implementation, regulation and permits acceptance, replicability in other areas	None
Laura Santos Julia Vercher	ATEVAL		Association of Textile Businesses of the Region of Valencia	Access to the project results	Dissemination, Regulation advice	None
Rafa Agulló	INTERFABRICS		Textile industry	Validation in industrial sector	Adequacy of the treated water for the industry	None
Juan Sanegre	Àrea de Tintura		Textile industry	Validation in industrial sector	Adequacy of the treated water for the industry	None
Miguel Amorós	Pascual y Bernabeu		Textile industry	Validation in industrial sector	Adequacy of the treated water for the industry	None
Rosana Bernabeu	JMoltó LT		Textile industry	Validation in industrial sector	Adequacy of the treated water for the industry	None

5	6	7	8		
Name of the stakeholder (as indicated in Stage 1)	Objective	Interest		Influence	
	Why does the EcoSite want to engage with them?	What aspects of the EcoSite are they likely to be interested in?	How can we motivate them to engage in the Stakeholder Forum?	What is their capacity to affect your project and/or its outcomes?	If prioritized: How are you ensuring that their engagement will be included in the outcomes?
Primary stakeholders					
EPSAR	Owners of WWTP Alcoi (Eis Algars). Open Tenders	Anaerobic treatment of water and urban and industrial wastes. Environmental impact, technological feasibility and replicability in Valencia Region	Replication in other regions, in other WWTPs and municipalities	High	Participation in ongoing dialogue, online/offline meetings. Forms contributions
MURO D'ALCOI	Providers of urban waste and coordination for dissemination actions at municipal level	Sustainable programs for the municipality through better management of wastes. Engage citizens. Increase their sustainability	Incentives for citizens	High	Participation in ongoing dialogue, online/offline meetings. Forms contributions
ATEVAL	Dissemination of the project among end-users and regulation advice	Sustainable programs for the textile industries through better management of wastes. Increase their sustainability	Reduce water demand associated costs by replacing it with high-quality treated water	High	Providing evidence that the water is meeting the standard of use
CONSORCIO TERRA	Providers of urban waste and coordination for dissemination actions at regional level in Alcoi	Technology for urban solid wastes treatment to recover energy. Synergies with the water sector	Incentives for citizens	High	Participation in ongoing dialogue, online/offline meetings. Forms contributions
CONSELLERIA	Regulation and permits acceptance. Replicability. Open tenders	Urban-industrial model for the region with sustainability assessment and innovative technology	Road to a more sustainable management of urban and industrial wastes combining solid wastes and sewage	Medium	Participation in ongoing dialogue, online/offline meetings. Forms contributions
Secondary stakeholders					
ALCOI	Potential additional providers of urban waste and coordination for dissemination actions at municipal level. Alcoy sewage is treated in the WWTP of Alcoy (Eis Algars)	Sustainable programs for the municipality through better management of wastes. Engage citizens. Increase their sustainability	Incentives for citizens	Medium	
COCENTAINA	Potential additional providers of urban waste and coordination for dissemination actions at municipal level. Alcoy sewage is treated in the WWTP of Alcoy (Eis Algars)	Sustainable programs for the municipality through better management of wastes. Engage citizens. Increase their sustainability	Incentives for citizens	Medium	
BIOVIC	Feasibility of the technology and innovative solutions for biogas production and transformation into hydrogen	TRL Replicability	Market advantage with new technologies	Medium	
SITRA	Feasibility of the technology and innovative solutions for urban and industrial waste treatment	TRL Replicability	Market advantage with new technologies	Medium	
DESINOPE	Feasibility of the technology and innovative solutions for pyrolysis	TRL Replicability	Market advantage with new technologies	Medium	
UPV	Membrane expertise	Membrane developments and innovative solutions.	Future collaborations with current project partners or stakeholders. Networking	Low	
INTERFABRICS	Show the potential of treated water for reuse purposes and new ways to be more sustainable in terms of waste management	TRL Replicability	Replication results and proving that the water or products recovered can be reused for their industrial applications.	High	
AREA DE TINTURA	Show the potential of treated water for reuse purposes and new ways to be more sustainable in terms of waste management	TRL Replicability	Replication results and proving that the water or products recovered can be reused for their industrial applications.	High	
PASCUAL Y BERNABEU	Show the potential of treated water for reuse purposes and new ways to be more sustainable in terms of waste management	TRL Replicability	Replication results and proving that the water or products recovered can be reused for their industrial applications.	High	
JMOLTO LT	Show the potential of treated water for reuse purposes and new ways to be more sustainable in terms of waste management	TRL Replicability	Replication results and proving that the water or products recovered can be reused for their industrial applications.	High	

Appendix 5: Stakeholders in Bornholm

1			2		3	
Contact information			Category		Description of the capacity	
Name of the stakeholder (full name)	Organization (full name)	Contact details	In which sector/industry the stakeholder belongs to?	What would motivate the stakeholder to participate?	What useful information could this stakeholder provide for the project?	Existing relationship with the project (if any)
Bornholms municipality	BRK	For internal use only	Municipality	BRK owns BEOF and BOFA and SYMSITES is	BRK has an strategic ambition of improving environment and become an energy and climate neutral municipality	BRK owns BEOF and BOFA
Danish Water and Wastewater association	DANVA		Association of companies in water and wastewater business (municipal fore most, but also private)	The purpose of the organisation is to take care of the interests of the members and the Danish water sector in order to promote a stable, efficient and ethically sound water and waste	DANVA and the Ministry of Environment has agreed upon that the water sector as a whole must be climate- and energy-neutral in 2030	DANVA supports the members ambitions to develop climate- and energy-neutral WWTPs
Wastewater Technical Association	Spildevandsteknisk Forening		Association of companies in the wastewater business (municipal fore most, but also private)	The purpose of the association is to promote professional contact between the members and to contribute to the further training of the employees in the utilities.	STF disseminates the progress of its members	STF has written an article about SYMSITES and the Danish Ecosite on Bornholm
Bornholms Farmers Association	Bornholms Landbrug og Fødevarer		Association of farmers and producers of food	Bornholms Landbrug & Fødevarer is an agricultural professional organization with approx. 460 members. Our aim is to look after the professional, financial, social and	BLF advises, supports and disseminates the progress of its members	None directly yet
Friends of Svaneke	Svaneke Venner		citizens organisation	purpose: - to protect the overall character and harmony in Svaneke City. - to ensure urban development with respect for the existing urban	Svaneke Venner is the contact point between the citizens and the project - and provides the engagement and feedback from the citizens	Svaneke Venner is the contact point between the citizens in Svaneke and the project (BOFA primarily)
Ministry of Environment	Miljøministeriet		Ministry	The Ministry of Environment aims to create the framework for an environmental policy that protects and develops the environment on a professionally sound basis, sound	DANVA and the Ministry of Environment has agreed upon that the water sector as a whole must be climate- and energy-neutral in 2030	The Ministrys develop the laws that regulate WWTPs, and its EPA is the authority that controls WWTPs performance
Svaneke School	Svaneke Friskole		Education	Innovation and entrepreneurship are important at Svaneke Friskole The world is a changing dimension where facts and ready knowledge are not enough. We believe it is important	Schoolchildren are the future stakeholders	None directly yet
Citizens in Svaneke			Civil society	The same as Friends of Svaneke but not all the citizens is a member of Friends of Svaneke	Knowledge about the city life in Svaneke	None directly yet
DeVika	BRK		Municipality	DeVika is a part of BRK and the food provider for the municipality	The have experience with foodwaste and have a shredder for the foodwaste	Part of the municipality and BOFA has worked together earlier with another project

5	6	7		8	
Name of the stakeholder (as indicated in Stage 1)	Objective	Interest		Influence	
	Why does the EcoSite want to engage with them?	What aspects of the EcoSite are they likely to be interested in?	How can we motivate them to engage in the Stakeholder Forum?	What is their capacity to affect your project and/or its outcomes?	If prioritized: How are you ensuring that their engagement will be included in the outcomes?
Primary stakeholders					
Svanekes Venner	To ensure the citizens engagement in the project and the full circularity	Engaging and supporting citizens in the new waste sorting system and the possibility to use organic household waste to produce biogas locally	BOFA has already engaged them	They are deeply rooted in the local society, and has earlier proved to be an important and cooperative stakeholder	BOFA will support them and ensure the outcome. co-design methodology
Citizens in Svaneke	To reach out to the people who isn't part of Svanekes Venner	Engaging biomass input and output	Interested in local green transition	High	co-design methodology
SME's	Biomass sources / food waste	Financial and local engagement	Partnerships / Financial	Medium	Ongoing dialog
Waste Collectors	Infrastructure	Financial	Partnerships	Small	Ongoing dialog
Svaneke School	The children are the future stakeholders	Innovation and circularity, climate	By motivating the teachers	small	via the partner BOFA. Co-design methodology
Secondary stakeholders					
STF	STF will disseminate the project results nationally	WWTPs, circularity, treatment of Brewery wastewater, Biogas production	?	Dissemination	Our communication officer can offer them pitches of the good stories
Bornholms Farmers Association	Demonstrations of technologies facilitating WWTPs to become climate- and energy-neutral before 2030	the agricultural aspects and improved climate footprint for farmers	Through the partner Finn Harild	transfer of knowledge	Through the partner Finn Harild
Civil society associations					
Local press	dessemination og the local aspects	the demonstration itself and the possible impact of the outcomes	?	Local dissemination	Our communication officer can offer them drafts of the good stories
Ministry of Environment / EPA	DANVA and the Ministry of Environment has agreed upon that the water sector as a whole must be climate- and energy-neutral in 2030	Demonstrations of technologies facilitating WWTPs to become climate- and energy-neutral before 2030	?	remove eventually legal barriers	?
DANVA	DANVA can disseminate the project results nationally and internationally	They can transfer the learnings from the project to the local farmers	They are our organisation and we pay their salaries	Dissemination	Our communication officer can offer them drafts of the good stories and
Ministry of environment / EPA					



Appendix 6: Stakeholders in Tullnerfeld

1			2	3		
Contact information			Category	Description of the capacity		
Name of the stakeholder (full name)	Organization (full name)	Contact details	In which sector/industry the stakeholder belongs to?	What would motivate the stakeholder to participate?	What useful information could this stakeholder provide for the project?	Existing relationship with the project (if any)
Serviceplattform KLAR!	Serviceplattform KLAR! Umweltbundesamt GmbH Abteilung Umweltfolgenabschätzung & Klimawandel	For internal use only	Public Environmental Authority	Criteria for reuse regarding irrigation	Legal background information, contact to similar approaches	Contact through Project Partner Splitzer (26 SP)
Municipality Sieghartskirchen			Municipality	Chair of local Wastewater Association, Performance of WWTP, Information of local population, Waste materials reuse, Homepage of Austrian EcoSite	Feedback on public perception, Info local waste production	member of Projekt partner 25 GST
Municipality Michelhausen			Municipality	Member of local Wastewater Association, Performance of WWTP, Information of local population, Waste materials reuse	Feedback on public perception, Info local waste production	member of Projekt partner 25 GST
Municipality Judenau-Baumgarten			Municipality	Member of local Wastewater Association, Performance of WWTP, Information of local population, Waste materials reuse	Feedback on public perception, Info local waste production	member of Projekt partner 25 GST
Municipality Langenrohr			Municipality	Member of local Wastewater Association, Performance of WWTP, Information of local population, Waste materials reuse	Feedback on public perception, Info local waste production	member of Projekt partner 25 GST
Austrian Water and Waste Management Association (ÖWAV)			Water and Waste association	Contact to further wastewater plants and waste disposal companies, platform for dissemination activities	Info on waste water reuse	Contact through Project Partner BOKU (9 BOKU)
Compost and Biogas Association			Biogas Association	Contact to national Biogas Plants, platform for dissemination activities	Info on Biogas plants/ anaerobic treatment systems with similar substrates	Cooperation with Project Partner BOKU (9 BOKU)
Food Cluster Lower Austria			Food Industry Association	Contact to companies of the food & beverage industry, platform for dissemination activities	Similar/related approaches in the food sector	Contact through Project Partner BOKU (9 BOKU)
Tullnerfeld District Chamber of Farmers			Farmers Association	target group for using fertilizer and cleaned wastewater for irrigation, platform for dissemination activities	Feedback on fertilizer use and quality	Contact through Project Partner Berger (18 BER)
die NÖ Umweltverbände			Environmental NGOs Association	Local distribution of information	List of info events suitable for dissemination	Contact through Project Partner Splitzer (26 SP)
Fleischerverband eGen			Meat Industry Association	Distribution of info to meat industry	Contact to meat industry, info on related projects	Contact through Project Partner BOKU (9 BOKU)
KWB Kompetenzzentrum Wasser Berlin gGmbH			Research Company on topic of water/wastewater	new research topic - anaerobic membrane bioreactor solution for industry	know how on the topic of wastewater cleaning, technical solutions	up to now no existing cooperation



5	6	7	8
Name of the stakeholder (as indicated in Stage 1)	Objective	Interest	Influence
	Why does the EcoSite want to engage with them?	What aspects of the EcoSite are they likely to be interested in?	How can we motivate them to engage in the Stakeholder Forum?
			What is their capacity to affect your project and/or its outcomes?
			If prioritized: How are you ensuring that their engagement will be included in the outcomes?
Primary stakeholders			
Municipalities	shareholders of the WWTP	They help engage other local stakeholders, policy reasons	through the municipality of Sieghartskirchen as multiplicator
			local input from WWTP perspective
			Sieghartskirchen as core plant operator of WWTP (25 GST) will motivate the other municipalities
Fleischerverband eGen	Contact to meat industry, info on related projects, dissemination of information/project results	sustainable solution for waste and wastewater treatment in meat industry	through contacts of Berger company, have to support their member companies
			contact to all meat industry in Austria
			Berger (18 BER) is member of this association
Compost and Biogas Association	Contact to the biogas plant operators, dissemination of info/project results	new substrates/sources for biogas production	through contacts of BOKU, have to support their member companies
			contact to all biogas operators and legal authorities in Austria
			existing closed contacts and cooperations with BOKU (9 BOKU)
Serviceplattform KLAR!	Info on wastewater irrigation issues in Austria	reuse of treated wastewater	Irrigation is an upcoming topic but is not practiced in Austria up to now
			contact to legal authorities in Austria
			existing closed contacts and cooperations with Spitzer (26 SP)
Secondary stakeholders			
Food Cluster Lower Austria	Contact to food and beverage industry, contact to local authorities, dissemination of information/project results	sustainable solution for waste and wastewater treatment in the food & beverage industry	they are interested in sustainable solutions/projects for their members/food and beverage industry
			dissemination of best practice for waste and wastewater treatment in food industry
			contact through previous project by BOKU (9 BOKU)
Austrian Water and Waste Management Association (ÖWAV)	Info on wastewater and waste issues in Austria, dissemination of project results	sustainable treatment of wastewater and waste, cleaned wastewater used for irrigation facilities	WWTP and their municipalities are interested in this topic, employees of WWTPs are visiting ÖWAV events
			dissemination of water treatment technologies
			BOKU (9 BOKU) is member of the association
Tullnerfeld District Chamber of Farmers	Info on digestate/fertilizer quality to local farmers, dissemination of project results	they are interested in local, valuable fertilizer	farmers are interested in sustainable alternative fertilizers, instead of using conventional (and expensive) mineral fertilizer
			info on fertilizer quality and usability of produced fertilizer products
			contact through farmers delivering pigs to slaughterhouse Berger (18 BER)
die NÖ Umweltverbände	dissemination of project results	they are generally interested in environmental friendly projects/solutions for companies	want to disseminate environmental friendly technologies and best practice examples
			contact to local authorities and the wider public
			contact will be established through Spitzer (26 SP)

Appendix 7: Check-list for organising a stakeholder forum

This appendix outlines the steps to be taken **by the EcoSite leads** when organising a stakeholder forum. The steps can be adjusted after the first forums, based on accumulated experience.

Before the forum

- Find a suitable venue in the EcoSite (or identify an existing event to host the forum).
- Decide on the forum date.
- Send the save-the-date to all EcoSite partners, coordinator, ICLEI and OSM-DAN, 6 months in advance.
- Send a save-the-date to forum participants (identified in local stakeholder mapping) 3 months in advance.
- Develop a forum agenda/program with activities contributing to the project and of interest to the stakeholders (see the principles in chapter 4.1).
- Identify the facilitator(s).
- Invite the speakers, contributors, and other stakeholders contributing to the forum programme, 2 months in advance.
- Publish and disseminate the registration form 1 month before the event (with the final agenda attached).
- Build a database of the EcoSite stakeholder community based on the event registration (note: GDPR compliance).

During the forum

- Facilitate the forum.
- Conduct the short participant survey in the end of the event **(template by ICLEI)**.

After the forum

- Interview with a participant and reporting in a newsbit **(by ICLEI)**.
- Inform the project consortium about the forum experience and share the lessons learned with other EcoSites (based on the survey results and participant interview).

Appendix 8: Additional resources for methods of engagement

MML and knowledge exchange events design (MEED) tool

The main purpose of the BIOVOICES MML online tool (MEED) is to support the design of Mobilisation and Mutual Learning (MML) and other co-creation events, enabling the identification and the selection of a suitable event format and corresponding exercises and activities, based on a series of parameters set through basic event information entered by the user.

www.biovoices-platform.eu/biovoicesMtool/

