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SUMMARY REPORT AND OUTLOOK ON STAKEHOLDER INVOLVEMENT

Version 1
May 2022

Contents

List of Tables

List of Figures

Introduction

This Summary report and outlook on stakeholder involvement is a synthesis on the conclusions of STH involvement & co-creation process, based on information provided by PPs.

The project partners (PPs) responsible of the FUA-level stakeholder involvement were the following:

For Budapest FUA (Hungary), City of Budapest - District 14 Zugló Municipality (Zuglo), and Budapest Sewage Works Plt.Ltd (FCSM).

For Turin FUA (Italy), Turin Municipality (COTO), and Poliedra - Service and consultancy centre at Politecnico di Milano on environmental and territorial planning.

For Split FUA (Croatia), Public Institution RERA SD for Coordination and development of Split-Dalmatia Country (RERA S.D.), and the Split water and sewerage company Ltd (VIK-Split).

For Maribor FUA (Slovenia), Maribor Water Supply Company (MBVOD), and E-Institute (EZVD).

FOR Bydgoszcz FUA (Poland), City of Bydgoszcz (UMB), and Institute for Sustainable Development Foundation (ISD).

For each FUA, PPs prepared a presentation on stakeholder involvement, based on a template provided by Poliedra, presenting and discussing them at the PPship online meeting of March 2-3, 2022.

The presentation scheme was designed to assess the STH involvement & co-creation process in each FUA and has four parts.

The first part provides information about the numbers and results of participation, and an overall qualitative evaluation of the process.

The second part contains the stakeholders' assessment of the process, based on an 8 questions survey that stakeholders responded at the last SGM in each FUA.

The third parts an analysis of the pros and cons of the online meeting modality, which PPs were unexpectedly forced to use for the majority of SGMs due to the Covid19 pandemic.

The last part points out lessons learned and recommendations.

This report follows the same structure, adding to the FUAs indications a Comparative analysis among the FUAs before the recommendations on how to sustain & improve future cooperation with STHs/SGs.

1. SGMs performance: numbers, results and qualitative evaluation by PPs

1.1 Participants by SGM

a. Numbers

Table 1. Number of participants according to FUA and SGM

FUA	Participants by SGM				
	SGM1	SGM2	SGM3	SGM4a+SGM4b	SGM5
Turin	33	31	23	22	17
Budapest	33	17	32	31+10	21
Maribor	14	10	10	11	13
Bydgoszcz	35	26	16	22+11	26
Split	34	23	18	17	28

b. Comments

Turin (Italy)

Participation in Turin's FUA was quite good, both from the quantitative and qualitative points of view.

The number of participants decreased with time but was satisfactory also at the end of the process. Actually, the commitment required to stakeholders increased during the process, so at the end only the really motivated stakeholders remained, while those more interested in having an overview and information about the subject stopped coming once, they met their goals.

A core group of STHs was present at all the meetings and the large majority of participants were in any case quite proactive. These factors made the participation process very effective.

Budapest (Hungary)

Although the high number of participants brought richness of different contributions and insights, there was a high turnover with new participants in most of the meetings, and consequently it was necessary to explain and clarify the project's scope for many times, which was time consuming and reduced the efficiency of the group's work. Only few STHs were constantly engaged in the project. Nevertheless, during the meetings participation was proactive, and stakeholders contributed with meaningful content.

Maribor (Slovenia)

Participation was good, also thanks to the fact that most participants took part through the whole process, which made the work easier. Additionally, participants were active in providing inputs and participated in relevant local events (e.g., the national roundtable).

Bydgoszcz (Poland)

The engagement of participants was satisfactory. The start was good, and the first meetings were held face-to-face. Unfortunately, due to Covid19, the meetings were shifted online and could not be as fruitful.

The number of participants decreased with time since, after observing that engaging all STH was impossible, only selected participants were invited to take part in discussions on the strategy, while all the others were involved through consultation.

Split (Croatia)

The first and last meetings were made in presence and had a wider participation with respect to the intermediate meetings, that were held online. Participation was good, both from the quantitative and qualitative points of view.

1.2 Was it possible to involve all the categories of STH? (Comment on difficulties/impossibilities)

Turin (Italy)

It was possible to involve all the categories of STH, however, the level of commitment was not the same for all categories. In particular:

Regional authorities were present only at the first meetings and never took the active role that the team tried to encourage, considering them important STHs.

Enterprises participated actively at the first meetings, but then did not contribute to the creation of strategies and action plan.

Out of the 89 Municipalities composing Turin's FUA, all invited, only a few participated, so there was not a full representation of the municipalities of the FUA.

Budapest (Hungary)

Although of the high convocation number (over 100 invitations), only a small part took part in the meetings, and it was not possible to involve regional and national level authorities and experts. Aside from that, all the other categories of STH were involved.

NGOs and municipalities, especially the capital city Budapest, took part with higher commitment.

The participation and engagement depended largely on the PP's personal networks.

Maribor (Slovenia)

It was not possible to involve all the categories of STH, as there were no participants from the category of Education/training center and school. The reason could be that the strategy related to the action plan for water management was not that interesting from their perspective. Nevertheless, the process included the participation of universities.

Bydgoszcz (Poland)

Although it was possible to involve all the categories of STH, the level of commitment of each category differed. In particular private entities, whose „benefit" in participation appears limited or even non-existing, were almost absent during the process.

Only 3 of the 25 FUA municipalities were present. For this reason, strategies and action plan were focused only on Bydgoszcz.

The participation was significant for local, regional, and education institutions, but only one private entity was engaged (the designing company ATOR). More private actors were present, but only at the knowledge transfer training.

Split (Croatia)

It was possible to involve all of the STH's categories with various representatives for each category.

During the process, the main participants were maintained. However, some of the STHs showed a low interest, in particular regional authorities.

1.3 Was the stakeholder engagement practice already a well-established practice in your FUA?

Turin (Italy)

The stakeholder engagement practice was already a well-established practice for the Municipality of Turin and for the Metropolitan City of Turin, in projects and different activities. Of course, it was not at the FUA level since there is not an administrative/legal FUA subject.

Budapest (Hungary)

The FUA has no public administration in Hungary, so stakeholder engagement at the FUA level is not an established practice. Therefore stakeholder engagement practice was not common at the specific CWC Project's level of cooperation, volunteering contribution for other's projects and activities where STHs are asked to give opinions and ideas.

Consequently, engaging the SG in the co-creation process was a challenge.

The first difficulty was defining the geographical area covered by the project and the involved participants. The focus was put on the area of Budapest.

The second challenge was to find the role of Zugló, as a district, in the Budapest level strategy development. The solution was to provide a strategic recommendation document.

Maribor (Slovenia)

STH engagement practice was only partially a well-established practice in the FUA, as some STHs had the experience in other projects/local initiatives, while for others it was a new experience.

During the SGMs, the need to reinforce institutional collaborations at the local level emerged not only for the topic of water use but also for different topics that can benefit from the circular economy approach.

Interdisciplinary working teams are therefore needed, especially because of the challenges that are arising at the local and community level, which also are increasing in complexity.

Engineering activities should therefore be complemented and accompanied by STH involvement and awareness-raising.

Bydgoszcz (Poland)

STH engagement is an established practice in Poland, particularly for European projects and strategies creation, with daily practices consisting of the consultation with inhabitants, through their districts, or working groups composed by different departments and companies of the city.

At the FUA level there is no dedicated management defined and assigned. Nevertheless, the Polish PPs pointed out the existence of an Integrated Territorial Investment (ZIT), a tool used to divide the funds in the FUA area. The PPs expect that with these activities and tools, in the future the cities of the FUA could become more integrated and engaged.

Split (Croatia)

In the Split FUA, there are several important local/regional actors (City of Split, Split-Dalmatia Country, University of Split, PI RERA S.D.) who have been implementing EU-funded projects for years. This strongly contributed to establishing the culture of participation, although SGs vary in each project because each project has its own particularities.

1.4 Did you already have institutional relations with some or all the stakeholders?

Turin (Italy)

City of Turin was already in touch with all the stakeholders for other projects and initiatives. This made it easier to reach them and ask for their participation in the CWC project.

Budapest (Hungary)

Coordinating FUA-level projects is a difficult task. However, the experience gained in former FUA level projects (e.g., AWAIR Interreg) was of great support. Despite this, the involvement and engagement relied mostly on personal contacts.

Maribor (Slovenia)

There were institutional relations only with some of the STHs.

Bydgoszcz (Poland)

Institutional relations already existed with the STHs, as Bydgoszcz cooperated with most of them on different tasks before.

Split (Croatia)

PI RERA S.D. had been already in touch with most of the STHs in previous projects and collaborations.

1.5   Was the scope of participation clear from the beginning?

Turin (Italy)

For Turin FUA the scope of participation was clear, as it was shared since the first SGM, in particular:

- the objectives and main actions of the project, with a focus at the local FUA level,
- the roles/tasks of the SG
- the roadmap and co-working methods

At the beginning of each SGM, the specific goals of the meeting and their meaning within the overall project were further clarified from the perspective of "the next steps". The Italian PPs always tried to point out how STHs could contribute, making the possibilities & limits of the project explicit.

The role of the stakeholder advisory panel (SAP) was less relevant. As a concept, that role was clear, but in practice there was not really the need to have this static and formal differentiation among stakeholders. Instead, sometimes STHs were involved in bilateral interactions according to their level of interest and field of action.

Budapest (Hungary)

Due to the challenges in the definition of the geographical area and the role of Zugló in a Budapest level strategy building, it took time to clarify the roles, tasks, goals, and responsibilities of the SG. For this reason, the scope was not totally clear from the beginning.

Beyond these difficulties, the process went smoothly, especially in the last meetings, as the SG was supportive and active, and the project's team strategic recommendations were validated by SGM5.

Maribor (Slovenia)

The scope of participation was clear from the beginning: the project and the participation purpose were presented at the first meeting, and the same group of participants was mostly maintained throughout the meetings, making the tasks easier to accomplish.

Bydgoszcz (Poland)

The scope was clear from the beginning, as it was explained in the first meeting, specifically the objectives and main actions of the project (with focus at the local FUA level), the roles/tasks of the SG, the roadmap, and co-working methods.

Additionally, the team explained the aims of the project and of the working groups, as well as what was expected from and offered to the SG.

Split (Croatia)

The scope of participation was clear, as everything was explained from the beginning in SGM1: the objectives and main actions of the project, with focus at the local FUA level, the roles/tasks of the SG, the roadmap, and co-working methods.

1.6 As far as you know, has the CWC participation process lead to activate other cooperation processes among some of the stakeholders?

Turin (Italy)

The Italian PPs do not know if the CWC participation process lead to activating other cooperation processes among some of the stakeholders, although visibly the shared activities facilitated mutual knowledge, appreciation, and connection.

It is worth mentioning as a fallout of CWC, that a water service provider company (Acqua Novara VCO) got inspired by the stakeholder engagement CWC methodology for the development of its Sustainability Plan, which also led to the development of a currently ongoing thesis project.

Budapest (Hungary)

The Hungarian PPs identified three success factors of the project, related to the activation of cooperation processes among the stakeholders:

- The buildup and enlargement of the SHT network, leading to develop professional network with relevant stakeholders.
- The connection to other relevant projects, especially the RUNOFF Life project.
- The facilitation of further cooperation between the participants, and the perspective to start up new connections and activities by ensuring a space for STHs.

Maribor (Slovenia)

The participation in the SGMs did activate other cooperation processes, as well as project proposals and initiatives, to work, and continue to work, at the local level, also creating new opportunities for collaborations.

Bydgoszcz (Poland)

The process led to activate more cooperation: for instance, there is an idea for a future project of MWiK regarding an animal shelter, and something from housing cooperatives is also likely to be developed.

It would be a good idea to make activities to search for new partnerships at the local level, especially for the circular water use.

Split (Croatia)

The Croatian PPs, do not know if new cooperation processes among some of the stakeholders have been activated.

1.7 How do you assess stakeholder engagement?

Stakeholder engagement was assessed by PPs of each Country for the main tasks for which STHs contribution was given:

- a.i   FUA level knowledge transfer training
- a.ii   Training materials in local language
- b.   Development of local vision, strategies, and action plan
- c.   Policy recommendations in local language.
- d.   Interest in local pilot actions realization.

The following scale was used:

- 1 No engagement
- 2 Passive participation
- 3 Interested passive participation with some proposals
- 4 Proactive participation

In Table 2 the results of the assessment scores are reported.

Table 2. Results of PPs stakeholder engagement assessment's scores according to tasks and FUA

Tasks	Turin	Budapest	Maribor	Bydgoszcz	Split
a.i FUA level knowledge transfer training	3	3	4	4	3
a.ii Training materials in local language	2	2	2	4	3
b. Development of local vision, strategies, action plan	4	3	4	4	4
d. Interest in local pilot actions realization.	3	1	4	4	3

PPs additional comments on the scores they attributed are synthetized hereinafter.

- FUA level knowledge transfer trainings & realization of training materials in local language.

  - FUA-level knowledge transfer training.

  Turin's SG participated with interest and in an active way, but without proposing to change the rules and contents of the training.

  Budapest SG showed an open attitude towards receiving the knowledge shared.

  Maribor SG participated in the training in a very proactive way, with involvement in the discussion about different practices and cases.

  - Training materials in local language.

  Based on the material used for the knowledge transfer training, the Italian PPs presented to Turin's SG the material they planned to prepare, and the SG accepted the proposed materials without much interaction. Once the training material was ready STHs were satisfied and had no further comments.

  Budapest's SG gave just a few comments and contributions to the training material prepared by Hungarian PPs.

  In Maribor, the participation relative to training materials in local language was passive, as the Slovenian PPs prepared the materials and shared them with the STHs, with no further discussions.

- Development of local vision, strategies, action plan.

  Turin's STHs were quite active in the development of local vision, strategies, and action plan, and involved during the tasks, presenting proposals, and also taking responsibility for the realization of some actions.

  In Budapest FUA there was a medium level of contribution, engagement, and participation, during the vision development, and a more active level during the strategy building.

  In Maribor participation was good for this task, with everyone actively taking part in the activities.

- Policy recommendations in local language.

  There was a good involvement of the STHs in this task. The Policy recommendations draft was prepared by City of Turin, IRIDRA, and Poliedra, based on the discussions in the SGMs. The policy recommendations were then discussed at the SGM, receiving STH's interest and some suggestions which lead to the version discussed at the Policy round table.

  In Budapest, there was a medium level of contribution and engagement. The Policy recommendations were prepared by Zugló and FCSM (Budapest sewage work company) based on the discussions held during SGMs.

In Maribor, the participation in this task was good, with STHs participating at the national level round table which allowed the writing of a policy recommendations draft. The document was then discussed with the following SGM to prepare a final shared version.

In Split, discussions about policy recommendations took place.

■ Interest in local pilot actions realization.

In Turin, stakeholders were interested in the pilot but mostly did not have proposals about it. However, a group of students prepared a video about the pilot, which can be considered quite active participation.

In Budapest, the teachers of the pilot kindergarten were involved in the early phase of pilot action development, but as the planning process was outsourced to the in-house company, there was no more a possibility to connect with STHs, so the participation process was interrupted, and did not take place during the planning and implementation phases.

In Maribor, the Slovenian PPs stimulated discussions about the pilot, and received support and proposals from the SG, especially from expert partners.

2. Stakeholders' assessment of the process

A questionnaire was administered to the STHs during the last SGM in each FUA, in order to assess the engagement process from the STH's perspective.

The set of questions is composed of eight closed-ended questions and two open-ended questions; the questions and the answers are reported in Table 3. and Table 4. respectively.

In Table 3. The number of answers received in each FUA is reported. Possible answers for questions 2, 4, 5, 6 were just yes/no, while for questions 1 and 3 the following scale was used:

■ 1 very low
■ 2 low
■ 3 medium
■ 4 good
■ 5 very high

Table 3. Number of answers in each FUA to the close-ended questions about the process assessment questionnaire

Questions	Answer choices	n. of answers Turin	n. of answers Budapest	n. of answers Maribor	n. of answers Bydgoszcz	n. of answers Split
1. What is your level of satisfaction for today's meeting?	1	-	-	-	-	-
	2	-	-	-	-	-
	3	-	-	-	1	-
	4	2	6	1	4	1
	5	8	5	8	14	7
2. Keeping in mind the goals and scope for action of the CWC project, do you think its results till now are significant?	Yes	10	9	9	18	8
	No	-	1	-	1	-
3. What is your level of satisfaction for the whole engagement process?	1	-	-	-	-	-
	2	-	-	-	-	-
	3	1	-	-	2	-
	4	1	4	4	9	2
	5	7	6	5	3	4
4. Could you take active part in the SGMs and give your contribution?	Yes	9	11	8	12	7
	No	-	-	1	2	-
5. Do you recognize the work of the SGMs in the results of the project?	Yes	9	10	9	14	8
	No	-	-	-	-	-
6. Are you interested in continuing the discussion and cooperation on these water themes also once the CWC project will be over?	Yes	9	11	8	16	8
	No	-	-	1	-	-

Table 4. Answers reported in each FUA tot he open-ended questions about the process asessment questionnarie

Questions	Answers
7. If you answered yes, do you have suggestions about how and where (including eventually online platforms) to continue?	**Turin**
	• Participation in financed projects • Support in finding opportunities (Horizon Europe or other) and writing projects
	Budapest
	• Need for the involvement of further governmental organizations and experts: e.g., Chamber of Hungarian Architects, Directorate General of Water Management, landscape architects, climate experts
	Maribor
	• In the framework of the Europe Policy Learning Platform, Implementation of Maribor FUA Strategy
	Bydgoszcz
	• On the internet platform in the form of comments etc., information and education materials for the general public (residents, public, etc.) would be useful, working meetings, conferences, websites, further actions, and direct support for the City and residents to improve the implementation of solutions, on-line meetings
	Split
	• "New projects" • "Implementation of similar projects" • It is possible to organize the same/similar meetings
8. Do you have suggestions to make the stakeholder engagement process more effective?	**Turin**
	• Through river contracts tables • The action plan in its part related to formation, divulgation, and networking can make stakeholder engagement stronger • A yearly pop style festival telling and showing recent initiatives
	Budapest
	• Co-creation in one common document
	Maribor
	• Including more stakeholders and end-users
	Bydgoszcz
	• Subsidies for the construction of installations
	Split
	• To raise awareness of STH • Yes, by meeting and panel discussion

3. Online cooperation, joys, and sorrows

Due to the Covid19 pandemic that exploded just a few months after the beginning of the CWC project, many activities which were originally planned in presence moved to online and all the PPs had to learn this new way of cooperation. In this section, we report the PPs experience of the "joys and sorrows" of online cooperation.

Table 5 presents the number of SGMs held online and in presence in each FUA.

Table 5. Number of stakeholder group meetings held online and in presence according to each FUA

Stakeholder Group Meeting	Turin	Budapest	Maribor	Bydgoszcz	Split
n. of SGMs online	4	4	1	4	3
n. of SGMs in presence	1	1	4	1	2

In the following PPs considerations about the advantages and disadvantages of the online modality.

Turin (Italy)

The only SGM in presence was the first one, while the other four were held online.

Online SGMs pros:

One of the advantages the team pointed out was that online meetings, if well organized, are very efficient, as they eliminate traveling time and tend to be more focused.

In addition, by using the chat, interactive techniques, and good moderators, it is easier to activate all the stakeholders.

Avoiding traveling time, it can be easier to participate in the online SGMs, so participation can be wider.

Online SGMs cons:

Online meetings are mentally more tiring, particularly if they are long or if you have to attend many of them.

Another disadvantage is that they don't allow to explore beyond the strict scope of the meeting. Usually, the break times in meetings in presence allow spontaneous chatting between the STHs, with the exploration of new topics. Online breaks are almost always "private space".

Online it is more difficult to generate team solidarity, particularly if participants don't know each other and never met in person.

Budapest (Hungary)

The one SGM in presence was the first one.

Online SGMs pros:

- Easy connection as participants don't have to travel.
- It saves time and CO2 production.
- Easy documentation: no papers, signatures on participating list etc.
- Saves money: no coffee-food breaks.

Through these online meetings, PPs learned a lot about excellent online platforms/tools and new ways of creativity.

Online SGMs cons:

- Some groups of society are still not familiar with the methods and online tools: e.g., elder people, and people who need different skills for their work, e.g., teachers in the kindergarten, as they usually do not use the computer during the whole day.
- No social (fun) time: no coffee, food, breaks.

Maribor (Slovenia)

The Slovenian PPs consider themselves fortunate to have held most of the meetings in presence, and only one online, as this allowed them to provide inputs and develop active participation in an easier way. In addition, this modality was very helpful, as the participants did not know each other from before.

Since only one meeting was held online, there was not really a learning process about online cooperation.

Bydgoszcz (Poland)

The online SGMs advantages and disadvantages were basically the same as the other PPs pointed out. The PPs pointed out that moving online was difficult at the beginning, but there was an improvement during the progress of the process.

Split (Croatia)

The two SGM in presence were the first and last one.

Online SGMs pros:

The advantages were similar to the other FUAs.

- They reduce financial costs.
- It is easier to participate because of the saving of traveling time.
- The Environmental impact can decrease if more online meetings take place, as the carbon footprint is lower.
- It is possible to share documents and there's the possibility to record meetings.

Online SGMs cons:

The disadvantages identified are:

- A sense of isolation for the participants.

- The lack of social interaction that comes with a traditional meeting, can be an aggravating factor affecting the success of communication.

- Online meetings can be tiring,

- In terms of possible communication errors, people tend to mishear things and they can be too shy to ask for clarification if there are other people on the call.

- Online meetings can be not as inspiring as face-to-face meetings; there is a tendency to lack of excitement, and things can seem theoretical rather than practical.

4. Lessons learned and recommendations about how to sustain and improve future cooperation

PPs considerations about lessons learned and possible recommendations are presented here, based on the experience gained throughout the STHs involvement activities in each FUA.

Turin (Italy)

- It is important to make clear to stakeholders, from the beginning, the **scope and expected results** of their participation, both for the whole project and for each meeting, as this motivates STHs to keep going and participating in the SGMs.

- It's important to be **honest about limits**, without creating false expectations, but at the same time, making clear the **importance of their contribution**. The team used the example that, although they were asking STH to develop an action plan, they also informed about the budget limitations, for instance for the development of other pilots.

- It is important to create a **common language** and a shared **knowledge base**, especially as STHs usually come from different cultures, experiences, and backgrounds, and they need to understand each other, and the topics discussed. About this, the CWC Project offered a well-defined structure, through the development of DLRs and competence-building workshops.

- When building strategies and action plans, is good **to start from the highest vision**, which is generally less conflictual than the single concrete action: it is more probable that there is an agreement on the highest vision, and probably will be easier to come down step by step, with the discussion of priorities, **till strategies and actions** to be undertaken. Furthermore, is important to try to bring the vision into concretization **without logical gaps**, the process must be **transparent.**

- Since the results of group work tend to be not perfectly organized, and there can be contradictions, is important to make **a logical synthesis** of the group work and ask the stakeholders for check/feedback.

- Do not expect from stakeholders what they cannot give: **prepare inputs and organize the work** so that everyone can give his/her contributions.

- Create a **cooperative environment**, making use of facilitation techniques, when necessary, for instance, active listening, moderation, and conflict management.
- It is also essential to enjoy the process and be an enthusiast, to be able to transmit the same energy and motivation to the STHs.

Budapest (Hungary)

- The **roles, responsibilities, tasks,** and the **roadmap** of the co-creative process, should be **clearly defined** from the very first moment of the stakeholder engagement, and throughout the whole process.
- **Comprehensive stakeholder mapping** is a key element for the involvement of the relevant stakeholders and opens the opportunity for them to get involved.
- It is necessary to develop a **clear, strong but also flexible framework** for the whole process, as the number of STHs can be high, and is not possible to be strict with them.

Maribor (Slovenia)

Main lessons learned:

- The need to **improve the environmental governance at the FUA level**, the urban landscape planning and management in the city, where responsible institutions **need to work across sectors**, as these are background conditions that influence the practices related to circular water use.
- It is important to **allocate funds to work on the water losses**, due to the deterioration of existing infrastructure; funds should be used for this purpose, but they are channeled to other activities, being these decisions mainly political-related.

Recommendations:

- **Strengthening environmental governance**, working on the availability of information and public participation.
- **Remove administrative obstacles** associated with the implementation of more demanding rainwater management systems.
- **Raise awareness** among citizens, businesses, and farmers about water reuse.

Split (Croatia)

- **STH engagement provided different perspectives** on CWC project topics and issues; it was also helpful in facilitating the collection of quality data.
- **STH also played an important role in preparing various documents** in which key stakeholders provided different perspectives.
- During the five SG meetings, while the project was in progress, **STH identified aspects that needed change**, some of the aspects were related to activities to improve the strategy implementation and the identification of barriers.

5. Comparative Analysis

5.1 Participants by SGM (numbers and comment)

Table 6. Participation according to FUA and SGM and averages

FUA	Participants by SGM						Average participants by FUA
	SGM1	SGM2	SGM3	SGM4a+	SGM4b	SGM5	
Turin	33	31	23	22		17	25
Budapest	33	17	32	31	10	21	24
Maribor	14	10	10	11		13	12
Bydgoszcz	35	26	16	22	11	26	23
Split	34	23	18	17		28	24
Average participants for each SGM	30	21	20	17		21	
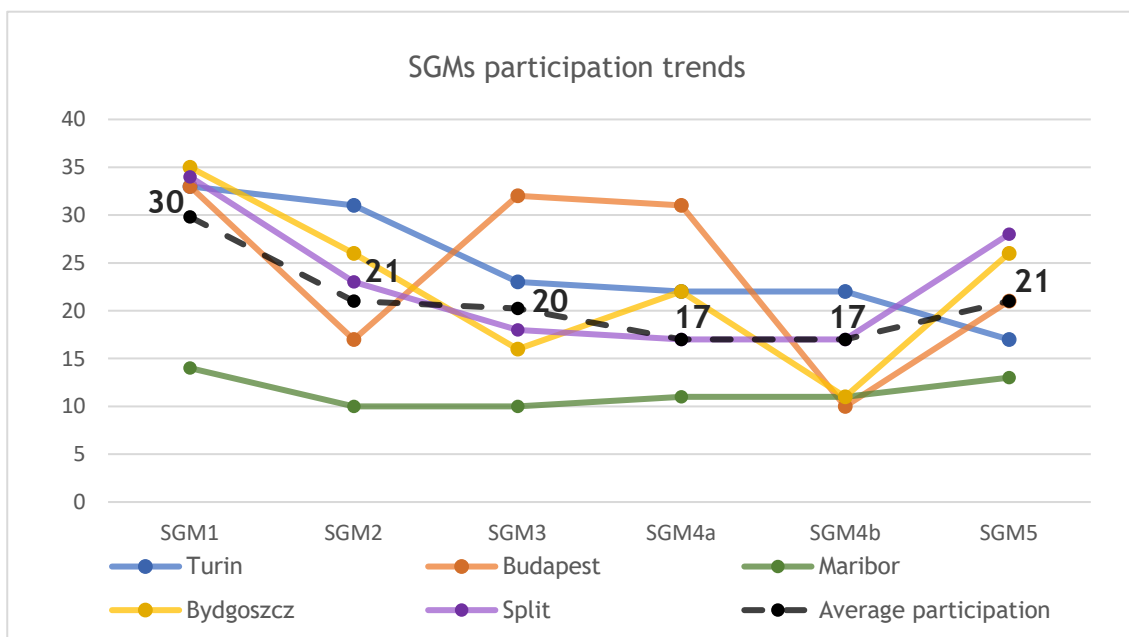
Note: FUAs that held SGM4 in one session maintains a constant value

Figure 1. SGMs participation trends

Participation in the SGMs varied from 10 to 34 people. The number of participants is comparable among almost all FUAs. In Table 6 and Figure 1 we can observe that there is no common trend of participation for all FUAs, except for the fact that at the last meeting participants were fewer than at the first one. We consider this somehow "physiological", and in any case participation at the last meeting was still quite good.

Turin FUA showed the highest average value of participants (25), but also the highest decrease in the number of participants, which almost halved from the first to the last SGM. Italian PPs indicated that this trend is probably due, at least in part, to an increase of requests for active contributions and commitment to the STHs.

All FUAs benefited from a core group of STHs taking part in all of the meetings, which was key for the productivity of activities, the engagement process and quality of the participation.

Budapest and Bydgoszcz held the fourth SGM in two sessions (SGM4a and SGM4b) in different days, and both FUAs reported a considerable drop in participation to the second session. Probably two nearby meetings exceeded STHs' availability.

Hungarian PPs reported a significant turnover of STHs in the meetings, which reduced the efficiency of the work. On the other end, Maribor pointed out that they didn't have many participants, but the group was quite consistent, so the work was quite effective.

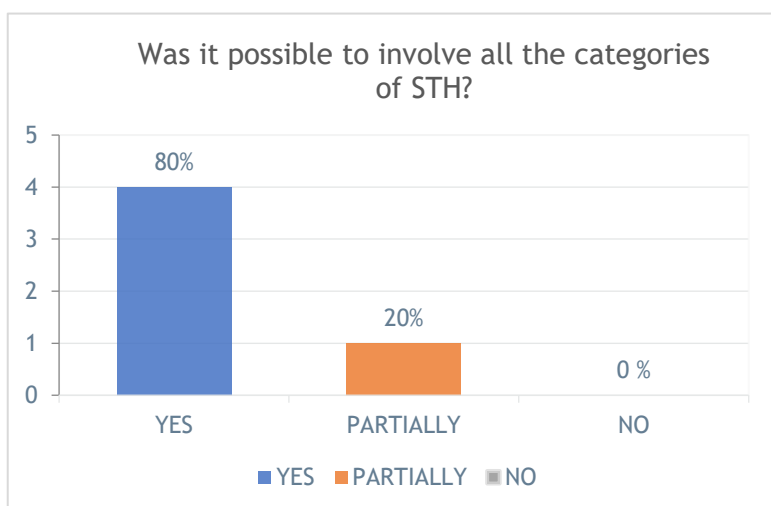## 5.2 Involvement of all the categories of STH

Figure 2. Results and percentages of the assessment about involvement of all categories of stakeholders

In all FUAs it was possible, or almost possible, to involve all the categories of stakeholders foreseen by the project.

There was however a different level of STH interest and commitment. For instance, FUAs (Turin, Budapest, Split) reported a lack of active participation from regional authorities.

Additionally, Turin and Bydgoszcz indicated the lack of participation of many of the Municipalities composing their FUA, which means that the FUA was not fully represented from the territorial point of

view. This is one of the reasons why Poland's FUA focused strategies and action plan only on Bydgoszcz. Both FUAs also reported a limited participation from private entities (enterprises).

Budapest observed lack of interest from scientific experts, while Maribor reported that they could not involve the category of "Education/training center and school".

On the other hand, Budapest observed a higher commitment coming from NGOs and municipalities.
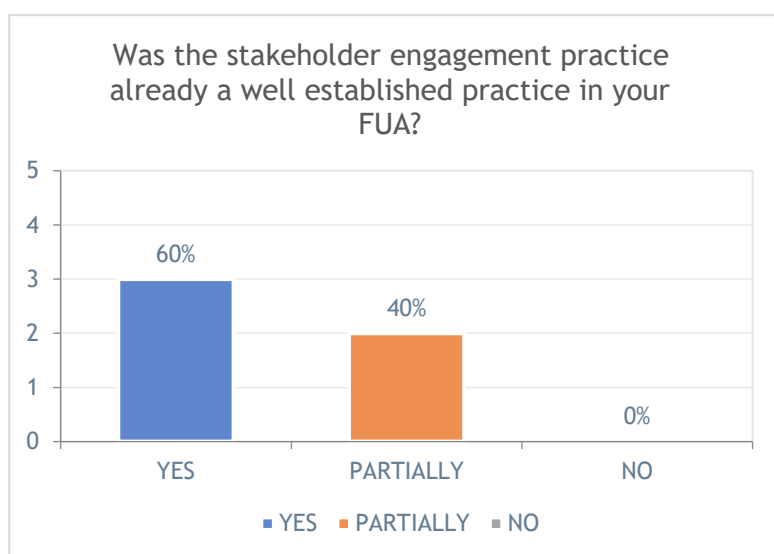
5.3 Well-established stakeholder engagement practice

Figure 3. Results and percentages of the assessment about well-established stakeholders engagement practice

As can be seen from Figure 3, all FUAs reported the practice of stakeholder engagement as a well-established or, at least, partially established practice. All FUAs remarked that this was not a common practice at the FUA level, since there is not a public administration or legal subject at the FUA level.

For Bydgoszcz and Split, this practice was established mainly due to the development of EU projects.

PPs emphasized that it is important to understand and define the roles, as well as to reinforce and promote the collaborations, activities, tools, at the FUA level, in order to obtain more integration, engagement, and strategic ability to follow the path of circular principles.

5.4   Institutional relations with some / all the stakeholders
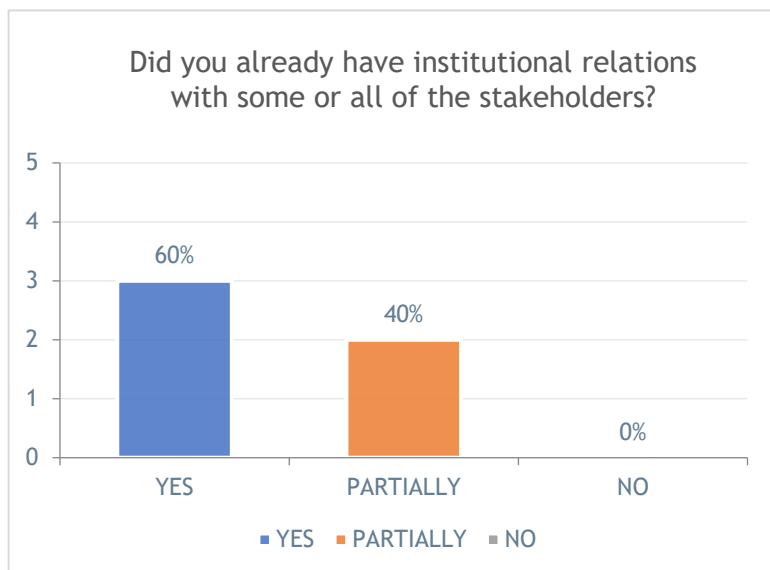
Figure 4. Results and percentages of the assessment about
institutional relations with some/all the stakeholders

As detailed in Figure 4, Turin, Bydgoszcz, and Split informed that they already had institutional relationships with the STHs, which simplified the task to reach them and ask for their participation. Budapest and Maribor had only partial connections, so their job to build the STH group was more demanding, but also more important for future developments

5.5 Clear scope of participation from the beginning
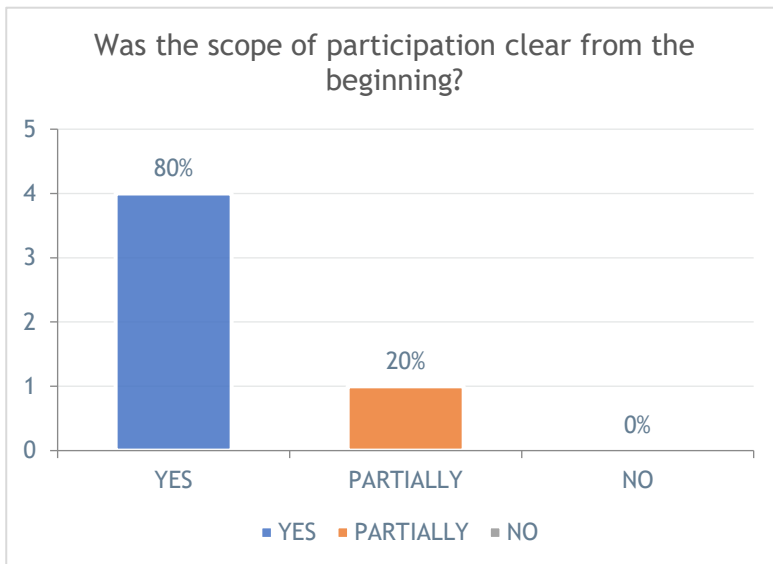
Figure 5. Results and percentages of the assessment about clear scope of participation from the begining

As evidenced in Figure 5, Turin, Maribor, Bydgoszcz, and Split considered that the scope of participation was clear from the beginning, and STHs were informed about the objectives and main actions of the project, with a focus on the local FUA level, the roles/tasks of the SG, the roadmap, and co-working methods.

In Budapest PP defining the geographical area and role of Zugló in Budapest´s level strategy building was challenging. For this reason, it took some time to clarify the roles, tasks, goals, and responsibilities.

5.6 Activation of other cooperation processes among some of the stakeholders lead by the CWC participation process
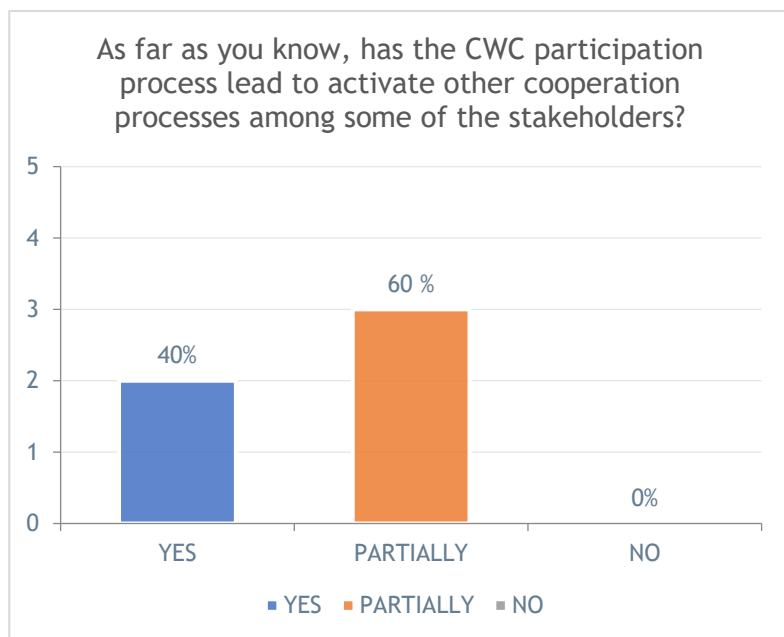
Figure 6. Results and percentages of the assessment about activation of other cooperation processes among some of the stakeholders lead by the CWC participation processes

As shown in Figure 6, Maribor and Bydgoszcz reported the activation of different cooperation processes, initiatives, and opportunities for collaborations.

Turin, Budapest, and Split were not informed about formalized cooperation processes by the time of development of this report.

However, other cooperation processes were activated; for instance, Turin activated cooperation coming from the CWC project, as a water service provider company (ACQUA NOVARA VCO) got inspired by the stakeholder engagement methodology, for the development of its sustainability plan, which led to a thesis development (currently ongoing). Bydgoszcz also reported that, in addition to the future project proposal of MWiK, they reached out to activate a collaboration regarding the creation of an animal shelter.

Furthermore, PPs considered that the CWC participation process activated other important dynamics, such as:

- the facilitation of mutual knowledge and connection among STHs;
- the contribution to the buildup and enlargement of the STH network, leading to the development of a professional networks with relevant stakeholders;
- the assurance of a space for STH to start up new connections and activities, find and connect with other relevant projects, facilitate further cooperation, and create new opportunities for collaborations of different nature;

- giving a perspective of the project's future.

5.7 Assessment of stakeholder engagement in each of the following tasks

Table 7. Results and averages of the assessment of stakeholders' engagement according to task and FUA

Tasks	FUAs					Average for each task in all FUAs
	Turin	Budapest	Maribor	Bydgoszcz	Split	
a.i FUA level knowledge transfer training	3	3	4	4	3	3.4
a.ii Training materials in local language	2	2	2	4	3	2.6
b. Development of local vision, strategies, action plan	4	3	4	4	4	3.8
c. Policy recommendations in local language.	3	3	3	2	3	2.8
Average for all tasks in each FUA	3.00	2.40	3.40	3.60	3.20	3.0

Note: Scale of assessment – 1 no engagement, 2 passive participation, 3 interested passive participation with some proposals, 4 proactive participations.
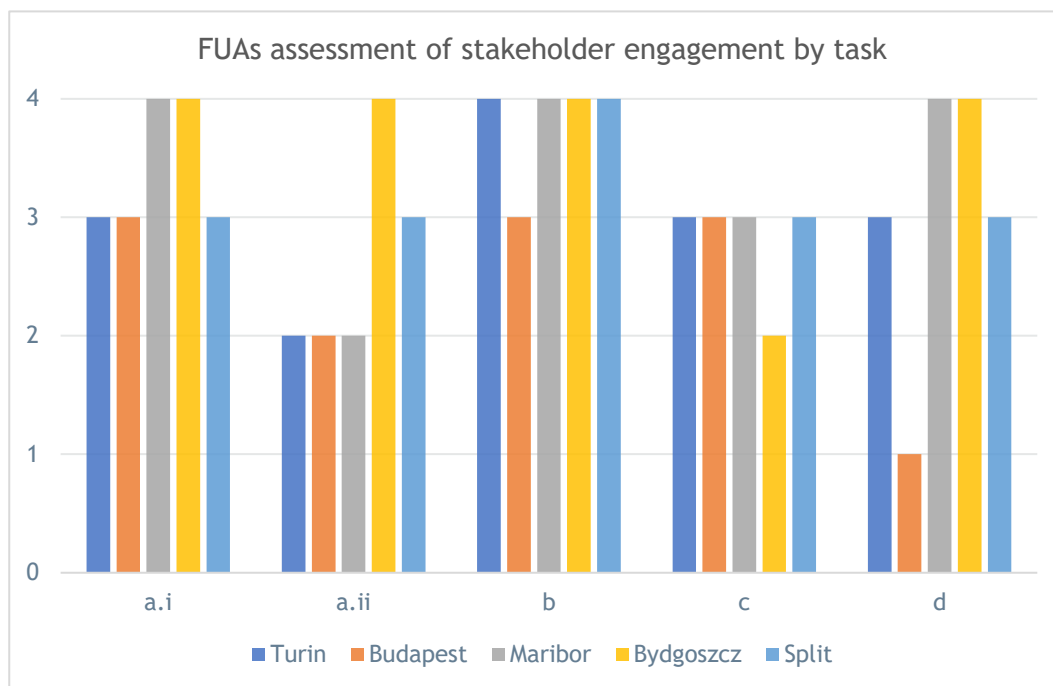
Figure 7 Results of the assessment of stakeholders' engagement according to task and FUA

As can be seen from Table 7 and Figure 7, the qualitative level of participation, as assessed by PPs, has been quite high. STHs were particularly proactive in the development of local vision, strategies, and action plan (task b.), and more passive in the development of training materials in the local language (task a.ii). FUA level knowledge transfer trainings (task a.i) also saw a quite active participation.

One factor that can explain the different levels of active participation is that most of the efforts were focused on asking STHs to work on the developing of strategies and action plans.

It also has to be noticed that dealing with a qualitative scale of assessment there can be slightly different interpretations of the same score from one FUA to the other.

5.8 Stakeholders' assessment of the process

Table 8 Stakeholders' assessment results of the engagement process; percentages of answers

Questions	Answer choices	n. of answers Turin	n. of answers Budapest	n. of answers Maribor	n. of answers Bydgoszcz	n. of answers Split	Total n. of answers	% Of answers on the total
A What is your level of satisfaction	1	0	0	0	0	0	0	0%
	2	0	0	0	0	0	0	0%
	3	0	0	0	1	0	1	2%
	4	2	6	1	4	1	14	25%
	5	8	5	8	14	7	42	74%
B. Keeping in mind the goals and scope for action of the CWC project, do you think its results till now are significant?	Yes	10	9	9	18	8	54	96%
	No	0	1	0	1	0	2	4%
C. What is your level of satisfaction with the whole engagement process?	1	0	0	0	0	0	0	0%
	2	0	0	0	0	0	0	0%
	3	1	0	0	2	0	3	6%
	4	1	4	4	9	2	20	42%
	5	7	6	5	3	4	25	52%
D. Could you take an active part in the SGMs and give your contribution?	Yes	9	11	8	12	7	47	94%
	No	0	0	1	2	0	3	6%
E. Do you recognize the work of the SGMs in the results of the project?	Yes	9	10	9	14	8	50	100%
	No	0	0	0	0	0	0	0%
F. Are you interested in continuing the discussion and cooperation on these water themes also once the CWC project will be over?	Yes	9	11	8	16	8	52	98%
	No	0	0	1	0	0	1	2%

(*(Percentages may not total 100% due to rounding

Figure 8.1. Question A. What is your level of satisfaction for todays's meeting?

Figure 8.2. Question B. Keeping in mind the goals and scope of the CWC project, do you think its results till now are significant?
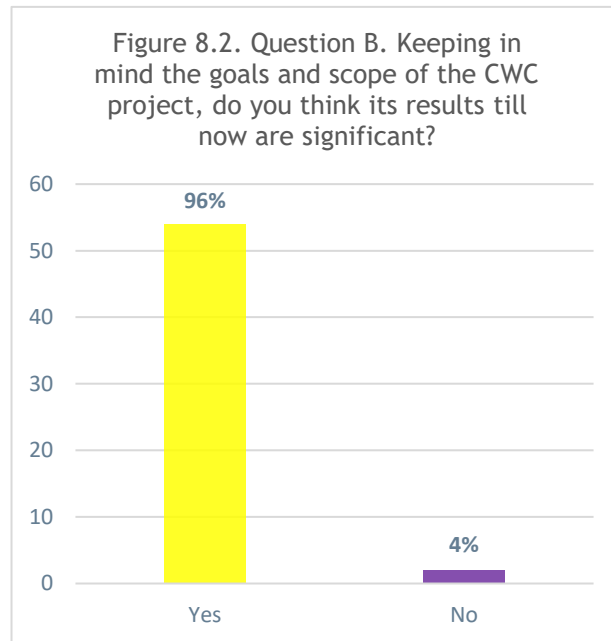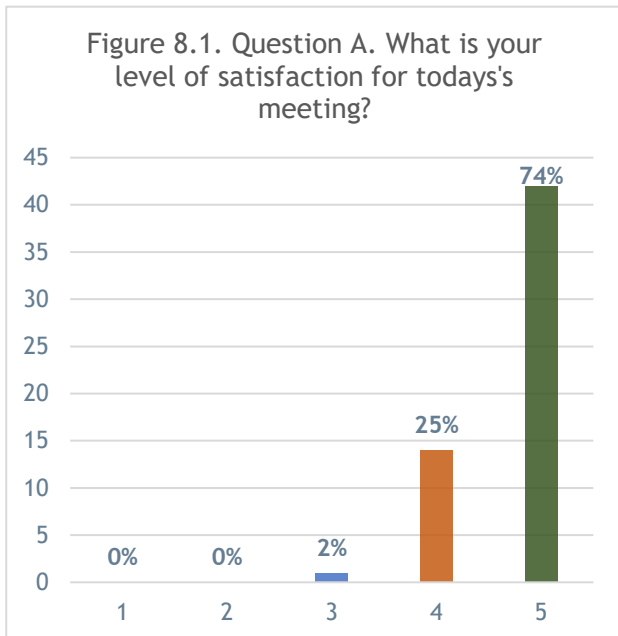
Figure 8. Stakeholders' assessment results of the engagement process: percentage of answers on the total

As can be observed in Table 8 and Figure 8 the satisfaction of STHs is very high in all the FUAs, almost always scored at the maximum level possible, both regarding the process and its results. This is also reflected in the willingness of STHs in continuing the discussion and cooperation once the CWC Project will be over.

5.9 Online cooperation, joys, and sorrows

Table 9 Number and total percentage of SGMs held online and in presence

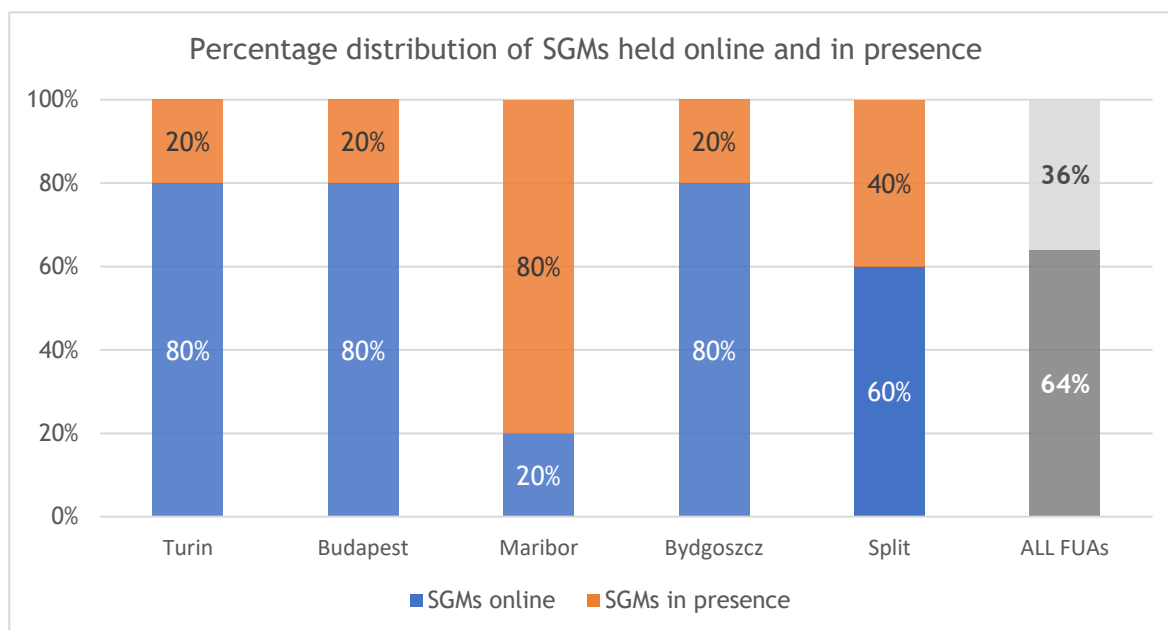| Stakeholder Group Meeting	Turin	Budapest	Maribor	Bydgoszcz	Split	TOTAL	%
n. of SGMs online	4	4	1	4	3	16	64%
n. of SGMs in presence	1	1	4	1	2	9	36%

Figure 9 Percentage distribution of SGMs held online and in presence according to each FUA

As shown in Table 9 and Figure 9, the majority of SGMs (64%) were held online. Maribor was the FUA that held the highest amount of SGMs in presence (4 out of 5), while Turin, Budapest, and Bydgoszcz had the same dynamics, holding in presence only the first SGM. Split could hold in presence the first and last SGMs.

Most of the FUAs agreed on the advantages and disadvantages of performing the SGMs online.

About the common advantages identified, PPs agreed that online meetings are an easier way to participate, saving time, decreasing the carbon footprint, the use of documentation, and costs.

Additionally, if well-organized they tend to be more focused. With the use of good interactive techniques and tools making use of all the potentialities of online cooperation, and with moderators trained to this form of interaction, online meetings can be very efficient and effective.

About the commonly shared disadvantages, PPs agreed that online SGMs do not favor social interaction, often making more difficult the activities of communication, motivation, encouragement, and solidarity between the participants. Furthermore, PPs considered that online meetings are not as inspiring and exciting as meetings in presence. The lack of off-topic conversations does not favor the emergence of new possibilities of cooperation.

Maribor considered that developing most of the SGM in presence allowed them to provide inputs and develop active participation in an easier way, finding this modality especially helpful as the participants did not know each other from before.

5.10 Lessons learned and recommendations about how to sustain and improve future cooperation

PPs learned both from their successes and their glitches. The CWC project structure was well built and constituted a solid basis for the engagement process. PPs confirmed the importance of participation to obtain high quality results in the project. Stakeholder engagement was helpful in facilitating the collection of quality information/data and provided a variety of perspectives on the discussed topics and issues, also playing an important role in the creation of solid and sustainable strategies, action plans, and policy recommendations.

There was among PPs a generalized difficulty in dealing with the FUA level, which highlighted the need to improve environmental governance (availability of information and participation), in particular at the FUA level. In general, cross-sectorial work still need enhancement at all levels of public management. Administrative obstacles also need to be removed in order to favor the effectiveness of participated processes and the implementation of innovative measures/projects like those relative to rainwater management.

In the following the PPs lessons learned/recommendations are listed according to 4 main strands:

a) Organization

b) Communication

c) Methods and tools

d) Environment and attitude

a) ORGANIZATION

- Make clear the scope and expected results of participation, both within the whole project and at each meeting.
- The results of group work tend to be not perfectly organized: make logical synthesis of the group work and ask the stakeholders for a check.
- Do not expect from stakeholders what they cannot give: prepare inputs and organize the work so that everyone can give his/her contributions.

- Do not overload STHs and be respectful of their time

- Design and develop a clear, strong, but at the same time flexible framework for the process, to allow STHs to contribute according to their time availability and field of knowledge and expertise.

b) COMMUNICATION

- Create a common language and a shared knowledge base. In CWC the FUA level knowledge transfer trainings and the training materials were very useful for this scope.

- Define and communicate clearly, from the beginning and throughout the process, roles, responsibilities, tasks, and roadmap.

- Define and communicate clearly to stakeholders the scope and expected results of their participation, without creating false expectations, but at the same time making clear the importance of their contribution, being honest about the possibilities but also about the limits of the project.

- Show to the STHs the value of their contributions, and how they are going to be used.

- Raise the awareness on good practices.

c) METHODS AND TOOLS

- Stakeholder mapping is a very important preliminary step for any participation process.

- In order to build strategies and action plans, start from the highest vision, which is generally less conflictual than the single concrete actions, and try to bring it into concretization without logical gaps through a transparent and logical process.

- Identify at each step the barriers and aspects that need to be changed or improved for the implementation of projects.

- Involve the STHs both in the collection of information/data and in the co-creation of new proposals/plans/projects to reach the established goals.

- Create a cooperative environment, making use of facilitation techniques, when necessary, for instance for active listening, moderation, and conflict management

- Different meetings modalities, in presence or online, offer different opportunities and require different organization and tools.

d) ENVIRONMENT AND ATTITUDE

- Set up and facilitate a cooperative and collaborative environment, focusing on group and cross-sector work.

- Respect institutional responsibilities but keep an inclusive attitude valorizing all STHs contributions.
- Enjoy what you are doing and transmit enthusiasm to the STHs.