



“TROPA VERDE” URBACT TRANSFER NETWORK



Transferability Study

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1. Section 1 – The URBACT Tropa Verde Good Practice

1.1. Introduction

“Tropa Verde” was born in Santiago de Compostela (Spain) in May 2015, to achieve the goal of creating a more sustainable city focussing on optimizing the management of waste. It directly aims at encouraging and increasing re-using and recycling, bringing up significant savings for the cities and contributing to efficiency in the use of the resources and to the improvement of environmental quality, fully in line with the objectives of the EU2020 Strategy and its Resource Efficiency Flagship Initiative.

- It combines public awareness activities with the effective improvement of separate collection systems and the increase of recycling.
- It uses different, less explored economic incentives to change households and citizens behaviour.
- It integrates waste reduction and recycling measures with other local economic development objectives.
- It has been already tested in and transferred to other Spanish cities, showing flexibility and compatibility with different sizes and administrations.

For these and other reasons, [Tropa Verde was awarded with a “Good Practice \(GP\) label”](#) in June 2017, together with other 97 European GPs, and presented at the URBACT City Festival that took place in October 2017 in Tallin (Estonia). Afterwards, taking into account its interest and potential towards transnational transfer to other EU cities, Tropa Verde was preselected to submit (Phase 1) a Transfer Network project to URBACT III.

The present URBACT Transferability Study provides the foundation for the Tropa Verde GP Transfer Network. It is one of the key Phase 1 outputs and will accompany the Phase 2 Application Form for assessment. It was produced by the Tropa Verde Lead Network Expert, Yvan Corbat, in close cooperation with the partners coordinators, including also information provided by some key members of Tropa Verde Urbact Local Groups (ULG). It is based on data and inputs from all Tropa Verde transfer cities, as well as on conclusions of 3 city visits and the gathering of homogenous questionnaires, presentations and bilateral online meetings and call conferences.

The Study follows the structure, recommendations and guidelines provided by the URBACT Secretariat, in order to reach the following objectives:

- a) To provide a detailed description of the Tropa Verde Good Practice.
- b) To set out profiles of the Good Practice city and all Transfer cities including an assessment of each city’s transfer potential.
- c) To assess the overall transfer potential for Good Practice transfer within the network, and set out an appropriate methodology to support this process.

Additionally, the Transferability Study shall provide Tropa Verde partners with a clear framework during the crucial start-up phase of the project. For that purpose, it also includes some recommendations towards the drafting of the Communication Plan (see point 3.3) or a reminder of all key outputs to be produced within the project life (see Annexe 1).



1.2. The European Policy Context

Point 2.1 of the Application Form already includes an interesting contextualisation of Tropa Verde objectives and adequacy within the EU Urban Policy context, and refers to the EU Waste Strategy, and a wide range of guidance documents (e.g. D.G. Environment Guidance document “Preparing a Waste Prevention Programme”), roadmaps (The Roadmap to a Resource-Efficient Europe adopted in 2011), Directives (e.g. the Landfill Directive and the Waste Framework Directive, that set specific targets for some streams of municipal waste) and or the EU2020 Strategy and its Resource Efficiency Flagship Initiative.

In order to complement this information, and according to the guidelines offered by URBACT, the present chapter will place Tropa Verde in the wider context of EU urban policy development, analysing in particular to which extent it is in line with priorities or strategies of the following key landscape makers:

- ☐ The UN Habitat Sustainable Development Goals (SDGs) linked to the New Urban Agenda
 - The European Union Thematic Objectives
- ☐ The Partnerships of the Urban Agenda for the European Union (UAEUI)

The UN Habitat Sustainable Development Goals(SDGs) linked to the New Urban Agenda

As the 2030 Agenda for Sustainable Development, Tropa Verde is a plan of action for people, planet and prosperity, that needs collaborative partnerships to be implemented. There are 17 SDGs and 169 targets, balancing the three dimensions of sustainable development: economic, social and environmental.

Specifically, Tropa Verde methodology and activities can contribute **Goal 12, that aimed at ensuring sustainable consumption and production patterns**, and in particular it can contribute to find out solutions to the 3 following targets:

- ✓ By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.
- ✓ By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
- ✓ By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

The European Union Thematic Objectives

The key urban challenge the Good Practice addresses is the need of increasing re-use and recycling, to save valuable resources and to reduce the volume of municipal waste that is thrown away. As stated in the Application Form, this challenge falls under the European Union **Thematic Objective 6 (TO 6) “Protecting the environment and promoting resource efficiency”**, which is also one of five priority objectives of URBACT III. Tropa Verde contributes to improve waste sorting and increase recycling rates, that contributes to a sound use of natural resources and, at the end of the day, to the city well-being.

The Partnerships of the Urban Agenda for the European Union (UAEU)

A specific “**Circular Economy Partnership**” was launched in early 2017, aiming to stimulate the re-use, repair, refurbishment and recycling of existing materials and products to promote new growth and job opportunities. Since its focus includes, among others, waste management (turning waste into resources), Tropa Verde could be complementary and the GP shared within that Partnership. Though none of the



partners cities are member of the Partnership, connections could be easily made with some Urban Areas already involved, such as Porto (near Guimarães and Santiago de Compostela).

This UAEU Partnership is part of the so called [Circular Economy Package](#), an EU Action Plan for the Circular Economy that establishes a concrete and ambitious programme of action, with measures covering the whole cycle: from production and consumption to waste management and the market for secondary raw materials. This Package includes revised legislative proposals on waste to stimulate Europe's transition towards a circular economy which will boost global competitiveness, foster sustainable economic growth and generate new jobs.

The proposed actions of the UAEU Partnership shall contribute to "closing the loop" of product lifecycles through recycling, and Tropa Verde is a practice that is clearly in line with the Package revised legislative proposals on waste, in particular to reach the following targets:

- ✓ The common EU target for recycling 65% of municipal waste by 2030
- ✓ The common EU target for recycling 75% of packaging waste by 2030
- ✓ A binding landfill target to reduce landfill to maximum of 10% of municipal waste by 2030
- ✓ A ban on landfilling of separately collected waste
- ✓ The promotion of economic instruments to discourage landfilling

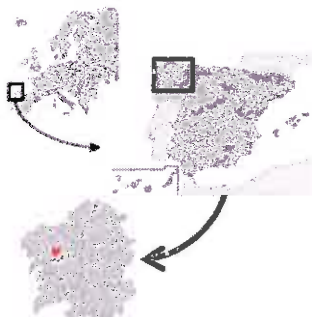
From a legislative perspective, the solution offered by the GP should contribute to fulfil the EU waste management law (Directive 2008/98/EC on waste, and its amendments), including the specific targets of Directives such as the ones linked to batteries and accumulators ([Directive 2006/66/EC](#)) or to Waste Electrical and Electronic Equipment ([Directive 2012/19/EU](#)).

The following description of the Good Practice brings some details about how Tropa Verde contributes to reach these different EU and global objectives.



1.3. "Tropa Verde" Good Practice Description

1.3.1. SHORT DESCRIPTION OF SANTIAGO DE COMPOSTELA



Located in the north-west of the Iberian peninsula, Santiago de Compostela is the administrative capital of the Spanish region of Galicia. The municipality of Santiago de Compostela (hereafter "Santiago"), which encompasses the old town, the "Ensanche" (urban expansion area), the surrounding neighbourhoods and a total of 29 rural parishes, has an area of 223 km², with a population of some 96.500 inhabitants (density of 430 inhab./km²).

However, the actual population is thought to be over 126,000, of which 30.000 are students attending the University of Santiago de Compostela.

Santiago is internationally known as the destination of the "Way of St. James", the first European Cultural Route, that brings several millions of visitors to the town yearly (2,6 in 2017), who discover a well-conserved medieval old square – recognised as a World Heritage City by UNESCO in 1985 - , surrounded by a wide network of urban green areas and forests. Pilgrims represent a very specific type of tourism, blending well with the old city, that is reinforced by cultural visitors and congress tourism. This has created a network of hotels with over 15.000 beds and a great diversity of gastronomic offer.

It is also a major cultural centre, with three university campuses, numerous museums, a concert hall or a city of culture recently built on a hill overlooking the city. It was designated "European Capital of Culture" in 2000.

Santiago de Compostela is also known as the capital with a "thousand gardens". It has nearly 200 ha of gardens and natural spaces spread over 24 main sites.

The municipality has been committed to improving the living environment of its inhabitants and overall, since the 1990s, to sustainable development policies which have received many national and international awards, such as:

- "Escoba de Plata" (silver broom) for the city's waste management and cleaning 2002
- Sustainable municipality green flag 2002 and 2004
- Dubai international award 2002 for good practices to improve the living environment
- ECOMED Sustainable City first prize 2002
- ISR 2006 award, presented by the Institute for Sustainability of Resources, which rewards the efforts made by municipalities to improve the environmental quality of the urban environment and to help turn Santiago into a green, habitable city

It is member of the Spanish Association of Cities for Recycling since 1997, and is also part of the Galician Network of Municipal Councils for Sustainability.

Santiago is thus a city where the third sector is of key economic importance (mostly administration, university and tourism), with a strong commitment with environmental sustainability objectives and practical solutions.

Despite the efforts, in early 2015, the Municipality carried out a survey that highlighted, among other conclusions, that:

- ➡ 36,6% of the citizens do not recycle due to a lack of habit
- ➡ The lack of information and environmental motivation of the citizenship was clearly palpable



It was considered that these attitudes damaged the beginning of the recycling chain, promoting low recycling rates and increasing the costs of urban waste management.

In this context, “Tropa Verde” was born in May 2015, to achieve the goal of creating a more sustainable city focussing on optimizing the management of waste.

1.3.2. SUMMARY OF “TROPA VERDE” GOOD PRACTICE

But, what is Tropa Verde and how does it work?

First of all, it is important to highlight that the idea of Tropa Verde was created and promoted first by a local technological spin-off, Teimas Desenvolvimento (hereafter, “Teimas”), that is the main stakeholder and promoter of this innovative solution. As an ICT company, Teimas would define it as “an online gaming platform that aims to promote recycling and environmental responsibility among the citizens by rewarding good environmental practices”.

However, though technology is a key need to implement this Good Practice, from the municipal perspective Tropa Verde is to be considered more as a “civic movement fully committed to sustainability, environmental awareness and the circular economy”, where citizens and local partners cooperate.



And both definitions are correct, and in fact complementary. In Spanish, “tropa” means “troop” and “verde” means “green”. We are indeed talking about the creation of “green troopers” promoting recycling habits monitored and rewarded through an online platform, where citizens can accumulate “stars” (equivalent to “points”) to be exchanged against vouchers, and use such vouchers for rewards from public and private offers (mostly, municipal services and local retailers, shops and restaurants).



The existing website www.tropaverde.org connects thus the three axis necessary to achieve the objective:

- ⇒ Citizenship
- ⇒ Collecting points (the places where citizens can deposit their waste and be rewarded, such as Green points, civic and social centres, recovery points, etc.).
- ⇒ Shops and other local businesses and services that collaborate providing gifts or discounts.

How does it work?

Once the citizen/user has registered in the platform, he/she can start to “play and win” (recycle, get stars and use vouchers). But since there is a need of human check of what is being recycled, so far and as far as Santiago is concerned, it has to be underlined that the practice is only possible when the material is deposited in collecting points, where collaborators can control the kind, volume and quantity of waste being recycled. It initially doesn't work with materials deposited in recycling bins that can be found in the streets, or through door-to-door collection (though there are some flexibility in the management, and people sending “selfies” while they are recycling can obtain stars in some cases).

For such purpose, Santiago has established a growing network of some 30 collaborating “collecting points”, with different levels of collaboration depending on their storage capacity, distributed as follows:

Up to 50 stars each time at...

- 2 Official Green Points managed by URBASER, the company in charge of the waste collection and treatment in Santiago. There, it is possible to deposit almost any kind of waste.

Up to 30 stars each time at...

- 1 Mobile Green Point (an adapted vehicle that itinerates around different areas of the city to collect small domestic waste that cannot be recycled in public bins).
- 19 Socio-cultural centres distributed within the municipal geography, where citizens can get up to 30 “stars”. Each of them would define what kind of waste they can collect according to their capacity (e.g. paper, cardboard, batteries, used vegetable oil, plastic caps, etc.).
- 1 Local NGO that recycle mobiles or used clothes
- The so called “House of Associations”
- The school of Arts and Design
- 4 Sports facilities
- Teimas offices

In Santiago, for each waste delivery, ONE CHEQUE (with stars) will be given, regardless of the number of waste and type, always respecting the minimum quantities specified in the following table:

	Minimum quantity*
- Used oil	1 litre
- Batteries	10 units
- Plastic caps	1 full bag
- Paper-cardboard	1 large paper bag
- Toners	3 units
- Clothes	6 large garments or 12 small garments
- Green points (almost any kind of waste, incl. WEEE - Waste Electrical and Electronic Equipment)	Min. 0,5 kg of waste

Towards the transferability of the Good Practice, however, it is important to stress that the programme allows a certain flexibility: Different rewarding criteria (and kind of waste) can be applied, depending on the necessities and priorities of the promoters.



Finally, the voucher received will include a code that, uploaded on the registered account of the citizen-user, will accumulate the “stars” that can be used as rewards. The kind of rewards available can be checked on the platform, and can vary from a free coffee in a restaurant, a free haircut, discounts in dance academy, gifts, tickets to concerts or special events, etc. offered by over 125 sponsors.

In Santiago, this system has been complemented and strengthened by a series of campaigns.

- For example, in 2016, 2 one-month school specific campaigns “**Recycling at school is rewarded**”. The campaign consisted in the collection of used cooking oil and electrical and electronic appliances: -> 20 different educational centres, which make a total of 2.416 students. -> 2.356 litres of used cooking oil and 3.299 electrical and electronic appliances were collected in only 1 month.
- In 2017, one 7-months civic centre and sport halls specific WEEE campaign “**Long life for your appliances**” (2017-18): -> 15 venues to deposit WEEE for 7 months, until early February 2018. -> 2 workshops for re-using laptops, PCs and other electronic equipment. -> 1,531 kilos of electronic waste and 1,051 kilos of batteries, and it is estimated that its correct management prevented the release of almost 620 kilograms of CO2 into the atmosphere.

Some key data/results of the Good Practice (after 2 years of implementation)

- ✓ Good citizen participation, with over 3.000 users subscribed
- ✓ 125 sponsors, 3.000 rewards offered, more than 20.000€ in prizes and rewards
- ✓ 29 centres and 1 mobile centre issuing vouchers: Over 23.800 vouchers given and over 1.400 rewards delivered
- ✓ Several workshops for children: Recycle, Reutilise and play with the Tropa Verde to commemorate the European Environment Week
- ✓ 100% growth of used oil recovery on civic centres during S1-2017, when compared to S1-2016
- ✓ 12 % increase in the number of visitors in the waste collection or green points

Operational model and financial detail

The public-private cooperation with different **stakeholders** is necessary to implement Tropa Verde. As a minimum, the municipality should count with:

- The companies and/or departments in charge of waste collection and recycling (in the case of Santiago : [URBASER](#))
- Local associations, services and facilities that can increase the number of collecting points (see the full list of the 30 partners on <https://santiago.tropaverde.org/emitters>)
- Local sponsors that will offer discounts or gifts (in the case of Santiago, it is a living list of some 125 sponsors. Examples of the rewards can be found on <https://santiago.tropaverde.org/rewards>).
- A technological partner to design, build, maintain produce and update the online platform (in the case of Santiago, [Teimas](#)).

In Santiago, Tropa Verde benefits from a strong political commitment, with the participation and supervision of 1 key member of the cabinet of the Mayor and from the economic development team, as well as with a direct supervision of the Councillor for Environment and ICT. However, the whole coordination of the work is subcontracted to Teimas for less than 20.000 euros/year. That means that, for a city of +- 100.000 inhabitant, the whole coordination of stakeholders and activities is carried out by one person through a part-



time assignment, with the support of the ICT Team (with an average cost of around 3.000 euros/year, in the concept of license and maintenance).

So far, this manager is thus in charge of both, the promotion of the platform and the day-to-day activities, that include managerial activities that require very different skills (public relations, commercial, coordination, training, etc.), in order to cover the following compulsory and complementary tasks:

- Identification, recruitment and training of agents (stakeholders)
- Attraction of users (environmentally responsible citizens)
- Organisation of Environmental Education Campaigns (online and in local educational centres)
- Ongoing monitorisation and assistance
- Coordination and intermediation with the municipal departments and stakeholders
- Social Community management
- Production and purchase of materials (vouchers, publicity materials, training materials, etc.)

Scope for improvement

The implementation of the Tropa Verde Good Practice in Santiago is thus relatively cheap, especially taking into account its activities, results and, above all, visibility. However, though this possibility of implementing Tropa Verde from a low-cost perspective is a great opportunities for other municipalities, it includes a series of risks that could be avoided when being transferred:

- First of all, the fact that the activity is fully outsourced reduces the implication of local staff and experts to a supervision responsibility, without keeping 100% of the knowledge within the municipal organisation. In that sense, a **major involvement of specialised local teams** (e.g. from the waste management, environment, economic and education respective departments should be sought.
- In that same framework, 100% of the activities depend on the manager of the Tropa Verde, which has to be multi-skilled. This has showed some very efficient results, but to be more effective, when and where possible, it would be strongly recommended to **create ad hoc local teams** – again, with a major involvement of civil-servants – better specialised in reaching the different targets. This would also reduce risks of inactivity when the manager changes or is on leave.

In addition, a series of additional improvements, key lessons and opportunities have been identified in Santiago, that should be taken into account when transferring this GP, in particular:

- **To take into account (and improve) the quality of rewards offered by local retailers.** Despite of the great number of retailers that joined the project (over 100), only those who are marketing savvy are offering quality rewards and getting more sales thanks to Tropa Verde. It would be possible to extend simple “packaged” marketing practices useful for small retailers, in a way that feed and grow the virtuous circle.
- **Promote “real “ money discounts or gifts, rather than % discounts.** The experience in terms of using vouchers shows that the rewarded citizens prefer and trust more recompenses clearly identifiable and quantifiable: They prefer a free coffee, rather than a 10% discount on the menu of the day, even if the discount could be more important in terms of money. Or a 10 euros discount on the purchase of glasses, rather than 5%. Discount.
- **More ways to identify and reward citizens, more waste streams involved.** Tropa Verde requires to identify people to deliver the stars that would be changed to rewards, whether through software or in a piece of paper. Somehow, Tropa Verde is the opposite of the PAYT (Pay As You Throw) recycling



policies. It pays citizens as they deposit waste for its recycling. But this doesn't mean that it cannot be transferred to cities where PAYT is used. It is totally complementary. In those cities where a PAYT system is running, it could be integrated with Tropa Verde, to also increase the number and type of waste streams involved.

- **Training in the area of circular economy of the participating companies and institutions.** The collaboration with Tropa Verde may be a good opportunity to introduce the values of the circular and collaborative economy in the day-to-day of the participating companies and institutions. These agents may also be offered training and support in the adoption of the appropriate measures, which can improve the environmental impact of their own economic activity.
- **Multilingual platform.** Obviously, to be transferred and promoted, the Tropa Verde online platform should be adapted and translated into the different languages. So far, it is only available in Galician (regional language). In bilingual cities or cities with a high number of foreign citizens, it would be preferable to have it in several languages, to facilitate its use and promotion.



1.4. Overall Transfer Potential

Several factors, strengths and opportunities bring to the conclusion that, in principle, Tropa Verde has a great transfer potential:

- a) First of all, it is a clear practice, totally compatible with any other waste prevention measure and campaign, that proposes to reach **measurable and tangible results, through tangible outputs**. It is not theoretical, but very practical and easy to explain, and thus to transfer: Citizens are rewarded for recycling, and an online platform helps to manage vouchers obtained when recycling some specific waste. Such vouchers are converted into stars (points), that can be exchanged for prizes and discounts offered by local sponsors (shops, restaurants, retailers) and local institutions (public transports, parkings, museums, theatres, etc.).
- b) Secondly, the **benefits are clear** for the municipalities and other stakeholders:
 - It encourages re-use and recycling, facilitates efficient waste collection, and reduces waste disposed, which brings savings for the councils.
 - It facilitates compliance with the Waste Framework Directive and Circular Economy related Directives, allowing increasing rates of reduction, reuse and recycling of waste.
 - It facilitates recycling, increasing the number of collection points for some waste products that are especially difficult to collect, such as used cooking oil or electrical and electronic equipment.
 - It reduces the environmental impact and the costs associated with waste management.
 - It has a positive impact on the citizen behaviour, as it offers direct rewards to environmental responsible actions.
 - From a political perspective, thanks to its innovative and participatory approach, it offers a great potential of visibility of the environmental efforts carried out by the municipalities.
- c) In addition, it has to be highlighted that Tropa Verde is relatively **cheap to implement**: Thanks to the cooperation with local stakeholders, it doesn't require any specific/additional infrastructures and the experience shows that it can be successfully coordinated without incrementing too much the human resources. The possibility to outsource part-time managers also contributes to a major flexibility and minor investment for public administrations. This can not only guarantee its transferability within Phase 2 of the URBACT TN Network, but above all its **sustainability** once the ERDF support disappears, from 2021 onwards.
- d) Finally, though not transnationally, **Tropa Verde has already been transferred to other municipalities** in Galicia: In only three years, and further to its pilot implementation in Santiago, Tropa Verde is active in 7 other cities in Galicia (Redondela, Lugo, Ames, Porriño, Marín, Vilagarcía de Arousa and Santa Comba). It covers thus more than 300.000 inhabitants throughout this Spanish region.

Due to the technological part, and the fact that the management of Tropa Verde is outsourced in Santiago, there is however a certain dependence on Teimas in order to be able to transfer the G.P., especially taking into account that Teimas owns the intellectual rights linked to the platform. The commitment of Teimas and knowledge of its team will be of great help towards the transferability activities, but need to be clearly quantified within the budget, since it will imply some services that will be directly hired directly by Santiago for its partners, to make the transfer easier from an administrative perspective (e.g. for training activities, and the adaptation and license for the use of the online platform). Though doesn't seem to be a major difficulty, it might cause some slight delays at the kicking phase, due to the internal procedures of public administrations.

On the top of that, in any **case**, the needs in terms of kind of activities to be implemented and timing are in line with the URBACT T.N. philosophy and expectations: Within a Transfer Learning period of 18 months, it seems perfectly feasible to carry out all activities of understanding (public awareness, training and identification of collaborating agents), adaptation (of the GP to any territory and of the platform to the need of new users and administrations), and testing of the GP in other cities from different countries, as explained under Section 3.



2. SECTION 2 – PARTNER PROFILES

2.1. Introduction

Tropa Verde GP will be transferred from Santiago de Compostela to the following network of 5 beneficiary partners:



Basic Partner Information Summary

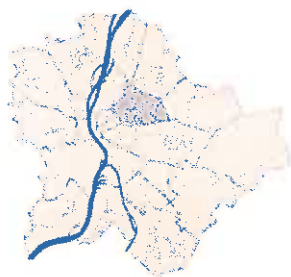
Partner	Population	Country	Joined the network
Zuglő Municipality (City of Budapest District 14)	115.000	Hungary	Initial partner
Dimos Pavlou Mela Municipality	99.240	Greece	Initial partner
Guimarães Municipality	158.124	Portugal	Phase 2 partner
Nice Côte d'Azur Metropole	538.600	France	Phase 2 partner
The Opole Agglomeration Trust (Stowarzyszenie Aglomeracja Opolska)	339.000	Poland	Phase 2 partner



2.2. Partner Profiles

2.2.1. ZUGLÓ MUNICIPALITY (CITY OF BUDAPEST DISTRICT 14 - HU)

Summary of the city with some key relevant metrics



The capital of Hungary, Budapest, is divided into 23 districts (called *kerület* in Hungarian) that all have their own municipal government, run by elected members. The partner in Tropa Verde is District 14, known as “Zugló”.

Located on the “Pest” (east) side of Budapest, as a district, it is a relatively large area, covering some 18,13 km², that counts with some 115.000 inhabitants (density of 6.340 inhabitant/km²). Its good location within the city, with good connections by bus or subway, and its mixture of residential streets with more popular apartments (many of them of communist era style) makes it an attractive area to live for both, middle and working-class people.

A significant part of Zugló (around 2.400.000 sq. m) is covered by green areas. In fact, the second biggest public park of Budapest, the Városliget, is also located there. This park hosts the Széchenyi Thermal Bath, the Budapest Zoo and Botanical Garden, the Vajdahunyad castle, the Capital Circus of Budapest, the City Park Ice Rink and the Heroes’ Square, which makes it not only a popular place among locals, but also one of the most visited district by tourists in Budapest.

Challenges of Tropa Verde in Zugló

As far as Urban Waste Management is concerned, and in particular recycling, the competences of Zugló, as a district, is very limited. A 100% publicly owned company, FKF (belonging to the City of Budapest) is responsible for all the waste management.

From 2013, FKF started a gradual extension of selective waste collection from the capital city to the rest of the districts. As part of their services, the paper, plastic and metal fractions were collected together.

The aim of the Municipality of Budapest was to build an integrated waste management system, necessary by EU regulations and national legislation aimed at reducing the amount of waste generated. On this basis, some 83.000 “240-liters” and 320.000 “120-liters” garbage containers have been placed (blue containers to collect paper and cardboards, and yellow to collect plastic and metal).

In addition, there are some 175 so called “selective collection islands” in Budapest, of which 14 are placed in Zugló district. Such islands include 5 kind of containers to collect paper, plastic and metal, white glass and coloured glass. Zugló district also counts on 13 islands where only glass can be collected. But, as it occurs with other cities, the use of these containers is limited to certain waste and doesn’t allow a human control (necessary to implement Tropa Verde).

Other waste such as oil, household chemicals (not washed) cans, margarine boxes, plastic, polystyrene, CD-plate was, magno- and videotapes, nylon, WEEE, etc. can be recycled in a network of 17 waste collecting points in Budapest, where the population can deposit hazardous, and especially treated and packaged waste. It is operated by trained staff, and one of them is in Zugló.



On the top of that, 2 “Renewal Centre” are available, where Budapest population can deposit free of charge objects and tools that they are not using anymore: Items that are in use, which still fill their original function, such as baby equipment, toys, sports equipment, furniture, books, kitchen equipment, furnishings, etc. But these 2 centres are located out of the city, not easily reachable, and thus somehow underused.

Unfortunately, FKF doesn't manage data or statistics by district in terms of number of visits to clean points (they own 2 green points located out of Zugl6 and of the city centre), amount of waste deposited or quantification of waste per habitant/year. Together with the lack of competences for district municipalities, it is one of the initial challenge to be able to monitor the results of the transfer of Tropa Verde in the future.

The free-of-charge collection period– a problem every year...

As far as special and especially large-size waste is concerned (e.g. furniture), an additional challenge observed in Zugl6: Each year, FKF collects large pieces of waste considered unnecessary in the households. Once or twice a year, on a given day, people deposit their waste in the streets, in front of their houses, which causes security and mobility problems (difficulties to cross the streets and walk around, difficulties for bikes, difficulties to park around, people around at night searching within the waste, etc. – see picture on the right). According to Zugl6's team, this provokes some chaotic situations, some kind of social alarms and a negative image. And from an environmental and circular economy perspective, it seems that a great part of the large waste deposited that days is burned or thrown to dumps, instead of being reused.



As far as hazardous waste generated by households is concerned, FKF establishes a temporary collection point on the day of delivery. It allows to collect material/waste such as oil and oily plastic bottles, painting, solvents, pesticides, batteries, WEEE, tyres, spray bottles, fluorescent tubes or pharmaceutical waste.

This system of one given day of deposit of waste per year is very limited thus, but very demanded as well, especially for large-size waste, since the collection is free-of-charge that day. The rest of the year, people can contact FKF to order some collection services, but against a charge of 7.366 HUF/m³ (+ 23 EUR/ m³).

Tropa Verde might contribute to open some internal dialogue and promote alternative solutions and a major collaboration between districts municipalities and FKF.



Main Stakeholders

As for the rest of partners and based on the example of Santiago and proposed methodology, Zugló will have to count on a large amount of stakeholders in order to implement Tropa Verde, due to the collaborative aspect of this GP. The full list of stakeholders and URBACT Local Group (ULG) will be a living and growing one, since it will incorporate new actors aiming to join the initiative. In fact, the Transfer Network Methodology should include, within the Transfer Learning period, some specific training sessions on how to involve new actors and get their commitments.

At this stage, in line with the needs of Tropa Verde and recommendations received from Santiago, three categories of local stakeholders have been considered and contacted in Zugló:

- a) The ones involved or willing to be involved to offer facilities to collect some selected waste
- b) The ones that can offer rewards
- c) Municipal services and other municipal districts willing to adopt and learn from Tropa Verde

Order	Name	Public Interest	Potential Inputs – Collaboration			
			Facilities	Rewards	Management	Other
1	FKF Nonprofit Zrt.	Public Space Maintenance Private Limited Company. 100% owned by Budapest Municipality. In charge of the overall management of waste collection and recycling in Budapest. (www.fkf.hu)				
2	SUGÁR	The first shopping mall created in Budapest (1980). With very good central location (some 300 thousand people live in surrounding neighbourhoods). It has some 80 shops ranging from very small to big ones included bank, insurance, travel agency, book shop, technical store, etc. Sugár will be a good partner to connect with the shops. Its managing board is open to organise joint actions for community purposes, and to use their managing facilities to inform potential users about Tropa Verde. (www.sugar.hu)				
3	IKEA	The biggest store in the district, committed to environmental issues. Interested in collaborating in offering rewards.				
4	GABLINI	Car trader. They have already collaborated with Zugló in other projects. Their headquarter is in the district. (www.gablini.hu)				



	Entity	Profile/Interest	Potential Inputs – Collaboration			
			Collection	Rewards	Management	Other
5	SIEMENS	One of the most important company with headquarter and facilities in the district. They are partnering with Zugló Municipality in several projects. In fact, the first Tropa Verde partners meeting took place at their office in June 18. It is still to be confirmed how they can collaborate.				
6	VARÁZSGARÁZS	Varázsgarázs is a car-repairer and wash centre with committed owners to environmental issues. Located in the outskirts surrounding with car traders and repairers will be a good place to influence others to join the project.				
7	Hegyvidék Municipality (District 12)	Located in the Buda (western) part of the town, it has a Green Office very active in promoting projects with the involvement of local citizens. They have already collaborating, by introducing Tropa Verde to other districts in the framework of their “Közöld” (a word-play, something like “Tell” and another meaning is “Green Stone”) regular meeting. They shall not only support in communication activities, but also and above all in learning from Tropa Verde to also implement it in their district in the future. Important thus for the “sharing period”.				
8	Kerületi Önkormányzat Municipality (District 13 Municipality)	District 13 is the neighbour of Zugló, on Pest (eastern) side of Budapest. Both districts are linked by the stream “Rákos”, but separated by the railway station and lines. District 13 is recognised for some environmental projects, in particular on public space development or the reduction of CO2 in residential buildings. They are interested in learning from Tropa Verde GP, and might adopt it as well in the future.				

These are the main stakeholders contacted and committed so far. Other local retailers have also already shown some interest, such as schools, institutes and other districts. As mentioned, the public awareness and training of stakeholders will be an important part of the methodology transfer, since it is part of the Tropa Verde day-to-day activities, and thus the ULG will have to be completed, with a particular effort on identifying more agents that can bring facilities for selected waste collection.



Assets and barriers to the transfer process

According to the previous overall transfer potential (point 1.4), the financial aspect (budget and costs) shouldn't be a problem to transfer the GP. The adaptation costs will be covered within the project budget, and the sustainability afterwards shouldn't generate major costs, apart from a dedicated manager that shall implement Tropa Verde from 2021 onwards.

Tropa Verde is in line with Zugló's environmental priorities and challenges to change its citizens behaviour towards waste recycling. There is an important political commitment and support, being the Mayor a member of a green and pro-European political party. The human resources involved so far in the project include in fact a Senior advisor to the mayor, and a team experienced in managing EU projects (with particular experience in Interreg and Horizon 2020).

The key barrier is however the lack of direct and legal competences on waste management: Among the team, there is no expert or specific department in charge of it, and there is a clear dependence to a public company (FKF) that is owned by Budapest Municipality, which has different priorities and policies than Zugló.

In that sense, the strategy of involving from the beginning other Districts seems wise, and will contribute to make the transfer experience in Zugló a pilot experience where the whole Budapest can test the GP. It will also allow FKF to discover Tropa Verde very smoothly, avoiding any brusque changes on their day-to-day activities.



2.2.2. DIMOS PAVLOU MELA MUNICIPALITY (GR)

Summary of the city with some key relevant metrics



Located in Central Macedonia region, on the continental Greece, Pavlou Mela is one of the 8 Municipalities of Thessaloniki metropolis (the 2nd largest city in the country, and an important port for the northern part of Greece). The municipality started to grow from the 50's, due to the mass urbanisation of Thessaloniki's metropolitan area, and people moving out of the city centre. With a population of over 99.000 inhabitants, Pavlou Mela is a mainly residential and relatively young area at the northwest point of Thessaloniki: 40,29% of its population is between 30-54 years old. It has in fact a quite low demographic ageing indicator, compared to the national one (13,30%). The city hosts over 53.200 families, and counts on almost 29.000 young people and children. Its territory covers some 23,76 km² (density of 4.175 inhabitant/km²).

The growth of the city had also been linked to the creation of industrial and crafts units in the middle of the 20th century, thanks to its good connection to axes of entry and exit to Thessaloniki. However, it has suffered a strong deindustrialisation in the 80's and 90's, that provoked an important stock of abandoned buildings. On the top of that, as a consequence of the recent economic crisis, the employment rate passed from 27,5% in 2011 to around 40% in recent years.

As for other Greek Municipalities, Pavlou Mela has competences and responsibilities on issues like environment, the quality of life and urban planning, social protection, education, culture and sports.

Its wide peri-urban zone also includes other activities and services of metropolitan and regional competences, such as two hospitals, as well as uncultivated and reforested hilly areas (1.702 ha of reforestation).

Challenges of Tropa Verde in Pavlou Mela

Pavlou-Mela is facing several challenges to promote living conditions. Many of them are linked to the economic crisis (reduction of poverty and support of employment), and to the needs to foster economic growth by supporting entrepreneurship, encouraging the reuse of abandoned buildings and support social economy initiatives in the context of sustainable development. Though such challenges are not directly linked to Tropa Verde objectives, it has to be highlighted that socio-economic welfare usually contributes to a better (or easier) commitment of local population towards issues such as recycling. On the opposite, when the population is facing socio-economic difficulties, environmental issues are of less importance to local citizens, that have to face other daily difficulties.



As far as waste management is concerned, a key national challenge in Greece is linked to the adaptation of the EU directive (Directive 2008/98/EC), that sets the basic concepts and definitions. In that framework, the country has adopted a Management Plan at national level, defining policies, strategies and goals. On that basis, Regional and Local Management Plans have been elaborated, that specify and elaborate the national directions on regional level and subsequently on local level. In Pavlou Mela, the plan was scheduled after public consultation and it is now ready to be applied.

Municipal Solid Waste is collected directly by the municipality of Pavlou Mela, through a network of some 1.300 green and blue bins, as well as 50 cloches for recycling glass . Other special waste such as oil, batteries, electrical and electronic equipment, vehicle tyres, etc. are collected through private subcontracted companies. The average waste production per habitant per year is 339,80 Kilos. The total recycling rate is estimated at approximately 13% at municipal level.

The waste collected represents thus an annual production of approximately 32.000 tn/year. It is transported to a sanitary landfill run by a municipal association, against an annual cost of over 1.3 Mio euros. Since the landfill is relatively away of the city, there is a long route of garbage trucks on a daily basis.

Only 13% of solid wastes is recycled. That is, only 19kg out of 143kg produced per capita is recycled
87% is oriented to the sanitary landfill, rising enormously the cost
There is a high level of impurity at recycling bins
Difficulty in gathering and source sorting bulky wastes

Among the main challenges identified by the team of Pavlou Mela towards the promotion of a more active participation of their local citizens and companies for recycling and the circular economy, the following issues have been pointed out:

1. There is a lack of public awareness and participation. Tropa Verde should contribute to increase the nr. of local campaigns.
2. Derived from this lack of public awareness, the citizens perception of the benefits of recycling and reusing is limited. Generally speaking, local citizens do not seem to be aware of their role within the recycling chain.
3. Lack of extended MSW sorting equipment (and lack of funds to create them). In particular, there is no "green collecting point" so far in Pavlou Mela, where citizens can deposit their special waste. Fortunately, the municipality is undertaking the construction of a Green Point, in this case with the economic support of the Ministry for Environment. It represents one step forward to reach a sustainable solution by fostering recycling and boosting circular economy, and will contribute to the fulfilment of legal obligations. However, in accordance with the logistics needs to be able to implement Tropa Verde, it will have to be complemented by a local network of smaller/collaborative collecting points. The creation of such network is a key challenge for Phase 2 implementation.

According to the Hellenic Recycling Agency (E.O.AV.), a specific national challenge, that needs the support from local authorities, is in particular the recollection of WEEE. It is a priority waste stream, due to the dangerous nature of growth in the volume and the significant impact caused by the production of electrical and electronic equipment in the environment (there is no local statistics, but at national level WEE is estimated at between 120-140.000 tons/year). Together with batteries, WEE is a challenging kind of waste, and its recycling and reuse should be particularly taken into account in Pavlou Mela.



Main Stakeholders

As for the rest of the partners, a complete list of stakeholders committed with the project should be ready by March 2019, and increase while the GP is being transferred. At this stage, the main actors identified are as follows.:

Name	Profile (brief)	Potential inputs & Collaboration			
		Collaboration	Rewards	Average costs	Other
1	Local Schools / Parent-Teacher Associations				
2	Local environmental associations and NGOs				
3	Local Environmental Education Centre (EEC)				
4	The Organization of Urban Transportation of Thessaloniki (OASTH)				
5	The Hellenic Recycling Agency (HRA)				
6	Thessaloniki Chamber of Commerce and Industry				
7	WMRACM				
8	Network of Public and Municipal leisure infrastructures				



Among the other stakeholders necessary to complete the list, it will be important to include the companies subcontracted for the collection and treatment of special waste, as well as the local association managing the landfill. During Phase 1 preparation, the team from Pavlou Mela also identified a series of additional private stakeholders that might collaborate with rewards, mostly chains of retailers (supermarkets, bookstore, electronic, etc.). They will have to be contacted in the early stage of Phase 2 to check their potential commitment.

Assets and barriers to the transfer process

It seems that Tropa Verde is an opportunity that comes at the right time to Pavlou Mela. The city has legal obligations and a local plan to increase its recycling. It is as well as building its first local Green Point. Its lack of prior experience and adequate infrastructure makes Tropa Verde a good opportunity to transfer different expertise and experiences. This will also contribute to tackle a certain lack of specialised teams at municipal level.



The municipality has gradually evolved to local cooperative schemes, and even if the local Tropa Verde team finds that the city has not succeed so far in public awareness and campaigning, its Local Environment Network and activities with local schools implements interesting programmes, compatible and complementary to Tropa Verde. This should contribute to help the implementation of Tropa Verde GP in Pavlou Mela, since the municipality has experience with sorting municipal recycling at schools and other administration buildings, auctioning the sorted recycled material to contractors.

For more ambitious infrastructures, there are different national programmes that could also contribute to reinforce the implementation of Tropa Verde, but for a mid-term perspective.

In any case, as for the rest of the partners, since the adaptation will be covered within the project budget, the sustainability afterwards shouldn't generate major costs.

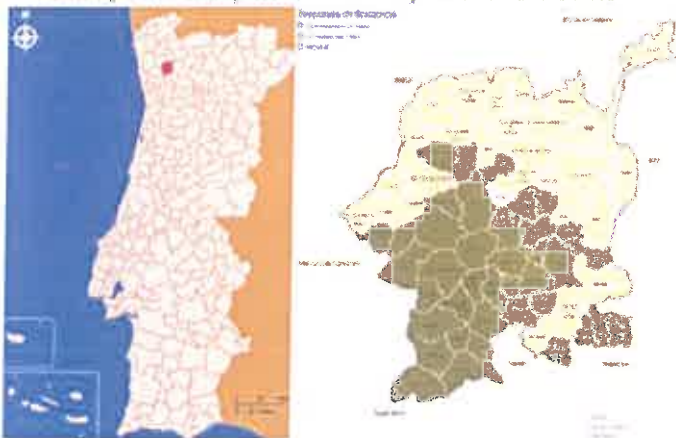
There is some political commitment and support at local level, though the human resources involved so far are relatively limited, and consider the lack of expertise and potential devotion of municipal staff a possible barrier. The bureaucratic procedures of public administrations in Greece can also slow down the transfer process at some stage.

On the opposite of Zugló, despite being a district of a wider metropolitan area, Pavlou Mela is directly managing urban waste collection. However, it also has a certain dependence on Thessaloniki, e.g. to connect with a wider group of stakeholders and share waste treatment solutions.



2.2.3. GUIMARÃES MUNICIPALITY (PT)

Summary of the city with some key relevant metrics



Located in the north of Portugal, at around 60 km. north-east of Porto, Guimarães belongs to the district of Braga, and so called “Ave subregion”, one of the most industrialised area of Portugal from the middle of the XIX century, with still particularly active companies in the fashion and textile, shoes, car or equipment industries. With 47,98% of industrial employment, the secondary sector remains thus of key importance for the city.

Guimarães covers an area of some 241 km², and is administratively divided into 48 “freguesias” (civil parishes). While the municipality counts on over 158.000 inhabitants (density of 656 inhab./km²), the city has a population of over 52.000 inhabitants.

As for Santiago, its historic town centre is listed as UNESCO World Heritage, in this case , from 2001. In 2012, it was selected as the European Capital of Culture (together with Maribor, Slovenia), and in 2013, as the European City of Sport, an achievement linking social function of sport with an incentive for a healthier lifestyle. It was also a finalist city for the European Green Capital 2020.

Challenges of Tropa Verde in Guimarães

The Municipality has the responsibility of municipal solid waste management and collecting recycling system. Separately collected waste is forwarded to the Sorting Station, which performs manual and mechanical sorting operations. Packaging separate collection covers 100% of the population and 74% of this service is available less than 200m from their homes. Collection occurs via ecopoints and on a door-to-door system in the main commercial areas, and in historic centre.

The Municipality collects waste directly and has also a partnership with public-private companies, such as VITRUS and RESINORTE, with several efforts and programmes towards waste selection and recycling.

Total recycle waste + domestic waste	Ton	61.669.00
Organic waste collected separately	%	1.35%
Recycled household waste	%	45.99%
Recycled packaging waste	%	15.99%
Recovered packaging waste	%	15.51%
Amount of Municipal Waste generated per capita	kg/per capita/year	390.00
Amount of Municipal Waste generated per capita	kg/per capita/day	1.069

In 2016, the PAYT System was implemented in the area classified as UNESCO World Cultural Heritage, with Guimarães being the first and only municipality in Portugal to adopt this system. With PAYT implementation, and thanks to campaigns encouraging the separation of all types of materials, separate collection of organic waste was introduced, being subsequently forwarded to a local composting plant. The collection is carried out door-to-door, using electric vehicles, through mini-ecopoints, pre-paid bags for undifferentiated waste (and only these are charged) and mini-containers for organic waste. This system showed excellent public acceptance, proven by its results, with an increase of 126% in separate collection and a reduction of 34% in waste production. These values are significantly higher than those expected in the first year of implementation, where values comparable to other European countries were expected - 30% reduction in waste production and 15% increase in collection of separate waste. A substantial change in the behaviour and attitude of citizens was also noticed, through good practices of waste management, and the adoption of a selective door-to-door collection policy was definitely crucial in this process

On the top of that, Guimarães is very active on waste valorisation and the implementation of innovative and collaborative activities towards the promotion of circular economy. Among some interesting examples, we might highlight:

- The promotion of a separate collection of candles in cemeteries since 2011
- Since 2016, Guimarães has installed on its streets the project EcoPontas and Papachicletes, which are innovative solutions aimed at reducing the accumulation of cigarette butts and chewing gum in public spaces
- Since 2012, Guimarães promotes an annual “Paper-for-Food” campaign in schools, which collects paper in exchange for food
- The municipality integrates the “Zero Waste Europe” European Platform

In that framework, one of its key challenges is to expand separate collection in door-to-door system to the entire municipality and decrease frequency of undifferentiated collection, in particular to increase separate collection of packaging waste in 10% by 2030.



Main Stakeholders

As for the rest of the partners, a complete list of stakeholders committed with the project should be ready by March 2019, and increase while the GP is being transferred. At this stage, the main actors identified and contacted are as follows:.

Name	Role/Function	Potential forms of collaboration				
		Cooperation	Rewards	Subsidiary	Other	
1	Vitrus Ambiente	100% publicly owned company, in charge of different services, including waste collection and parking vehicles (possibility to offer parking vouchers).				
2	Getgreen	Rent a bike – Green mobility initiative, that could give rewards and contribute to the project visibility/communication				
3	Vitória Sport Club	Football team and facilities. Important to reach citizens.				
4	Guimagym & Tempo Livre	Gymnastic club. Swimming pools and gymnasiums.				
5	Laboratório da Paisagem	“Landscape laboratory”, a municipal structure for the promotion of sustainable environment and green initiatives.				
6	RESINORTE	Valorization and Treatment of Solid Waste Public Company. A multi-municipal system for the sorting, recovery, treatment and treatment of municipal solid waste in the Central and North of Portugal, created in 2009.				
7	Centro Cultural Vila Flor	Inaugurated on September 2005, the CCVF is the hallmark of excellence in a city where culture is alive and open to a variety of audiences. This Cultural Centre also has educational programmes, and could offer free tickets and eventually collaborate in the collection of certain waste.				

In addition, Guimarães plans to invite local cinemas and restaurants to collaborate in the emission of rewards.

Assets and barriers to the transfer process

There are lots of assets that allow to be very optimistic in terms of Tropa Verde GP transfer to Guimarães.

First of all, there is a strong political support, since the issue covered by the GP, as well as many other environmental issues, is a priority for the municipality, that is pioneer in Portugal in terms of waste management. The city has all competences and counts on a specialised and experienced team to steer and coordinate all works, and with its public company “Vitrus Ambiente” for logistical actions and support. From the management and communication perspective, the team can be reinforced by the city’s “Landscape Laboratory”.



The team is experienced with URBACT (the project P2GReN – Promotion and Protection of Biodiversity-Natural Heritage – was recognised in 2017 as a GP). The City Hall is also active and committed to environmental innovation through EU projects and transnational cooperation, e.g. through “Risk AquaSoil” (Interreg), DREAM or ReGREENerate (Horizon 2020). Such experiences are positive towards the administrative and coordination capacity of Guimarães to implement Phase 2.

In addition and above all, there is a clear vision of Tropa Verde transfer, and a good network of existing eco-points that make the material conditions suitable to transfer the GP. The geographical and cultural (idiomatic) proximity to Santiago should also contribute to a smooth and successful journey.

As far as the stakeholders are concerned, Guimarães seems to have a good network of existing public infrastructures that will allow them to offer relatively quickly some rewards (car parks, sports and leisure activities, etc.). The city should however make additional efforts to strengthen its capacity to involve local private companies in the project, and include additional intermediary business organisations (business associations, chamber of commerce, etc.) that can help them to reach local shops.



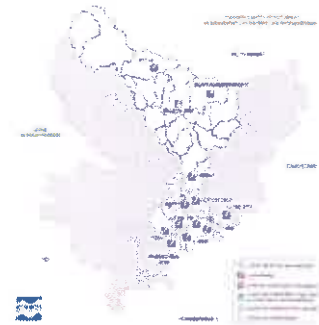
The EcoPontas & PapaChicletes project - which in 2016 won the 2016 Portugal “Green Project Award” under Social Innovation, is a clear example of innovation, communication and visibility. It aims at reducing the accumulation of residues of cigarette butts and chewing gums in the public space, designing structures with a sufficiently appealing design that contribute to behavioural changes.

In addition to the environmental impact reduction aspect, this project has an R&D aspect promoting the recovery of waste, reinforcing the importance of the circular economy, through a collaboration with the Centre for Waste Valorization. In less than 24 months of implementation, with the placement of only eight such structures in the city centre, more than 180,000 cigarette butts and 20,000 chewing gums were collected.

2.2.4. NICE CÔTE D'AZUR METROPOLE (MNCA - FR)

Summary of the city with some key relevant metrics

Created in 2012, the *Métropole* covers a geographical area of some 1.400 km², formed by a network of 49 municipalities, around Nice (including Nice), in south-east France, that reaches almost 540.000 inhabitants (density of 385 inhab./km²). With a privileged landscape mixing mountainous areas and the Mediterranean coastline, the area receives over 10 Millions of visitors per year, being the 2nd touristic destination in France, and tourism the most important economic sector and employment of the metropolitan area (some 75.000 jobs, out of 220.000 jobs in total).



As for other agglomerations, its objective is to coordinate and optimise the management of a series of services of municipal competences, in order to increase their quality while reducing their costs. Among them, the most relevant ones are:

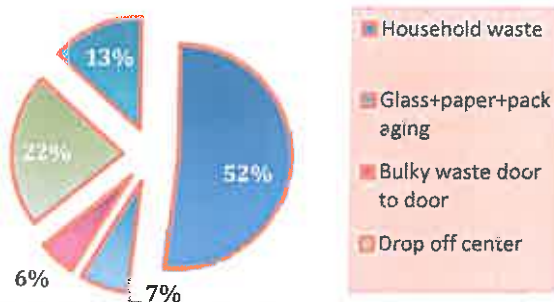
- Waste management and waste collection
- Urban cleaning
- School transport
- Local housing policy
- Economic promotion of the territory

Challenges of Tropa Verde in Nice Côte d'Azur Metropole

The Waste management department collection manage the waste collection, treatment, valorisation and sorting waste. In that framework, MNCA manages 13 wastes sorting centres.(collection sites / green points) and one repair centre (circular economy). The sorting centres are distributed among the Metropole's geography (3 of them at Nice itself), and their use is free of charge for the inhabitants, up to 2 tonnes or 16 passages.

It is the most important department with a team of 445 employees (and 160 industrial vehicles), of which about 83% work directly to ensure the daily waste collection in the 49 municipalities (technicians). It collects and promotes thus the waste collection directly, as well as through outsourced private companies.

Waste collected in 2016



MNCA collects wastes through the door-to-door system, with over 360.000 tons of waste collected in 2016, of which 52% is household waste. 72.000 is collected at sorting centres.

The Metropole reaches a 35% of household rubbish recycled into raw material, while 95% of its own waste is processed into raw material.

It has a large number of recycling bins for glass, paper and packaging disseminated on the territory (over 42.000 bins for selected waste, and 480 buried or semi-buried containers) and, for the treatment, counts on one "energy recovery plant" and one "organic recovery

centre". In fact, the energetic valorisation of waste is a key priority and current local challenge. So far, some 11.000 homes are heated and get light thanks to the recovery plant.

Despite the success of its sorting centres, a better waste management and the promotion of circular economy remains a key challenge of the Metropole. Its efforts to promote the figure of "eco-citizens" have to be strengthened.

For such purpose, it promotes a wide range of campaigns, activities and guides, in particular the site of eco-citizens (www.tousecocitoyens.org) and the site for waste prevention (www.preventiondesdechets.org), that include, among others, a charter of "eco-exemplarity", showing the commitment of the Metropole itself as an organisation to reduce the quantity of waste generated and energy consumed by public agents (taking into account that 38% of the jobs correspond to public organisations). The Metropole has also reached some 10.000 children through specific campaigns with local schools.

A better waste selection towards local shops and restaurants is also mentioned as an important challenge and priority, especially to collect cardboard and glass.

Main Stakeholders

MNAC is aware of the three kind of stakeholders necessary to implement Tropa Verde within its territory. Obviously, it already counts on the ones already involved in waste collection and with the municipalities that form the Metropole, but needs to reinforce the participation of the private sector. At this stage, the main actors identified and contacted are as follows:

	Name	Profile/Interest	Potential fields - Collaboration			
			Collection	Rewards	Management	Other
1	Local Municipalities	The 49 municipalities members of MNCA				
2	Repair Centre	To collect waste and promote campaigns on circular economy				
3	Network of Waste Sorting Centres	The 13 "green points" will collaborate in the collection part of the GP				

Despite the large number of municipalities and green points, the list remains a bit short. This is due to the fact that MNAC joined Tropa Verde project right before summer break. As for the rest of the partners, a complete list of stakeholders committed with the project should be ready by March 2019, and increase while the GP is being transferred. In particular, the participation of other stakeholders will be necessary to increase the collection capacity within the territory (and avoid the saturation of the green points), and to generate more rewards, in addition to the ones that will be offered by municipal services.



Assets and barriers to the transfer process

The promotion of recycling and circular-economy habits is part of the core activities of MNCA, that counts with a relatively large and very experienced team working on waste collection and management. Its experience and competences is thus an important asset, that should make the transfer of Tropa Verde possible. The Waste and collection department has been certified ISO 9001 v 2000 (Quality management systems) by AFAQ AFNOR from 2008, and one of its drop-off centre (Trinite) is certified ISO14001 v 2004 (Environmental management systems).

The Metropole has also made some important investments in innovative equipment, such as the geo-localisation of the garbage collection vehicles, or the installations of chips on 57.000 wheelie bins to insure their maintenance, as well as the installation of level sensors in some selected areas of MNCA to have a survey of the loading rate and prevent greenhouse gas emission.

As far as waste collection is concerned, it already counts with a good network of infrastructures (in particular green points), though these collecting points are already very successful and already meet some risks of a certain collapse at certain periods.

MNCA currently monitors a series of data not only from its own department (e.g. nr. of visits to drop-off centres, amount of waste deposited, quantity of waste/habitant/year for each flow, domestic waste, packaging, paper, bulky waste, glass, etc.), but also at local or regional level (e.g. localisation and collect performance of glass, paper, packaging or battery bins; etc.). This will be of help to fix realistic objectives within their Transfer Plan.

From the administrative perspective of Phase 2, the technical team is supported by MNCA's department of EU projects. They are already successful in running transnational exchange activities and research around urban waste management related issues (e.g. MED-3R, an ENPI-CBC-MED initiative led by MNCA, or URBAN WASTE, a Horizon 2020 that counts with other 28 partners working in the field of waste management in tourist areas). MNCA's EU directorate counts on a small team of 7 European affairs officers, that will collaborate at every stage of the project management.

While the "technical" (waste collection) part of Tropa Verde should be relatively easy to implement in this metropolitan area, the "commercial" part will be more complex and require major efforts. The list of stakeholders should be increased by local business associations, chamber of commerce and other intermediary bodies to guarantee the involvement of the private sector towards the emission of rewards. In the meanwhile, in order to start smoothly, it would be recommended to work closely with municipal services and facilities that could offer gifts and discounts (public transport, cultural and leisure equipment, etc.).

The large number of municipalities members of MNCA might also make the journey more complex and longer. Within the Transfer Plan, MNCA could identify some pilot municipalities to start and test Tropa Verde, and extend the implementation to the rest of its members in a later stage.



2.2.5. THE OPOLE AGGLOMERATION (OA - PL)

Summary of the city with some key relevant metrics



Located in the south-western part of Poland, only 50 km. from the border with the Czech Republic, the city of Opole is the capital of the NUTS II Opolskie region and *voivodeship* (province), the smallest and least populated region of Poland, and was the historical capital of Upper Silesia. As for MNCA, Opole Agglomeration, the metropolitan area of Opole, was established in 2012. In this case, it covers a larger area (2.340 km²), but formed by a smaller network (21 municipalities) that reaches almost 340.000 inhabitants

(density of 145 inhab./km²). Almost one third (120.000) of the inhabitants live in the city of Opole.

More precisely, the Agglomeration is formed by the chartered City of Opole, 7 urban-rural municipalities, as well as 13 rural communities. It has to be mentioned that a relatively large German minority lives in the area, with representatives in the *Sejm* (national Parliament).

The aim and competences of the Agglomeration is to contribute to the socio-economic development of its area, improve the quality of life of its inhabitants, and increase the competitiveness of its members (municipalities). In that framework, Opole Agglomeration focuses its activities around the following areas:

- Strategic and spatial planning
- Economic development and mutual actions for the mobilization of investors
- Transfer of new technologies from the research centres of Opole to the economic operators of the Agglomeration
- Public transport
- Protection of natural resources, environmental protection (incl. waste management), flood protection
- Education, culture, sports and tourism

In addition, it manages EU funds from the 2014-2020 Regional Operational Programme and acts as the Intermediate Body, through the "Integrated Territorial Investment" (ITI) formula, that includes local consultations, mutual commitment and strategic planning with the Managing Authority.. It participates in the selection (or implementation) of projects for a value of 71.400.000 euros (ERDF/ESF).

Challenges of Tropa Verde in Opole Agglomeration

While the municipalities members of the Agglomeration are obliged to organize the collection of municipal waste, the competences of policy-making and implementation for waste management (and/or environment protection) are delegated to the OA by each of the 21 municipal councils. It is also indicated in the "Strategy for the development of the Opole agglomeration for 2014-2020" (document accepted by municipal councils and mayors of all 21 member municipalities).

In Poland, the municipalities are the owners of municipal waste since July 2013. For such purpose, they had to make financial settlements for waste collection, that is outsourced through a tendering process. Though



some statistics are missing, it collected a large amount certain separate waste (paper, plastics, glass, recovered metals, biodegradable waste), otherwise there is a risk of fine to the citizens.

Since 1st July 2017, the Joint Waste Segregation System is in force in the country. It is an obligation of the municipalities to provide, in areas designated for public use, the possibility of selective waste collection in accordance with the Joint Waste Segregation System. Since then, the municipal waste is collected in four main fractions + mixed waste:

- PAPER (blue)
- METALS AND PLASTICS (yellow)
- GLASS (green)
- BIO (brown)

There are also 11 separate collection points for municipal waste (PSZOK), where the following waste can be deposited:

- Used batteries and accumulators
- used electrical and electronic equipment
- furniture and other bulky waste
- used tyres
- construction and demolition waste



Six additional (PSZOK) are being constructed thanks to ERDF funds and, in addition, one mobile selective collection point (m-PZOK) is available, as well as 10 Municipal Electric Waste Points (*see picture above*).

Expired medicines are given to pharmacies equipped with a container suitable for this purpose. The municipalities also organize mobile waste collection using the "door-to-door" principle, with schedules directly fixed by the municipalities.

Finally, additional 10 so called "private collection centres" can also be found in city of Opole, which complete an interesting network.

However, and despite the efforts and investments made in particular throughout the past few years, OA still has to face a lot of local challenges, mostly linked to some bad habits of its citizens. According to the people interviewed there, the most common reasons for not separating waste are linked to lack of space for waste segregation, some reluctance to sort the garbage without any reward, the claim that "sorting garbage will not change anything, because others do not do it...", among others. The situation somehow remembers the first survey conducted by Santiago de Compostela before launching Tropa Verde.

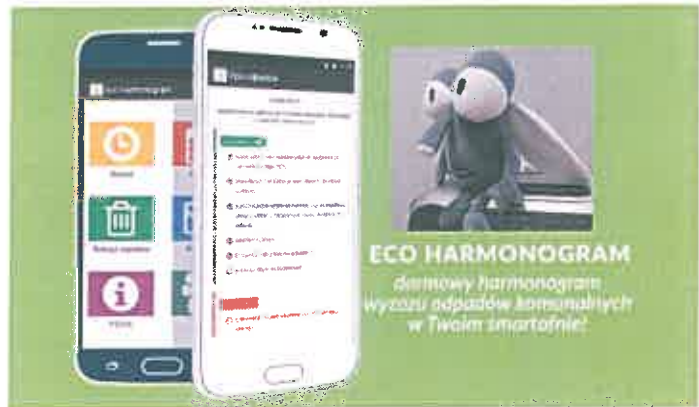


Municipal waste management experts also underline a series of additional challenges and problems, such as the low control of municipal waste collection from residents, the abundance of unauthorised landfill sites (*see picture on the left* - about 60 reported monthly!), illegal landfill fires (around 100 in 2018, burning mainly plastics and tyres), waste incineration in households, lack of ecological education (especially for adults), the growing and frightening imports of garbage from abroad, or the lack of deposit system for bottles, among others



Educational activities related to waste management in the AO is thus a priority, and has been secured for the next couple of years thanks to the ROP 2014-2020, with a couple of local projects that include a wide range of activities (Workshops/trainings for public and private institutions, as well as for citizens ; competitions ; theatrical performance; short films, change of ecological bags for plastic bags, etc. One of these projects plans to promote the exchange of WEE for tickets to the cinema or theatre, in line with Tropa Verde philosophy.

Educational activities are also promoted through an online App ("Eco schedule"), that offers information to citizens about waste management (schedule of municipal waste collection, search engine "Where to throw waste", etc.



Officers of the Municipal Police with employees of the Department of Municipal Waste Management of the City of Opole.



Main Stakeholders

As for the rest of the partners, a complete list of stakeholders committed with the project should be ready by March 2019, and increase while the GP is being transferred. At this stage, the main actors identified and contacted are as follows:

	Entity	Profile/Interest	Potential Inputs – Collaboration			
			Collection	Rewards	Management	Other
1	Opolskie Voivodeship, OCRG	Opolskie Centre for Economy Development should ensure contact with entrepreneurs				
2	University of Opole	The Faculty of Science and Technology can provide Opole Agglomeration with scientific support around recycling				
3	Opole University of Technology	The Institute of Power Engineering and Renewable Energy also provides some scientific background				
4	Regional Fund for Environmental Protection and Water Management (WFOŚiGW)	It provides grants and loans for environmental protection, and thus could be of additional support for campaigning or the creation of additional equipments.				
5	Members of AOT	The 21 municipalities – members of Agglomeration Opole Trust (AOT) incl. the City of Opole are responsible for municipal waste collecting, and should ensure the participation of their local teams and services.				
6	Science and Technology Park	It can provide scientific and technological support				
7	Network of Schools, kindergartens and nurseries	They actively collaborate in public-awareness and waste collecting campaigns				
8	Opolskie Center for Renewable Energy (Opolskie Centrum Energii Odnawialnej)	They act as experts in area of pro-ecological investments www.oceo.eu				
9	Atmoterm S.A & Galmet	Experts in the area of pro-ecological investments www.atmoterm.pl www.galmet.pl				
10	Bank Ochrony Środowiska – BOŚ	Bank of Nature Protection has specific expertise in areas of pro-ecological investments, grants and preferential loans. www.bosbank.pl				

OA also plans to contact housing cooperatives, communities of residents and building managers (to act as intermediaries to residents) and with environmental NGOs.



Assets and barriers to the transfer process

Several assets can be highlighted towards the transfer of Tropa Verde in Opole.

First of all, it is important that the Agglomeration has competences on waste management by delegation of its local councils members, and that there are a political commitment and obligation (the Joint Waste Segregation System, that entered in force in July 2017) towards waste recycling. As for Pavlou Mela, the GP seems to come at the right time, and there is a clear vision for its transfer.

Its team is motivated, experienced in the management of EU funds and transnational projects (with a particular strength in cross-border cooperation) and wants to be and be pioneers in Poland. In fact, they are already engaged with TICs through their App, and have started to exchange tickets to the theatre against WEEE deposits.

The existing separate collection points are quite popular, and there is a good sorting in in single-family houses. There are also several repair points, that can collaborate with Tropa Verde.

From the financial and sustainability perspective, there are possibilities to finance additional campaigns and equipment through ROP of Opolskie Voivodeship 2014-2020, and through existing parallel projects. Finally, it has to be highlighted that, among its stakeholders, OA includes some some technological and scientific partners (Univeristies), that can bring them complementary knowledge and resources.

Among the main barriers or, again, challenges, despite the popularity of its collection points, it seems that there is a certain lack of citizens commitments towards recycling and circular-economy. It will be important to reinforce adult-ecological education to involve citizens.

There is almost no PPP cooperation on waste recycling issues, and in fact the initial list of ULG members do not include institutions that can give a better access to local shops, restaurants and retailers, important partners towards the emission of rewards.

The Agglomeration is formed by a network of 21 of municipalities , which might also make the journey more complex and longer. In fact, there is a lack of selective Collection Points (PSZOK) in some municipalities.



2.3. Transfer Potential

Partner	Population Area Density	Country	Transfer Assets	Transfer Barriers	Transfer Potential	
Zugló Municipality (City of Budapest District 14)	115.000 18,13 km2 6.340 inhab./km2)	Hungary	<ul style="list-style-type: none"> ✓ Political support and priority ✓ Capacity to extend the transfer to other districts ✓ Interesting stakeholders for the generation of rewards ✓ Motivated team, experienced in the participation in international projects. 	<ul style="list-style-type: none"> ! As a district municipality, very limited competences on Urban Waste Management, that is under a 100% publicly owned company, FKF (belonging to the City of Budapest). ! Lack of network of collecting points within the district. 	B-	<p>The participation and involvement of FKF, the publicly owned company in charge of UWM is of key importance. Fortunately, as a stakeholder, FKF has hosted a study visit in June, and joined the final meeting in Santiago in September 18.</p> <p>The creation of a network of complementary collecting points should be part of the "adaptation" phase.</p> <p>It will be convenient to reinforce the existing team and local coordinator.</p>
Dimos Pavlou Mela Municipality	99.240 23,76 km2 4.175 inhab./km2	Greece	<ul style="list-style-type: none"> ✓ Directly managing urban waste collection. ✓ The city has legal obligations and a recently approved local plan to increase its recycling. ✓ It is as well as building its first local Green Point. 	<ul style="list-style-type: none"> ! Human resources relatively limited. ! Strong need of further campaigning to motivate citizens and get their active participation. ! Lack of network of collecting points.. ! Certain dependence on Thessaloniki, e.g. to connect with a wider group of 	B-	<p>As for Zugló, the creation of a network of collecting points will have to be created within the adaptation phase .</p>

¹ Level C: a clear transferability plan will be produced, identifying aspects to be transferred and resources to support the process within a clear future time frame, beyond the 24 months of Phase 2

Level B: the plan will be produced, the good practice will be adapted and partially re-used within the timeframe of the URBACT project

Level A: the plan will be produced, adaptations identified with full-scale reuse of the good practice within the timescale of the project

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Partner	Population Area Density		Transfer Barriers	Transfer Potential	Comments and Explanation
			<ul style="list-style-type: none"> ✓ Good Local Environment Network and activities ✓ ULG includes an interesting and compulsory mix of public and private bodies. 		
Guimarães Municipality	158.124 241 km2 656 inhab./km2	Portugal	<ul style="list-style-type: none"> ✓ Full competences and strong political support. ✓ Experienced team. Open to Innovation. ✓ Good network of existing public stakeholders able to that relatively quickly offer some rewards. ✓ Good existing network of eco-points. 	<ul style="list-style-type: none"> ! Lack of involvement of the private sector within the ULG so far. 	<p>A</p> <p>Its urban structure, size, culture and geographical location very close to Santiago, which should make the transfer easier than for the other partners.</p> <p>The city should however make additional efforts to strengthen its capacity to involve local private companies in the ULG, and include additional intermediary business organisations that can help them to reach local shops.</p>
Nice Côte d'Azur Metropole	538.600 1.400 km2 385 inhab./km2	France	<ul style="list-style-type: none"> ✓ Full competences and a specific experienced department ✓ It manages 13 wastes sorting centres and one repair centre (circular economy). ✓ The waste management department has received several quality management certifications. 	<ul style="list-style-type: none"> ! The existing collecting points are already very successful and meet some risks of a certain collapse at certain periods. ! Lack of involvement of the private sector within the ULG so far. ! The large network of municipalities that form the Metropole (49) might also make the journey more complex and longer. 	<p>B+</p> <p>Good internal structure, with the support of a specific EU department for the project management.</p> <p>While the "technical" (waste collection) part of Tropa Verde should be relatively easy to implement in this metropolitan area, the "commercial" part (involvement of local retailers) will be more complex and require major efforts.</p>

Partner	Population Area Density	Country	Transfer Assets	Transfer Barriers		
The Opole Agglomeration Trus	339.000 2.340 km2 145 inhab./km2	Poland	<ul style="list-style-type: none"> ✓ Political commitment and part of its "2014-2020 Strategy" ✓ Motivated team, open to innovation. ✓ The existing separate collection points are quite popular. ✓ Existence of repair points (circular economy) ✓ Possibility to finance additional campaigns and equipment through ROP of Opolskie Voivodeship 2014-2020 ✓ Its stakeholders include some technological and scientific partners. 	<ul style="list-style-type: none"> Lack of citizens commitments towards recycling and circular-economy Lack of PPP cooperation on waste recycling issues. The Agglomeration is formed by a network of 21 of municipalities , which might also make the journey more complex and longer. 	B+	<p>The project seems to come at the right time in OA, that wants to be pioneer in Poland, and could even extend Tropa Verde to the Czech Republic in the future, thanks to its cross-border cooperation</p> <p>The area is however suffering a lot of "environmental attacks" through the illegal landfills, fires and imports of waste. Though Tropa Verde should contribute to increase a more responsible behaviour of the citizens, it will be important however to keep the expectations realistic in terms of results: The GP will be complementary to other legal and political efforts necessary to reduce such kind of attacks, but not a solution to all problems</p>

3. SECTION 3 – SYNTHESIS, OVERALL TRANSFERABILITY AND METHODOLOGY OUTLINE

3.1. Introduction

This final study section provides an overview of the transfer network, drawing on material previously presented. It will include a final overall assessment of its transfer potential. Most importantly, it also set out the network’s proposed methodology for achieving good results.

To propose a realistic approach, in addition to the analysis of the previous sections conclusions, it also takes into account the specificity of Phase 2 timescale, as well as the expected necessary costs already identified and budget available.

It is thus coherent with Phase 2 Application Form, and particularly takes into account URBACT Transfer Network key general steps:

Understand -- Adapt - Reuse

3.2. Transfer Network Methodology

As set out above, though the level of transfer potential might differ from one partner to others, in the case of Tropa Verde, it seems realistic to fully transfer the GP to all partners. However, due to the partners profiles, competences and capacities, different kind of difficulties can be met and will have to be overcome.

In that sense, to face such challenges, the differences and similitudes in terms of profiles have to be taken into account, and allow to divide the partnership (including the LP) into 3 different groups:

Group 1: CITIES		Group 2: AGGLOMERATIONS		Group 3: DISTRICTS	
Santiago	Guimarães	Nice CAM	Opole	Zugló	Pavlou Mela
<ul style="list-style-type: none"> - Both mid-size cities - Competent and independent towards waste collection and recycling - With a very similar urban structure (UNESCO protected old towns, strongly pedestrian) - Geographically close to each other - Language connections 		<ul style="list-style-type: none"> - Both agglomerations with competences and responsibilities on a large number of local authorities - Competent and independent towards waste collection and recycling - Though with different experiences, Nice CAM having a more specialised team. 		<ul style="list-style-type: none"> - Both are an independently governing municipal unit, with a certain dependency to a larger metropolis (Budapest and Thessaloniki). - With lower competences towards waste management and recycling, and a certain dependence to third parties to implement the GP. 	



Saying so, though the so called “Carrousel Model” will be recommended for the overall management and coordination of the project activities (all partners should meet altogether several times), as well as for part of the “Understanding Phase”, in order to transfer the practice, it is proposed to separate partners accordingly to the 3 mentioned groups. It will allow them to support and monitor each other, with the support of Santiago and its stakeholders.

In the meanwhile, the adaptation and transfer of Tropa Verde implies a series of complementary and compulsory activities to be carried out at local level, based on the knowledge and experience of Santiago:

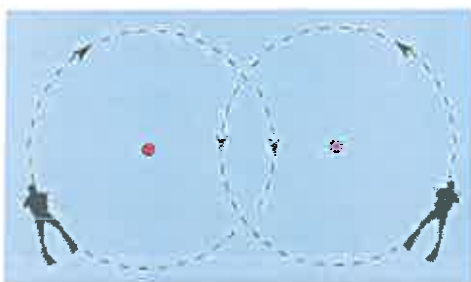
- From a logistical perspective: The identification and creation of a network of collecting points, the recollection of the waste from such points to waste treatment plants, and the definition of its value in terms of “stars”.
- From a “commercial” perspective: The work with local partners (shops, museums, etc.) to help them to create rewards that would motivate citizens and bring such local partners social and/or economic returns.
- From an ICT perspective: The technological adaptation of the platform to the needs, realities, logistics and languages of each partner.

To be effective and efficient, the exchange process should therefore be a mixture of solutions:

- Partners can work all together transnationally in sharing tools and methods to fully understand Tropa Verde GP and its scope in their territory.
- They can work as “peers” according to the above distribution in 3 groups, to exchange solutions on how to overcome difficulties towards the adaptation and use of the GP. This will also allow them to monitor each other and learn other practices.
- The peer to peer exchanges and learning should include in depth knowledge of each other (deep diving), and count on the support of Santiago and Teimas.

Somehow, and to visualise it, the proposed methodology of the GP will follow “scuba diving” recommendations:

- Follow the instructions and recommendations of your “Dive Master” (Santiago and Teimas, that will guide and train partners)
- Never dive alone. Do it with a “buddy” (the peer can support you)
- Plan your dive. Establish your maximum depth and bottom (the partners Transfers Plans should be ambitious, but realistic, and avoid unnecessary risks. Keep your bottom time)
- Avoid “rapid air consumptions” (go “step by step”, progress smoothly, without forcing things)
- Regularly monitor your depth and pressure gauge (the partners should establish a list of indicators that will help them to assess their progress and identify any problem)



While partners will have to carry out activities locally and accomplish their own journey, with the supervision of their Master (Santiago and Teimas), they should meet several times with their buddy (peer) to prevent any “accident”, support each other and share discoveries, tips or any recommendation.



Core transfer learning stage (month 0-12)

a) Understanding period (from month 0 till month 6)

The understanding period has already started in Phase 1, with the first exchanges of information about the Good Practice and the study visits at the final seminar in Santiago (Sept. 2018). However, though some first general sharing about how Tropa Verde works have taken place among partners, and in particular among the team that have participated in the transnational events, such sharing should be extended to the rest of the local teams and stakeholders. The project kick-off meeting should contribute as well to the understanding period, and not only tackle management and communication activities. It will take place in Guimarães in early February 2019, in order to offer all partners the opportunity to see the GP potential there, taking into account that Guimarães is expected to fully implement it without major difficulty.

Formal ULG with local stakeholders should be ready by the end of March 2019 and, according to the collaborative methodology of Tropa Verde, they should be a living and growing groups. In order to facilitate their creation first, partners will have to create some ad hoc presentations of Tropa Verde in their own language, under the supervision of Santiago.

In parallel (till March 2019), Santiago should sign a cooperation agreement/contract with Teimas for the technical support to create ad hoc learning tools (online and on paper) to transfer practical knowledge and skills to the partners, so that first “transnational seminars” (peer training sessions with stakeholders site visits) can take place throughout May/June 2019, according to the following distribution (discussed and agreed at Phase1 final meeting):

- Group 1: In Santiago, with the participation of Guimarães and some of its ULG representatives
- Group 2: In Opole, with the participation of MNAC and some of its ULG representatives
- Group 3: In Pavlou Mela, with the participation of Zugló and some of its ULG representatives

b) Adapting period (from month 6 to month 12)

Once the core stakeholders are officially committed and trained and have a clear understanding on how the GP will be implemented, it will be necessary to adapt it to each local reality from a technological, logistical and administrative perspective.

- Technological adaptation: By the end of month 10 (October 2019), the platform should be designed and adapted to work in each territory, and integrated (or linked) in each partner designated webpage, though hosted in the cloud. Such adaptation can only be carried out by Teimas.
- Logistical adaptation: By the end of month 12 (December 2019), all core collaborating organisations and data should be entered in the platform, with the clear conditions agreed and defined for each of them (i.e.: for the waste collecting points: What do they collect, how, how many stars would they give, etc.? / for the shops or services providing rewards: what kind of gifts or discounts, against how many stars, under which conditions, etc.?).
In parallel, basic logistical needs should be prepared, such as the necessary materials that have to be printed (vouchers, stickers, merchandising, etc.).
- Administrative adaptation: Internal and external agreements towards the testing phase, including the distribution of tasks among the local teams, monitoring grids for the follow-up, etc.

During that process, the peers (and GP owner) should be in touch and keep each other informed about their progress and difficulties through online P2P meetings, with some flexibility in case of need of special face-to-face support (in situ).

In November (month 11), all partners shall meet together for a **Steering Committee and Transnational Seminar** (2 days duration), that will take place this time in Nice. During that event, sessions such as on how to deal with the management of the platform and local teams, how to promote Tropa Verde towards final users, how to use Social Networks for such purpose or how to monitor and follow-up results should be addressed.

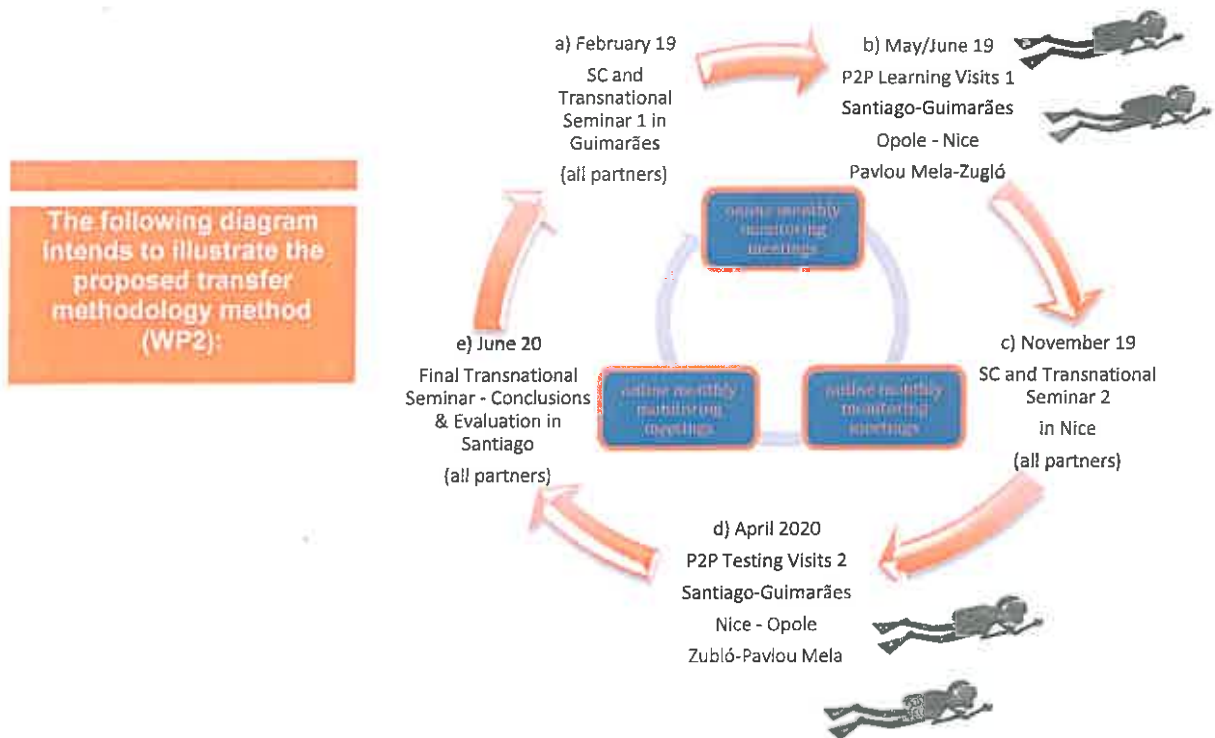
The mature stage – Reuse (Month 13 – 18, and onwards)

c) Testing period (Months 13 - 18)

On this basis, throughout the first semester of 2020, Tropa Verde should be implemented and tested and improved within each partner area. During that period, P2P in depth Testing visits should be organised (at around April 2020) to assess first results, to check how the GP is being implemented, what is successful, what might be failing, etc. This time, the visits could be distributed as follows:

- **Group 1:** In Santiago, with the participation of Guimarães and some of its ULG representatives
- **Group 2:** In Nice, with the participation of Opole and some of its ULG representatives
- **Group 3:** In Zugló, with the participation of Pavlou Mela and some of its ULG representatives

At the end of this testing period/mature stage, according to the URBACT Guidelines, all partners should meet together and a network Exchange & Learning Seminar should be organised. In this case, it is proposed to organise it in June 2020 in Santiago. On that occasion, partners and their stakeholders should present their first results, throughout interactive sessions, in particular to discuss solutions and difficulties found towards the sustainability of Tropa Verde.



Transnational meetings recapitulation

When?	What? Where & Who?	Objectives and initial contents	Roles and responsibilities
February 2019	<ul style="list-style-type: none"> ⇒ 1st Transnational Seminar & Steering Committee (SC) Meeting ⇒ In Guimarães ⇒ Attendance of LE, Partners key team members, ULGs representatives 	<p><u>Kick-off meeting of 2 days duration</u></p> <ul style="list-style-type: none"> • Revision of all WPs (½ day). • First training on ULG coordination, management and motivations (½ day) • Revision and instructions towards the GP Transfer Plans (½ day) • Study Visit to Guimarães' key partners towards the implementation of the GP and other local practices to be shared (M.G. Treatment plant, PAYT Collection, Waste Valorisation Centre, etc. / +- ½ day). 	<p><u>Guimarães:</u> To arrange and support partners with all local logistics (venue, travel info, materials, catering, study visits, etc.) and contribute to the agenda</p> <p><u>Santiago:</u> To contribute to the revision of the WPs and agenda, as well as to the training for ULG members.</p> <p><u>All partners:</u> To present progress and questions towards their Transfer Plans and the creation their respective ULG.</p> <p><u>LE:</u> Support to animation, propose agenda and contents. Training and monitoring of partners in the preparation of their Transfer Plans.</p>
May / June 2019	<ul style="list-style-type: none"> ⇒ 1st Round of P2P Visits: Learning ⇒ In Santiago (with participation of Guimarães) ⇒ In Opole (with the participation of MNAC) ⇒ In Pavlou Mela (with the participation of Zugló) ⇒ Attendance of Partners key team members & ULGs representatives. Participation of trainers from Santiago (Teimas). 	<p><u>Field visits and training on the understanding phase (3 days)</u></p> <ul style="list-style-type: none"> • Demo & Training 1 for stakeholders in charge of the Tropa Verde platform Management and Campaigning (½ day). • Demo & Training for stakeholders in charge of collecting waste and distributing vouchers (½ day). • Demo & Training for stakeholders in charge of offering rewards. • Field visits to support the creation of the local network of external collaborators (for waste collection and rewards), as well as to other local practices to be shared (1,5 day). 	<p><u>Host partners:</u> To arrange and support partners with all local logistics (venue, travel info, materials, catering, study visits, etc.) and organise the agenda.</p> <p><u>Santiago:</u> With the support of Teimas, to organise the Demo & Trainings and participate to the field visits.</p> <p><u>LE:</u> Support to coordination and monitoring of all visits, propose agenda and contents. Attendance to at least one P2P Learning Visit.</p>

When?	What? Where & Who?	Objectives and initial contents	Roles and responsibilities
November 2019	<ul style="list-style-type: none"> ⇒ 2nd Transnational Seminar & SC Meeting ⇒ In Nice ⇒ Attendance of LE, Partners key team members, ULGs representatives 	<p><u>SC and Seminar of 2 days duration</u></p> <ul style="list-style-type: none"> - Revision of transversal WPs of Management and Communication + Monitorisation and exchange workshop towards the implementation of the Transfer Plans, ULG activities and first outputs(+½ day) - Revision of the progress made towards the technological, logistical and administrative adaptations of the GP. Including Specific training of trainers towards the use of the platform (+½ day). - Revision and approval of the materials to be printed (joint layouts for vouchers, stickers, posters, etc.) + Study Visit to MNCA key ULG members and collaborators, to see how the GP is being adapted (1 day). 	<p><u>Nice:</u> To arrange and support partners with all local logistics (venue, travel info, materials, catering, study visits, etc.) and contribute to the agenda.</p> <p><u>Santiago:</u> To contribute to the revision of the WPs and agenda, as well as to the training for ULG members.</p> <p><u>All partners:</u> To report their progress and difficulties towards the adaptation of the GP, and update about their local activities.</p> <p><u>LE:</u> Support to animation, propose agenda and contents. Monitor results and check outputs.</p>
April 2020	<ul style="list-style-type: none"> ⇒ 2nd Round of P2P Visits: Testing ⇒ In Guimarães (with participation of Santiago) ⇒ In Nice (with the participation of Opole) ⇒ In Zugló (with the participation of Pavlou Mela) ⇒ Attendance of Partners key team members & ULGs representatives. Participation of trainers from Santiago (Teimas). 	<p><u>Field visits and in situ testing of the Tropa Verde GP (2,5 days)</u></p> <ul style="list-style-type: none"> - Revision of implementation/testing & technical arrangement of the online platform (1 day). - Field visits to the local network of external collaborators (1 day) - Revision of outputs & discussions towards the sustainability of the GP. 	<p><u>Host partners:</u> To arrange and support partners with all local logistics (venue, travel info, materials, catering, study visits, etc.) and organise the agenda.</p> <p><u>Santiago:</u> With the support of Teimas, to organise the technical revision and testing, and support partners.</p> <p><u>LE:</u> Support to coordination and monitoring of all visits, propose agenda and contents.</p> <p><u>Attendance to at least one P2P Testing Visit.</u></p>

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When?	What? Where & Who?	Objectives and initial contents	Roles and responsibilities
June 2020	<ul style="list-style-type: none"> ⇒ 3rd and Final Transnational Seminar. SC Meeting ⇒ In Santiago ⇒ Attendance of LE, Partners key team members, ULGs representatives ⇒ Attendance of other Municipalities, Districts and international networks and platforms for capitalisation purpose 	<p><u>SC and Seminar & Conference of 2 days duration</u></p> <ul style="list-style-type: none"> • SC meeting: Administrative revision of all WPs and outputs (+½ day) • Showcase of the GP transfer, implementation and sustainability plans. 	<p><u>Santiago</u>. To arrange and support partners with all local logistics (venue, travel info, materials, catering, study visits, etc), host the Final event and contribute to the agenda</p> <p><u>All partners</u>. To contribute to the revision of the WPs and agenda, as well as to showcasing their results.</p> <p><u>LE</u>. Support to animation, propose agenda and contents. Monitor results and check outputs.</p>

In parallel, it has to be highlighted that ICTs and online monthly meetings are foreseen, initially by using easy-to-share online training tool and URBACT Campfire, if available at project level.

As far as the ULGs meetings are concerned, as stated in WP3 of the Application Form, the partners agreed to organise them a 3 months basis (4 per year, before and after all key transnational events).

3.3. Communication and Dissemination

The transferability activities (and outputs) themselves should have a strong communication and dissemination orientation, since in order to implement Tropa Verde, it is important to reach a wide range of different target groups, from citizens to local shops and services. In addition and complement to materials produced in the framework of WPs 2 and 3, in particular the ones produced to feed the “Treasure Box” (see point 3.4 and Annex 1), as a Transfer Network, Tropa Verde should produce a series of communication activities and outputs under a specific WP4, in order to “showcase the work, testify learning journey, share solutions, present key findings to a wider European audience of decision- and policy-makers and demonstrate the importance and added value of working transnationally and in a European context”.

For such purpose, a full Communication Plan should be submitted by month 3 (March 2020). It is recommended that such Plan should clearly define the following issues, using the 5*W+H² mnemotechnic formula:

1. What (Objectives)? What does Tropa Verde wants to achieve?

- **Direct objectives:** To inform about the different opportunities of collaborating with Tropa Verde, depending on the different profiles of the target groups. To generate civic movement and public-private collaborations towards sustainability, environmental awareness and the circular economy.
- **Indirect objectives:** To promote recycling and environmental responsibility among citizens. However, it has to be stressed that the communication strategy shouldn't pretend to substitute existing recycling campaigns.

2. Why? Key messages

In general, the key messages encouraging and increasing re-using and recycling, and highlighting that a responsible behaviour can not only contribute to efficiency in the use of resources, but also that it can bring saving to cities. In particular, some key messages should be customised to the main target audience, such as:

- **To citizens:** In parallel to all transversal messages towards the importance of recycling, already present in existing campaigns of each city (for its contribution to the protection of the planet, fight against global warming, conservation of the resources, reduction of landfills, saving of energy, etc.), it will be important to transmit to citizens the key message of the project “slogan”: Rewarding Recycling!
- **To stakeholders collaborating in the implementation of the GP:** The key messages should transmit them the socio-economic benefits from participating in Tropa Verde: That the solution proposed can bring them new clients, contribute to improve their image towards the society, be part of their social commitment, etc.
- **To national and European counterparts** (mid-size cities, districts, agglomerations, etc.), especially to their decision-makers, politicians and public-private companies in charge of waste collecting and recycling: Tropa Verde is a cheap complementary alternative to their existing waste collection policies and activities, that is easily transferrable, and contributes to increase the commitment of the civil society (citizens and companies). It can “compensate” PAYT strategies.

In parallel, Tropa Verde should contribute to communicate the EU goals and policies in terms of recycling, such as the 2030 targets to reduce waste generation through prevention, reduction, recycling and reuse (e.g.: recycling 65% of municipal waste, 75% of packaging waste, reduce landfill to maximum of 10% of municipal waste, etc.).



Key points to be covered in the Communication Plan

3. Who? (and to Whom?) – Target audience

As stated, different messages should be transmitted to different target audiences, namely:

- Citizenship
- Potential collecting points
- Potential shops and other local businesses and services that collaborate providing gifts or discounts.
- National and European Counterparts

The Communication Plan should also clearly establish who does what. Through the overall communication strategy should be supervised and coordinated by the project communication manager appointed by the Lead Partner, with the support of the Lead Expert, actions have to be undertaken by each partner, especially to reach their local audience.

4. How? What kind of activities should take place to meet the objectives and target audiences

The URBACT TN methodology already fixes a quite ambitious number of outputs – and thus activities – orientated to communicate the results (see Annex 1). They should be complemented by local events and supported by some limited publicity materials (posters and brochures) within the communication kits.

While face-to-face visits and events seems necessary to communicate the project objectives to the different stakeholders, according to the experience of Santiago, and taking into account the limits in terms of budget available, the most effective and efficient way to reach citizenships will be through the use of Social Networks and digital communications. Partners should also promote the presence of the project in local and specialised media, both, traditional and digital ones, through press notes, articles, interviews, and the use of and distribution of the E&L results.

5. When & 6. Where?

Together with its quantitative objectives, the Communication Plan should clearly establish deadlines and a distribution of tasks among partners (and thus geographically), in particular taking into account the main milestones, events and transnational seminars.

The Final Communication Event shall take place in October 2020 in Brussels, in order to reach a wider group of counterparts, decision- and policy-makers, EU officials and networks.

3.4. Network Outputs

The overall URBACT TN methodology sets up a series of compulsory outputs at three different levels (city, network and Programme) to assess and, above all, showcase the work carried out. In addition, the ad hoc Tropa Verde methodology and activities should generate its own and complementary outputs, in particular the so called Exchange & Learning (E&L) outputs, that should be gathered in a so called “Transfer Treasure Box”. According to the Programme’s instructions, it will be thus important to capture, organise and document the knowledge generated throughout this journey.

Annex 1 intends to list and quantify all key outputs according to the instructions (TN Guide for Phase 2), and link them to their corresponding Work Packages. It includes some Tropa Verde ad hoc E&L outputs, namely:

- A monitoring grid, to be produced in addition to the Transfer Plans, in order to set out quantitative objectives towards different targets: in terms of users, waste collecting points participating, collaborating public and private “rewarders”, quantity and specificity of waste to be collected, etc..
- Seminars materials & reports (including pre- and post-meeting briefing notes, conclusions and materials)
- Tropa Verde online platform training materials (guidelines, online tutorship, video-training, etc.)
- Technical report on the platform transfer (to report any technical difficulties, solutions and recommendations, of special use towards future adhesions and sustainability plans)
- Set of common Tropa Verde logistical materials necessary to implement the GP (vouchers, stickers, posters, etc., including infographics and graphic materials)



3.5. Conclusions and Overall Transfer Assessment

The Transferability Study provides a clear understanding of the Tropa Verde Good Practice launched at Santiago City Council in 2005, including some details about its own methodology and first results (chapter 1.3).

Both, the European Policy context (chapter 1.2) and the partners profiles (section 2.2) show that this G.P. comes at a right time since the cities have to reach common mid-term challenging objectives of a better waste management and increase of recycling and circular-economy, in particular towards the common EU targets of recycling 65% of municipal waste or to reduce landfill to a maximum of 10% of municipal waste by 2030. In that framework, all partners coincide that major efforts have to be made in order to change citizens behaviour, and that attractive and innovative models such as Tropa Verde can be complementary to their existing campaigns.

Apart from the partner “Zugló Municipality” (district XIV of Budapest), all partners have competences on municipal waste management, which is necessary to implement Tropa Verde in the future. Zugló on its side will have to work closely with the public company FKF, a key member of its ULG, committed so far in Phase 1. In this case, though the political commitment of Zugló is strong (as for the rest of the partners), there will be a certain dependency on Budapest Municipality, which is governed by another political party, and could represent some barrier at some stage. For that reason, Zugló has decided to involve other districts – from different colours - within its ULG, which seems a wise strategy.

But in general, the conditions in the Transfer Partners areas are good, and the teams are experienced, committed and motivated.

On the top of that, as **stated** in the Overall Transfer Potential (chapter 1.4), several factors, strengths and opportunities bring to the conclusion that Tropa Verde has a great transfer potential:

- It is a clear practice, compatible with existing waste prevention campaigns, that can offer measureable and tangible results and clear benefits for all parts: Municipal services, stakeholders and citizens. From a political perspective, its innovative and participatory approach offers a great potential of visibility of the environmental efforts already carried out by the municipalities.
- From an economic sustainability perspective, it is relatively cheap to implement. This G.P. doesn't require large teams, heavy infrastructures or equipment, and can be easily outsourced if needed.
- In only 3 years, it has already been transferred to other 7 municipalities of different sizes in the Spanish region of Galicia.

The partners are aware that, to successfully transfer Tropa Verde, it is necessary to count on a large group of stakeholders with different competences and roles towards its implementation. They have already identified some key ones, but will have to complete their ULGs throughout the project life, and create the local networks of collaborators (“collecting points” and “rewarders”) as part of the understanding and adapting phase.

The Transfer Network Methodology (chapter 3.3) takes into account the differences and similitudes of the partners in terms of profiles and intends to transform such differences into strengths, by grouping partners into 3 groups of peers accordingly to their administrative and territorial structures: Districts, Cities and



Agglomerations. This has been well accepted and appreciated by the partners themselves, who will help and monitor each other during the project implementation, according to the proposed distribution.

According to the T.N. Methodology and partners profiles, it seems perfectly feasible to carry out all activities of understanding (public awareness, training and identification of collaborating agents), adaptation (of the GP to any territory and of the platform to the need of new users and administrations), and testing of the GP in other cities from different countries within a Transfer Learning period of 18 months.

The level and frequency of transnational activities proposed in the T.N. Methodology has been agreed with the Lead and Transfer partners, and taken into account in the budget for Phase 2 (see Application Form), to make sure that enough resources will be available and that all activities are feasible.

The G.P. Description and T.N. Methodology also refers to the fact that, from a technological and operational perspective Tropa Verde is outsourced in Santiago, which generates some dependence to the start-up Teimas in order to be able to transfer the G.P., in particular taking into account that Teimas was the initial promoter of the solution and owns the intellectual rights linked to the platform. This shouldn't be an obstacle, since Santiago has secured some financial resources within its budget in order to count on Teimas support for the E&L activities (in particular to prepare the training materials and sessions) and to adapt the online platform to the needs of the partners and provide them with a pilot period of maintenance. Teimas has showed some strong commitment during Phase 1, and sees Tropa Verde T.N. as a motivating opportunity towards its own internationalisation. The difficulty identified here is the possibility of facing some slight delays at the kicking phase, due to the internal administrative and contractual procedures between Teimas and Santiago Municipality.

The Transfer Partners shall face a lot of local challenges throughout their Phase 2 journey, in particular towards the active involvement of local stakeholders and citizens, but the example and support from their "Dive Masters" from Santiago should make the transfer experience smooth, successful and enriching.



Tropa Verde T.N. team discovering the "mobile green point"

at Phase 1 Final Meeting in Santiago



ANNEX 1- LIST OF INITIAL OUTPUTS TO BE PRODUCED

1	SC Coordination Meetings	4	+ every 6 months	Lead Partner (LP)	Face-to-face meetings – with LE support
1	SC Online coordination meetings	20	Monthly	LP	Every month, apart from when face-to-face meetings take place – with LE support
1	Mid Term Review (incl. Transfer State Report)	1	January 2020	Lead Expert (LE)	With partners inputs.
2	Transnational Seminars (incl. P2P visits)	9 (3 all) (6 P2P)	1 Febr 2019 3 P2P June 2019 1 November 2019 3 P2P April 2020 1 June 2020	LE (coordination)	With partners inputs and participation of stakeholders. LE not to participate in each P2P bilateral visits since some of them might take place at the same time
2	Exchange and learning outputs:		Till June 2020	LE (coordination)	With Lead Partner and partners inputs.
	• Monitoring grid	1			
	• Transfer Stories	5			Transfer Stories should illustrate how Tropa Verde is being adapted and how it can help provide a solution to a city challenge.
	• Seminars materials & reports	9			
	• Vox pops	18			Vox-pops are short (maximum 3 minute) video interviews. Each city should produce a set of three interviews with key stakeholders in their city
	• Tropa Verde online platform training programme	1			
	• Technical report on the platform transfer	1			
	• Sets of Tropa Verde logistical materials	6			
3	URBACT Local Groups (ULG)	6	Created by March 19	All partners	Though a core group of ULG member should be officially established by March 19, it shall grow throughout the transfer process of Tropa Verde, due to the importance of external collaborators in its implementation.
3	ULG Meetings	8 per partner	Every 3 months	All partners	

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3	Partner Transfer Plan	5	Mach 2019	All BPs	<i>It should set out the city's starting point, describe the local assets and barriers and forecast the extent of transfer expected. With the support from LE & LP</i>
3	Transfer Diary entries	Min. 12 per partner	From month 3 onwards.	All partners	<i>Entries by ULG members, partners and at least 3 "citizen diarist" per partner. Such entries will be short contributions (almost like Social Networks kind of comments)</i>
3	Final Learning Logs	6	Interim version by June 20 / Final version by Oct. 20	All BP	<i>With Lead Expert support. Document to capture the key learning points emerging from the overall network experience. It can draw upon the other products and should be written in English</i>
4	Communication plan	1	By March 2019	LP	<i>With inputs from Lead Expert and partners</i>
4	Newsletter	8	Every 3 months	Lead Partner	<i>e-Newsletter. With inputs from Lead Expert and partners.</i>
4	Communication kit	1	By March 2019	LP	
4	URBACT Network page updates	24	Once per month	Lead Partner	<i>On the URBACT website. Contributions from all parts. Using contents from the "Transfer Treasure Box".</i>
4	Twitter	1	At least one tweet per week	Lead Partner	<i>Contributions from all parts</i>
4	Network Results Product	1	First version should be ready by June 2020. Final version by September 2020	Lead Expert	<i>Digital or written document to be produced by the LE to reflect the partners' and network's learning experience (Presentation of the GP and network, demonstration of the added value, highlights of the journey and main learnings, suggestions for next steps).</i>
4	Network Final Event	1	October 2020	All partners	<i>To take place in Brussels</i>

