BL.EU Climate - Climate Innovation in Southern Waters

STAKEHOLDER MAPPING AND ENGAGEMENT STRATEGY REPORT - Deliverable 1

Work Package 1 - Stakeholder mapping and engagement strategy

Climate-KIC is supported by the EIT, a body of the European Union

FACULDADE DE CIÊNCIAS E TECNOLOGIA UNIVERSIDADE NOVA DE LISBOA

ATHENA Research & Innovation Information Technologies

Zelena Energetska Zadruga

Climate-KIC is supported by the EIT, a body of the European Union

Table of contents

1. Summary 3
2. Introduction 3
3. CROATIA 6
   3.1. Defining the Problem 6
   The other dimensions of the problem, as identified by stakeholders 6
   3.3. Enlarged empathy map 9
   3.4. Interest, influence and adaptation map 10
   3.5. Engagement strategy 11
4. GREECE 12
   4.1. Defining the Problem 12
   4.2. Actor Tree tool 13
   4.3. Enlarged empathy map 14
   4.4. Interest, influence and adaptation map 15
   4.5. Engagement strategy 15
5. PORTUGAL 16
   5.1. Actor Tree tool 16
   5.2. Enlarged empathy map 16
   5.3. Interest, influence and adaptation map 18
   5.4. Engagement strategy 18
6. References 19

1. Summary

This document contains the exercise for stakeholder and strategy mapping reporting. The purpose of this document is to list data and information about stakeholder analysis and to provide the basis for the involvement in plastics lifecycle, especially for plastic reduction involvement. For this exercise, EIT Visual toolbox for system innovation [1], specific tools were used, namely: i) Actor Tree, ii) Enlarged Empathy Map and, iii) Interest - Influence - Adaptation (Map 4). Finally engagement strategy is defined, to involve and commit stakeholders to build innovative solutions for marine litter prevention and reduction. This report consists in fulfillment of Project Output 1 - Stakeholder Mapping.

BL.EU Climate stakeholder mapping and engagement strategies report consists in three case studies, in Croatia, Greece and Portugal.

2. Introduction

Three case studies represent the BL.EU Climate project, namely in Croatia, Greece and Portugal.

As the three case studies are similar, but have their singularities regarding the goals established in the project. So, this section shows a brief reference of the case studies context.

Next sections are organized by case studies in Croatia, Greece and Portugal, for the exercise carried out about stakeholder mapping and engagement strategy.

Croatia - island of Cres and the island of Zlarin

Cres is an island in North Adriatic/Kvarner area with round 3000 inhabitants and more than 1 million tourists in a year with peak season from June to September. Zlarin is a small island in Šibenik archipelago with 200 inhabitants and 2000 – 3000 tourists in only 2 summer months.

The primary sector in focus in Croatia is tourism, given tourism makes 20% of Croatian GDP and is the principal economic activity on the islands and on the coast, which creates both income-generating opportunities but also many challenges and issues related to pollution. The 2018 hit the record with 19 million visits and 106 million of overnight stays, with similar numbers in 2019 (Croatia population is 4 million).

This exercise has first been carried out internally by ZEZ and Terra Hub (sub-contractor and strategic project partner to ZEZ for the plastic pollution prevention topic) as well as externally i.e. on workshops, events and meetings with stakeholders on the island of Zlarin and island of Cres.

This exercise is a continuation and upgrade (deepening) of the processes of working with stakeholders engagement on plastic pollution prevention at the two Croatian islands started already in 2018 as part of Terra Hub supported education and clean-up action on Cres "Cres in Action" and on piloting the first no-single-use-plastic island in the Adriatic "Zlarin-no plastic island" as a part of Adriatic Plastic Challenge initiative.

The meetings with stakeholders on Cres were held on (i) July 29th - meeting key stakeholders (ii) a 3-day action with clean-up action and info-edu. actions for children, tourists and citizens in the city center August 23-25th and (iii) stakeholder workshop in Cres on September 18th, 2019.

The meetings with stakeholders on Zlarin were held on (i) June 27-30th, and on (ii) September 24-25th as well as through attending (iii) the Waste management on small islands conference in Šibenik on September 26th where additional information on challenges and solutions has been gathered.

Greece - Piraeus, Andros and Milos

The **Pentagonal problem** tool helped teams nail down the problem, identify its different components and details, in order to arrive at common ground for future actions. Aiming to tackle the issue of marine litter in the seas of South Europe, they need to overcome Climate change, Societal, Resource and Technical challenges. The common climate change challenge is linking the dispersion of marine litter with emissions from the collection and from the sound waste management. Regarding the societal challenges for all locations assessing the impact of marine littering for society, reducing littering especially during tourist seasons and managing the negative economic impact on tourism and fisheries emerge as priorities for all case studies, with non-existing recycling infrastructure on the islands of Milos and Andros being an additional challenge to overcome. Lastly, funding seems to be also a key aspect in terms of resources.

The **Actor tree canvas** tool helped the Greek team identify, list and categorize the myriad of stakeholders around the project. The common ground and the common challenge to develop a Roadmap for Plastic Free southern European waters led to the identification of 14 common stakeholder groups, from fishermen, tourists, citizens and start-ups related to maritime, to policy makers, NGOs, Researchers, Universities and Schools, Foundations, shipping companies, plastic and recycling industries. Specifically, in the island of Milos, one more Stakeholder appears, LaFarge, a French industrial company specializing in cement, construction aggregates, and concrete.

The **Enlarged empathy map** tool allowed the building of a stakeholder profile by quickly browsing the sources of information available to any individual. Its great value lies in the delivery of a clear and accurate profile of the stakeholders. Mostly affected by the plastic pollution of the seas are the fishermen, while the biggest polluters are tourists and big companies, which benefit other stakeholders such as local Maritime Industry & SMEs. Finally, policy makers seem to play a key role in preventing or perpetuating the issue.

The **Interest-Influence-Adaptation map** tool enabled the Greek team using a simple chart to see where stakeholders stand when evaluated against the same key criteria and compared to each other. In all case studies, policy makers present medium to high degrees on all three key criteria (interest, influence and adaptation), being an undeniable a key stakeholder to this issue. Also, according to the Greek team although fishermen are highly interested and adaptable to change, they have limited influence on the issue, making them dependent on more influential stakeholders, such as the municipality, or in the case of Andros the tourists.

The stakeholder mapping will be the basis for information collection on the perception of different stakeholders and to identify best practices, barriers, common problems and key challenges. Based on the information collection, participatory process will be developed - workshop for stakeholders - in order to identify and discuss innovative solutions for plastic use mitigation.

This document presents the report on stakeholder mapping and engagement for the Greek case study sites of Piraeus, Andros and Milos. This preliminary exercise has been carried out internally by partners of the Greek team to provide a first step in the process and the exercise will be repeated with local stakeholders in order to provide a richer picture as detailed in the stakeholder engagement strategy. The document lists data and information about the stakeholder analysis and provides the basis for the involvement in plastics lifecycle, and subsequent involvement in the development of plastic reduction solutions. In Greece, three areas are explored as focal points for the implementation of the project and fulfilment of its objectives; these are: the port of Piraeus, as well as the islands of Andros and Milos in the Southern Aegean Sea. In the Saronikos gulf

where the Piraeus region is located, more than 700 tons of waste is disposed on an annual basis. It is estimated that 5.5 kg of plastic waste are disposed daily in every kilometer of the bay. Located in Cyclades archipelago, Andros and Milos, with 9 and 5 thousand permanent residents correspondingly attract many thousands of tourists every year.

Portugal - Port of Lisbon and fishing ports

In Portugal, three sectors were studied under BL.EU Climate project, namely: tourism, cargo and fishing sectors. This exercise was made in close collaboration with Port of Lisbon and Portuguese Marine Litter Association (APLM).

Stakeholder mapping was done, based on three different tools, namely:

- **Actor tree tool** - stakeholders were identified for the three sectors that Portuguese team was studying: tourism, cargo and fishing sectors. The main challenge was described related to the specific context of the project.
- **Enlarged empathy map** - in order to build the stakeholders profile, this tool was used gathering main drivers and concerns for each stakeholder or group of stakeholders.
- **Interest, influence and adaptation map** - this tool was used in order to better fit to the system innovation approach.

Finally **engagement strategy** was defined, to involve and commit stakeholders to build innovative solutions for marine litter prevention and reduction.

3. CROATIA

3.1. Defining the Problem

Problem Statement

Before mapping stakeholders and identifying relevance, we started dialogue on the islands with Pentagonal problem canvas and dived deeper into the basic problem which is plastic pollution of the sea mainly in the context of the tourism industry. It revealed all different dimensions of the problem relevant to "who are we?" i.e. the various stakeholder standpoints.

Figure 1: illustration of Pentagonal problem canvas from Cres workshop

Problem Statement: plastic pollution of the sea

The other dimensions of the problem, as identified by stakeholders

- Insufficiently educated people/audiences about the problem.
- Lack of people on the island (due to persistent depopulation trends) especially those who know and can deal with the problems (mostly aged population remains on islands, low social capital is a challenge).
- Children's birthday parties (and other parties end events) with requested use of numerous balloons to be released into the open/nature.
- Supermarkets and retail centers with unified offer that contains large amounts of plastics and packaging (Waste remains on islands – transport is more expensive).
- Discrepancy in regulations relevant to nautical sector, marinas and waste.
- Insufficient control of implementation of regulations allows for illegal acts to go unnoticed and unpenalized.
- The management circle for most types of separately collected waste on islands is not closed; it mostly remains on the island. Stocked, it is too expensive to transfer it on land for recycling or disposal in landfills. The recycling rates are low in Croatia and there is no waste-to-energy recovery.
- High prices for disposal or handling of certain special types of waste on land, get even higher on the islands due to extra transportation costs.
- Additional carbon footprint of ship cargo transport of any higher weight load to the island (which would matter in case plastic packaging would be replaced by glass or other heavier types of packaging).

Societal challenges:

- Inter-sectoral cooperation and collaboration (insufficient).
- Insufficient communication (outreach) about the problem but also about the good practice of solutions.
- Consumption patterns, offer and prices of alternatives (high, not available).
- Insufficient awareness and low confidence of guests/tourists on the quality of drinking water in Croatia results in buying/consuming bottled water (PET), which makes the largest amount of plastic waste collected on the islands.
- There is no structured education about sustainable development in the formal education system.

Technological challenges:

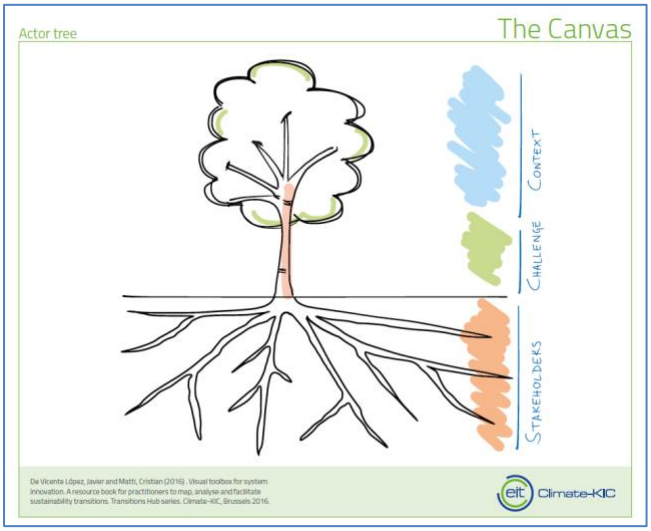
- Affordability of recycling, both prices and technologies.
- High costs of introducing new operations.
- Disposing/storing of collected plastic.
- Alternatives not sufficiently present and known.

Resources gaps:

- Waste treatment for island context (quantity vs. price).
- Clear vision and leadership from the political level.
- Coordination of all relevant activities.
- Resources (human, on island).
- Suppliers of alternative products.
- Difficult to get people support when starting something new.

3.2. Actor Tree Tool

Figure 2: Actors tree and stakeholder valuation according to influence and significance, Cres workshop



The Challenge: The challenge for the stakeholders identified is how to prevent plastic pollution of the sea and develop a Roadmap for Plastic Free southern European waters i.e. prioritize actions of common interest on an immediate, mid-term and longer-term timeline.

The Context: The common context is marine litter problem and its consequences on tourism and to some extent fisheries.

Figure 3 - Actor tree.

The stakeholders/Actors identified:

- **Tourism sector service providers**: hotels, private accommodation providers, restaurants, bars, marinas, charters, tour operators – some are residential, but many seasonal and holding concessions (not local).
- **Tourism board**: local tourism board at the level of destination i.e. Cres and Zlarin TB.
- **Policy makers** (Central, Regional and Local Authorities):– Croatian Ministry of Environment and Energy, Counties/regional – County Primorsko-goranska for Cres and County Šibensko-kninska for Zlarin); on Cres is the city of Cres local government; on Zlarin is local board (mjesni odbor) as a part of Šibenik city local government and Island Sustainable Development Committee initiated back in 2017. by SMILO organisation (Small Sustainable Islands Programme).

- **Local or regional development agencies** (OTRA on Cres, County DA in Šibensko-kninska county).
- **Public institution for protected areas of nature** (county level) – in charge for Natura sites or special amenities – high biodiversity on both islands and along the coast, both terrestrial and marine.
- **Waste management companies**: communal company Cres – KUCL (responsible for neighboring island Lošinj as well) and communal company Zeleni grad Šibenik – responsible for island Zlarin.
- **Suppliers:** Supermarkets and shops with chain of suppliers and packaging used.
- **Cargo i.e. ferry transport** to Cres (one line from Krk, the other from Istria).
- **Nautical sector** with marinas and charters.
- **Port authority.**
- **Tourists** – on Zlarin there are 2000 – 3000 tourists during 2-month summer season; on Cres there are more than 1 million tourists a year with longer season (June-September).
- **Fishermen –** no large fleets, mostly artisanal; Fishermen LAG LAGUR Vela VRata on Cres.
- **Olive oil** producers.
- **Sheep/lam**b owners (Cres only).
- **Firefighters.**
- **Educational institutions** – kindergarten and schools (only primary, secondary on land, children have to move or commute).
- **Civil society** – NGOs and cultural-educational associations (Koralj, Bodulići, RUTA, Institute plavi svijet).
- **International NGOs and EU programmes** – like SMILO for Zlarin or different EU-founded cooperation projects.
- **Islanders** – citizens, residents and occasional incomers (weekends, seasonal, foreigners buying property).

-

3.3. Enlarged empathy map

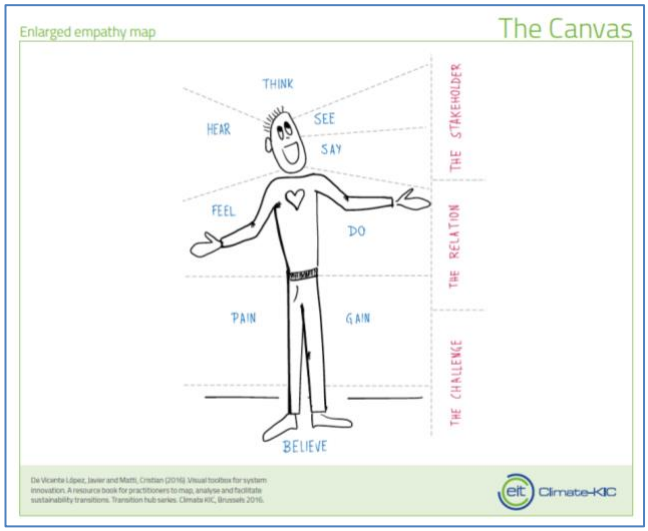


Figure 4 - Enlarged empathy map.

- Policy makers: set the boundaries, set the policy targets nationally and/or regionally, island level. Monitor performance of environmental and economic aspects. Problem localization is not always easy to be assessed. Transfer of best practices from/to other countries.
- Tourists: Main source of pollution. Could be a change making factor in plastic collection.

- Hosts/tourism service providers can play a role in driving tourists behavior and consumption patterns.
- Maritime start-ups: possible benefit from establishing the foundations of circular economy business models based on marine litter /pollution prevention – production of reusable items on site/on-islands as alternative product and create income.
- Local municipality: Decision making in the island/port, tackling the local problems, having vision, having resources, human resources/social capital on the island being an issue, better connectivity and supporting networks can help.
- Research centers/academia: they can provide the technical capacity to overcome relevant challenges. They can benefit from the increased needs for research on topics related to marine ecosystems management, marine litter, waste management through the implementation of relevant research projects that are usually EU and/or national funded. Often remain isolated and detached from the field/locations on site.
- Schools – can play a role in increasing knowledge, engaging children and parents, driving change. Key issue – motivation of teaching stuff to embrace additional content, what can be incentive?
- NGOs - Citizens: benefit from bridging awareness gaps in society, cultivate a relevant "no litter" culture. Financial gaps may be covered through volunteering or crowdfunding, stimulating increasing demand may lead to lower prices of alternative solutions or initiating creation and innovation of local solutions.
- Chambers: support the dissemination of innovative business ideas related to the wider circularity of the project.
- Foundations: support awareness raising campaigns and training initiatives at the change roadmap stage

The island of Cres

- Cresanka d.d. is important player, owns a local hotel Kimen and Kovačine campsite that already have positive practice on no-single-use plastics – needs stronger outreach and tools to lead/overspill good practice to other accommodation or service providers on the island.
- Cres Tourist Board could lead to creation of Cres-no-plastic-island or Cres-green island brand?
- Island development agency OTRA can help with project-related support and coordination

The island of Zlarin:

- Got recognition of media and national-level but haven't got recognition from the City of Šibenik and needs better cooperation/dialogue and collaboration on waste management solutions for the island that are beyond the power of local community.

3.4. Interest, influence and adaptation map

Using interest, influence and adaptation map tool, this section contains the eventual interconnections between the stakeholders, regarding tourism, public and civic sectors. Some of the stakeholders are transversal for all sectors, and few of them are specific for one sector, as well as their main drivers and concerns, shown on previous sections.

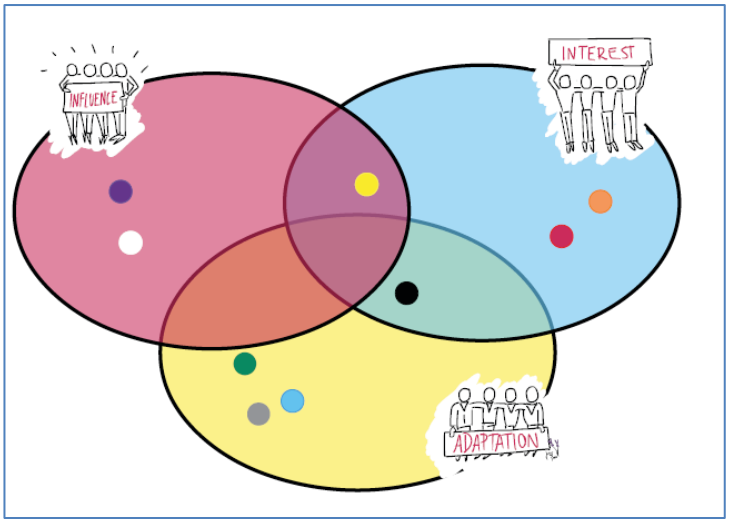


Figure 5 - Interest - Influence - Adaptation Map.

Influence: policy makers (H), academia/research/schools (M), Municipality (H), suppliers (H)

- **The island of Cres**: Associations (M), Tourists (M), Service sector (H)
- **The island of Zlarin**: Tourists (H), Associations (H)

Interest: Fishermen (L), Alternative waste management systems (H), citizens (H), Policy makers (H)

- **The islands of Cres and Zlarin**: Tourists (M), suppliers (M)

Adaptation: Policy makers (M), academia/research/schools (M), alternative waste management systems (M), Fishermen (M)

- **The islands of Cres and Zlarin**: tourists (M), SMEs tourism sector (H)

3.5. Engagement strategy

This section presents an engagement strategy, which builds on the primary stakeholder identification analysis outlined in the previous sections. Between September and December 2019, the team will engage various stakeholders at different levels using a number of fora in order to integrate their input within the project. An indicative timeline including modalities of engagement and target groups is presented below.

Table 1 - Engagement strategy.

Activities/Purpose	*Purpose*	*Target groups*	*Indicative Date*
Workshop and/or Interviews	Validation of preliminary of stakeholder mapping and problem scoping, extended stakeholder mapping.	3 key stakeholders per site	September
Questionnaires/Surveys	Primary data collection and analysis.	Tourists and service providers in tourism	September - October
Workshop and or interviews 2019	Ideation/solutions development.	Main stakeholders	November
Workshop and/or interviews	Validation of identified solutions and draft change road map.	3 key stakeholders per site	December

4. GREECE

4.1. Defining the Problem

Initial problem scoping was carried out within the team to outline the focal challenges in order to better identify and map the relevant stakeholders. This exercise was carried out for each of the study sites using the 'Pentagonal Problem' tool, and the results are reported below for all Greek case study sites.

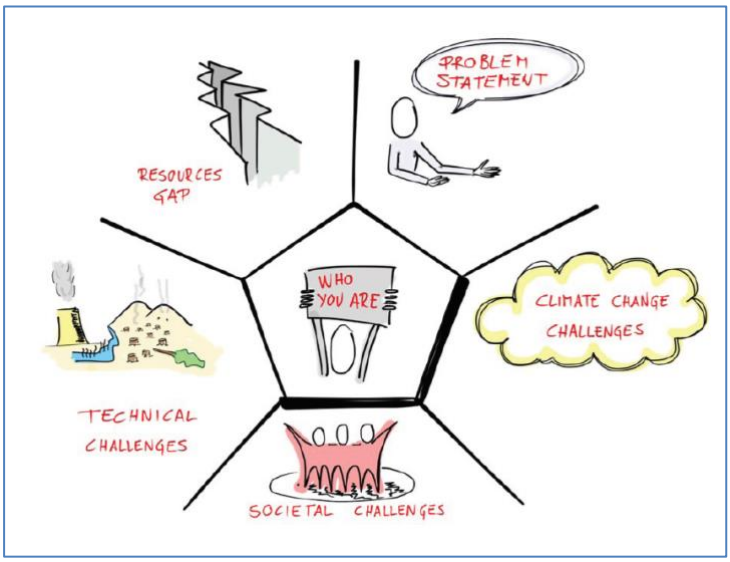


Figure 6 – Pentagonal Problem.

Who we are

Piraeus region, Milos Island and Andros Island**:** IOBE, Aephoria.net-Bluegrowth, Enaleia

Problem statement

- Tackling the issue of marine litter in the seas of South Europe

Climate change challenge

- Link with the dispersion of marine litter, emissions from the collection and from the sound waste management

Societal challenges:

- Assess the impact of marine littering for the society
- Reduce littering especially during tourist seasons
- Negative economic impact on tourism and fisheries
- Positive economic impact from the waste management system (from the application of circular economy models)
- **The island of Andros and Milos:** Recycling infrastructure in the island

Resources gaps

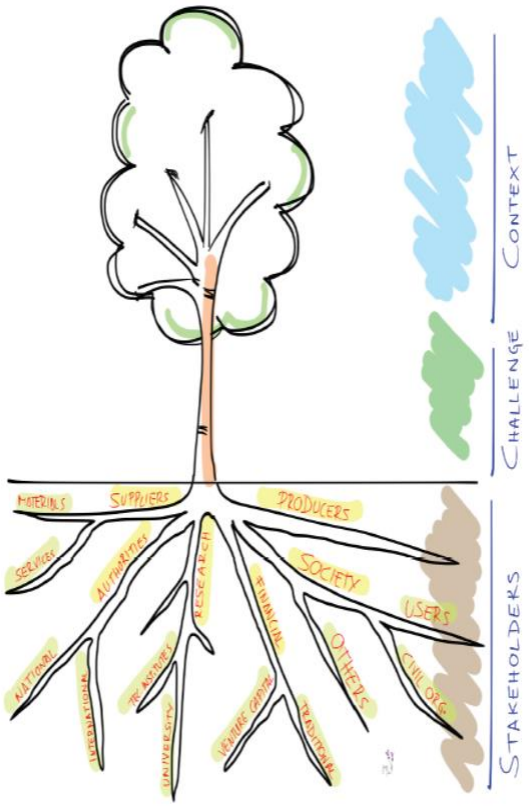
- Availability of collection means (fisher-boats)
- The "marine litter system" is not properly defined (i.e. stakeholders, awareness, technical availabilities?)
- Funding – which national and European funds are available for creating the foundations to support avoidance of littering and removal of waste from the marine ecosystem?

Technical challenges

- To be defined post the survey stage

4.2. Actor Tree tool

Using the actor tree tool each team identifies the main stakeholders associated with the main challenge of this project, i.e. to develop a roadmap for plastic free southern European waters. The stakeholders in all case studies can be divided into the following categories: fishermen, start-ups related to maritime, policy makers, NGOs, Researchers, Universities and Schools, Foundations, citizens and tourists. In the island of Milos though, one more Stakeholder appears, LaFarge, a French industrial company specializing in cement, construction aggregates, and concrete. The following tables present the common context, challenges and stakeholder groups as provided by the Greek team.



Context

Marine litter in the South European waters. Ecosystemic degradation, water pollution, circular economy, tourism, prevention

waters.

Indicative stakeholder groups

- Fishermen
- Hotels, restaurants, beach bars, yachts
- Maritime start-ups
- Alternative waste management systems
- Recycling management system
- Plastics industry
- Policy makers (Local, Regional and Central Governmental authorities)
- Citizens
- Tourists
- NGOs
- Chambers
- Research centers, universities
- Schools
- Shipping sector
- Foundations, Private Equity Investors

The island of Milos

- LaFarge
- CCLD

The island of Andros

- CCLD

Figure 7 – Actor Tree.

4.3. Enlarged empathy map

The next step in stakeholders mapping is the identification of the main drivers, concerns and fears of the stakeholders, which can be seen below for each case study separately. As it seems, in all three case studies the stakeholders are governed by similar drivers and concerns, as perceived by the Greek partners.

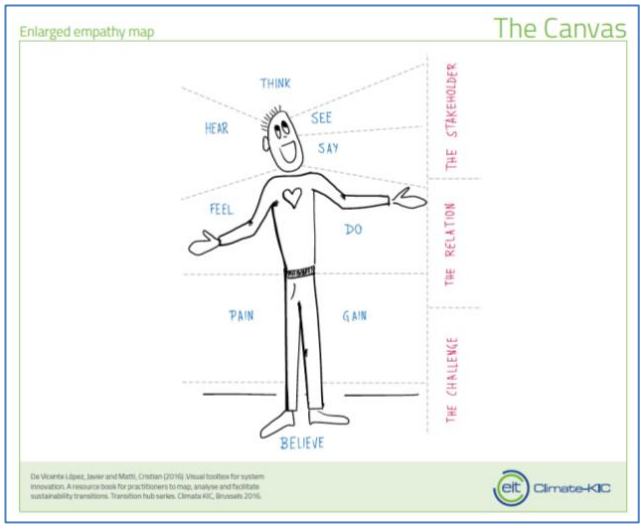


Figure 8 - Enlarged empathy map.

- Policy makers: set the boundaries, set the policy targets nationally and/or regionally. Monitor performance of environmental and economic aspects. Problem localization is not always easy to be assessed. Transfer of best practices from other countries.
- Fishermen: key players affected by marine litter. Have a "circular role" in collecting/providing marine litter to the recycling systems (see also Enaleia).
- Tourists: Main source of pollution. Could be a change making factor in plastic collection.
- Maritime start-ups: possible benefit from establishing the foundations of circular economy business models based on marine litter.
- Local Maritime Industry & SMEs: benefit from the additional tourists that could be attracted to the region. The operation of the start-ups can have a twofold result, both positive and negative (i.e. through competition).
- Local municipality: Decision making in the island/port, tackling local problems.
- Research centers/academia: they can provide the technical capacity to overcome relevant challenges. They can benefit from the increased needs for research on topics related to marine ecosystems management, marine litter, waste management through the implementation of relevant research projects that are usually EU and/or national funded.
- NGOs - Citizens: benefit from bridging awareness gaps in society, cultivate a relevant "no litter" culture. Financial gaps may be covered through volunteering or crowdfunding.
- Chambers: support the dissemination of innovative business ideas related to the wider circularity of the project.
- Foundations: support awareness raising campaigns and training initiatives at the change roadmap stage
- **The island of Milos**
    - Lafarge: Key player in the decision making of the island
    - CCLD: Providing funding for sustainable development
- **The island of Andros:**
    - CCLD: Providing funding for sustainable development
    - Shipping sector: Many sailors, captains and shipowners have emerged from Andros, whom are interested in tackling marine plastic pollution

4.4. Interest, influence and adaptation map

In this section are presented the interconnections between the stakeholders in all Greek case studies. In all case studies, policy makers present medium to high degrees of each of the three key criteria, being so an undeniable a key stakeholder to this issue. However, some of the stakeholders seem to be only involved only in the islands of Milos and Andros, and they can be identified separately below.

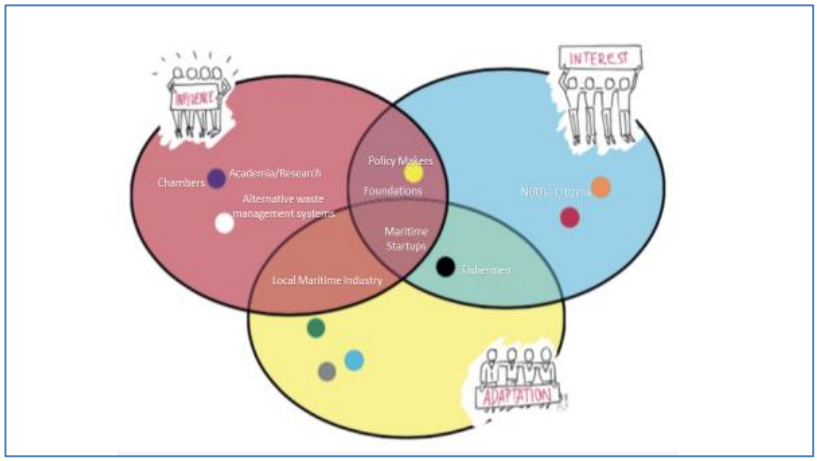


Figure 9 – Interest, influence and adaptation map.

- **Influence**: policy makers (H), academia/research (M), Municipality (H)
    - **The island of Milos**: Associations (M), Tourists (M), Shipping sector (L)
    - **The island of Andros**: Tourists (H), Lafarge (M), Associations (M),
- **Interest**: Fishermen (H), Alternative waste management systems (H), plastics industry (H), citizens (H), Policy makers (H)
    - **The islands of Milos and Andros**: Tourists (M)
- **Adaptation**: Policy makers (M), academia/research (M), alternative waste management systems (M), Fishermen (H)
    - **The islands of Milos and Andros**: Fishermen (M), SMEs tourism sector (H)

4.5. Engagement strategy

This section presents an engagement strategy, which builds on the primary stakeholder identification analysis outlined in the previous sections. Between September and December 2019, the team will engage various stakeholders at different levels using a number of fora in order to integrate their input within the project. An indicative timeline including modalities of engagement and target groups is presented below.

Table 2 - Engagement strategy.

Activities/Purpose	*Purpose*	*Target groups*	*Indicative Date*
Workshop and/or Interviews	Validation of preliminary of stakeholder mapping and problem scoping, extended stakeholder mapping	3 key stakeholders per site	Early – Mid September
Questionnaires/Surveys	Primary data collection	Tourists (potentially fishermen as well)	September
Workshop/Climathon 2019	Ideation/solutions development	Main stakeholders	Late October
Workshop and/or Interviews	Validation of identified solutions and draft change road map	3 key stakeholders per site	December

5. PORTUGAL

5.1. Actor Tree tool

Actor tree tool (Figure 10) was used in order to identify the main stakeholders, and their challenges and contexts, in Portuguese local project.

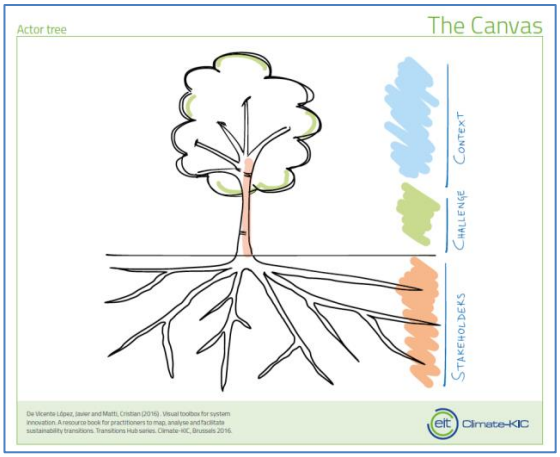


Figure 10 - Actor tree.

The Portuguese team identified the following **stakeholders**:

- Tourism, cargo and fishing sectors
  - Policy makers (Central, Regional and Local Authorities and other entities)
  - Waste management companies
  - Plastic industry
  - Academia, research centers, I&D centers
  - ENGO
- Tourism sector
  - Shipping sector
  - Travel agencies
  - Tourists
- Cargo and fishing sectors
  - Shipping sector
  - Shipowner/shipmaster
  - Fishermen

The **challenge** for the stakeholders identified is developed a Roadmap for Plastic Free southern European waters, regarding plastic prevention or reduction in tourism, cargo and fishing sectors.

The common **context** is marine litter problem and its consequences such as plastic pollution and the opportunity to promote circular economy principles.

5.2. Enlarged empathy map

Second phase of stakeholder mapping was the phase when we used enlarged empathy map tool, in order to build the stakeholders profile by quickly browsing sources of information.

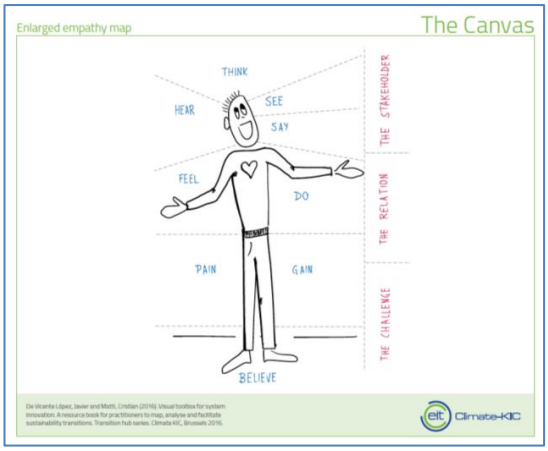


Figure 11 - Enlarged empathy map.

On Table 3, some drivers and concerns were registered in order to provide information about enlarged empathy map.

Table 3 - Enlarged empathy map - stakeholders information.

Sectors	***Stakeholders***	***Drivers/concerns***
Tourism, cargo, fishing	Policy makers	Set environmental policies. Promote best practices. Evaluate environmental aspects.
	Waste management companies	Awareness and communication for plastic prevention or reduction. Plastic and alternative waste management.
	Plastic industry	Directly affect their source of livelihood. Awareness and communication for plastic prevention or reduction.
	Academia, research centers, I&D centers	Scientific and technical knowledge about plastic and alternative products consumption, marine litter, waste management. Alternative and innovative solutions.
	ENGO/NGO	Awareness and communication for plastic prevention or reduction. Alternative and innovative solutions.
	Shipping sector	Eventual source of pollution. Changemakers for plastic products consumption. Awareness and communication for plastic prevention or reduction.
	Shipowner/shipmaster	Eventual source of pollution. Awareness and communication for plastic prevention or reduction.
Tourism	Travel agencies	Awareness and communication for plastic prevention or reduction.
	Tourists	Eventual source of pollution. Changemakers for plastic products consumption.
Fishing	Fishermen	Eventual source of pollution. Eventual collaboration collecting marine litter, as marine litter can damage their equipment and affect their source of livelihood.

5.3. Interest, influence and adaptation map

Using interest, influence and adaptation map tool, this section contains the eventual interconnections between the stakeholders, regarding tourism, cargo and fishing sectors. Some of the stakeholders are transversal for all sectors, and few of them are specific for one sector, as well as their main drivers and concerns, shown on previous sections.

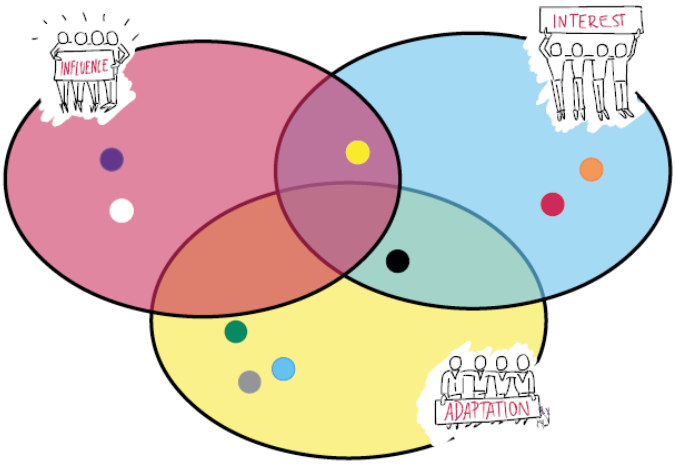


Figure 12 - Interest - Influence - Adaptation Map.

For better comprehension, we analyzed this map using high, medium and low classification, as shown on Table 4

Table 4 - Interest - Influence - Adaptation.

Sectors	*Stakeholders*	*Influence*	*Interest*	*Adaptation*
Tourism, cargo, fishing	Policy makers	H	H	M
	Waste management companies	H	M	M
	Plastic industry	M	L	M
	Academia, research centers, I&D centers	H	H	H
	ENGO/NGO	H	H	H
	Shipping sector	H	M	M
	Shipowner/shipmaster	H	H	M
Tourism	Travel agencies	M	M	M
	Tourists	H	M	M
Fishing	Fishermen	H	H	M

High - (H), Medium (M), Low (L)

5.4. Engagement strategy

After all stakeholders have been identified, the engagement strategy was defined by the team, in two different approaches: i) address stakeholders through privileged contacts provided by the local partners and/or, ii) after interviews or surveys involve stakeholders within the project. In both approaches, stakeholders will be asked and invited for the workshop to be held in November, to identify and discuss innovative solutions for plastic use mitigation, through participatory methods.

6. References

De Vicente Lopez, Javier and Matti, Cristian (2016). Visual toolbox for system innovation. A resource book for practitioners to map, analyse and facilitate sustainability transitions. Transitions Hub Series. Climate-KIC, Brussels 2016.

World Economic Forum, Ellen MacArthur Foundation and McKinsey & Company, The New Plastics Economy — Rethinking the future of plastics (2016, http://www.ellenmacarthurfoundation.org/publications). Accessed on 19th December 2019.