

**Circular Port2Port
Platform
Draft Work Program**

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Initiator

Delta Atelier, 'Circular Port Program'

Made in consultation with:

Port of Amsterdam

Port of Brussels

North Sea Port

Port of Rotterdam

European Federation of Inland Ports(EFIP)

European Federation of Sea Ports (ESPO)

Association Internationale Villes Ports (AIVP)

Circular Flanders/OVAM

Rijksdienst voor Ondernemend Nederland (RVO)

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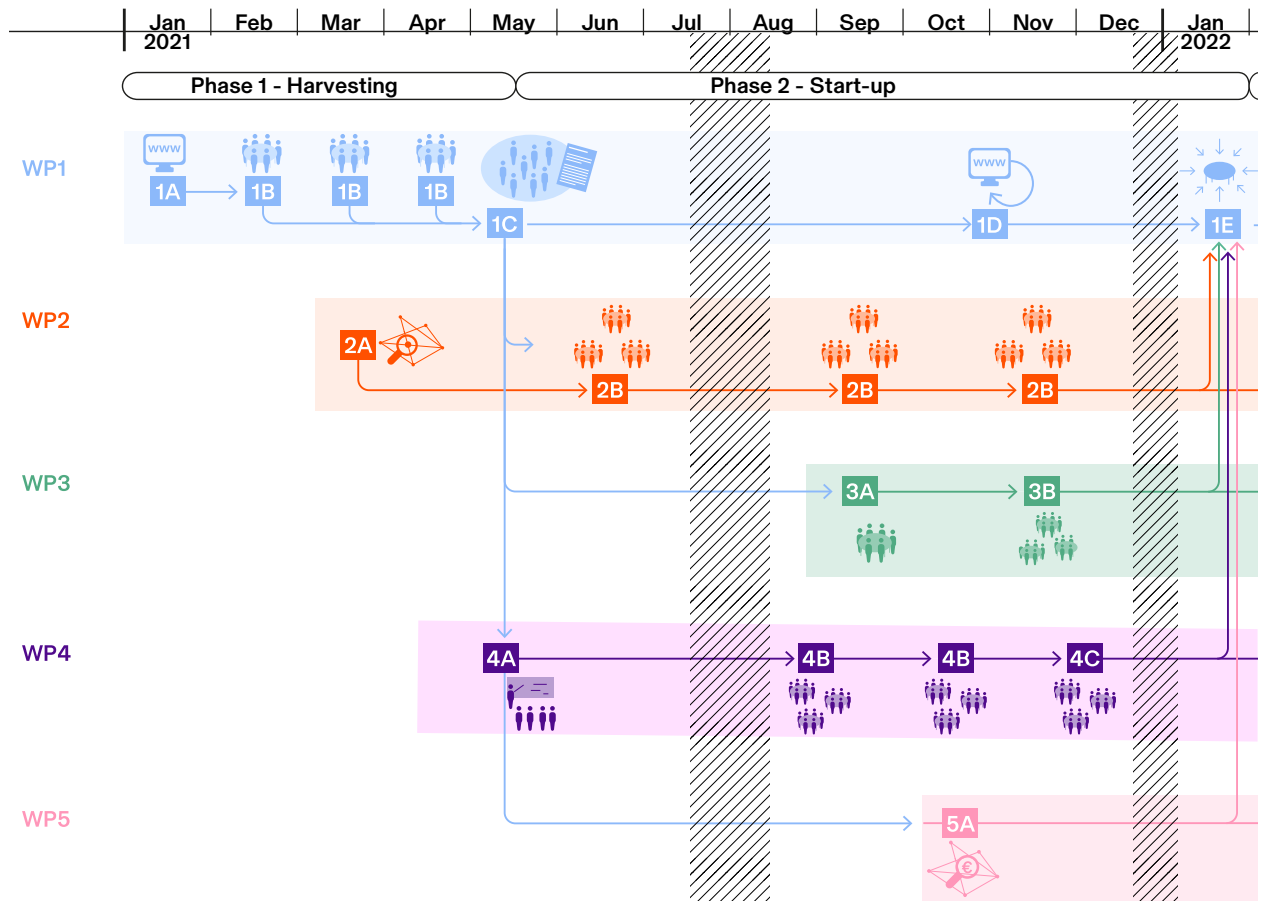
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● What is this document?

This document presents a first draft of the work program to set up the Circular Port2port Platform, a peer-to-peer learning environment to strategise upon the transition toward circular economy, in the more concrete context of ports in connection with cities and the hinterland, within the Delta environment. This draft work program focuses on the first two years of the Platform (2021-2022), with the ambition to continue working for 4 to 5 years period (comparable to CityDeals processes).

This draft work program is based on the five work-packages that were prioritized during the [online webinars](#) in April 2020 within the Circular (City) Ports explorative research. Consequently, they have been further discussed via different bilateral talks from June to September 2020, with port authorities, international organisations and national instances in order to focus and sharpen the program. These redefined, action driven work-packages form the main pillars of the first two years of the Platform, but are not standalone worklines. They are intertwined with each other and are flexible adapted according to the needs of the peers during the process (see further explanation of the actions in chapter 2).



● Workpackages

WP 1: creating a learning and capacity-building environment

Work-package 1 focuses on sharing what is already there, understanding which are the needs, questions and ambitions of each port authority, and constructing the common intentions that will structure the process of the platform.

WP 2: Supporting and strengthening Circular Port Projects to implementation

Work-package 2 has the ambition to support the development of 'Circular Port Projects', starting from the transversal needs that each port voices as crucial in order to implement those processes on the ground.

WP 3: Exploring further a circular system at the corridor level

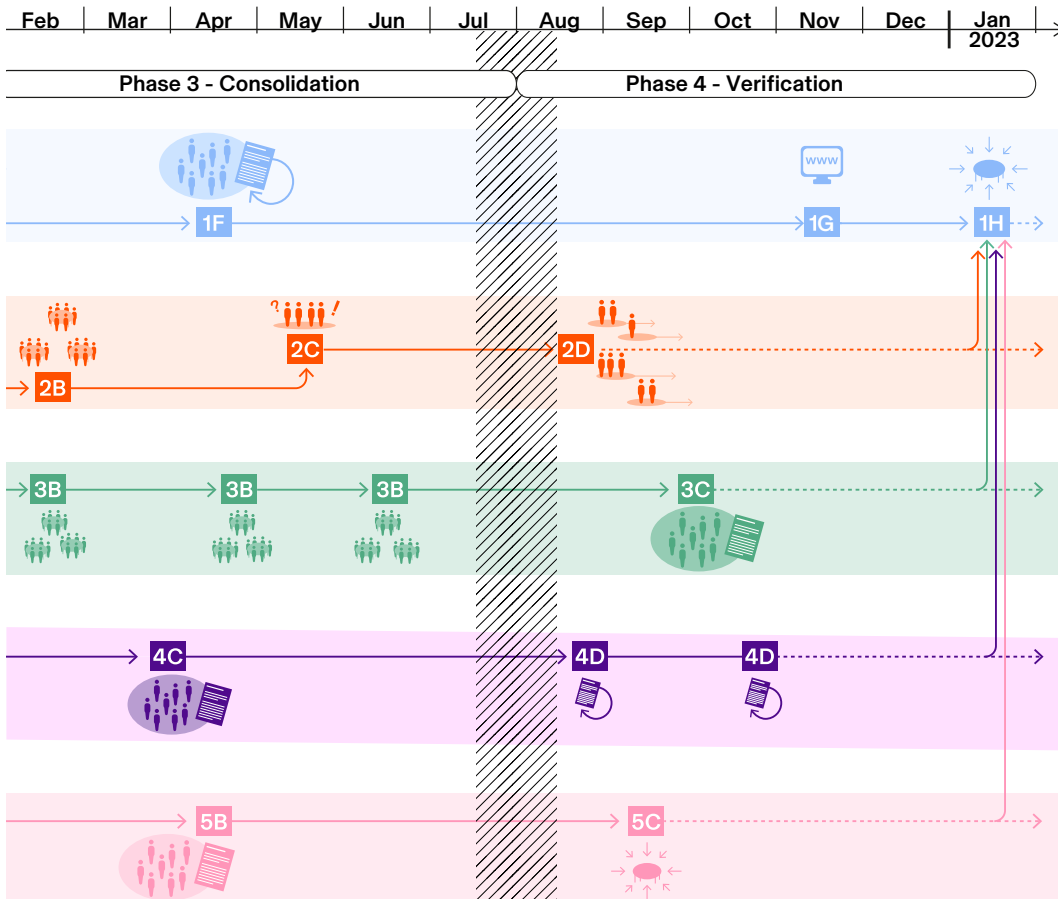
Work-package 3 looks into the corridor of ports: the system of a sea port, in connection with inland ports and the hinterland. Going circular means looking more at local systems, rather than global systems: competition will happen more in the hinterland than overseas. With this, the corridor scale will play a crucial role, where research can help to understand how circular ecosystems can be built up.

WP 4: Developing monitoring principles for circularity at the Delta scale

Work-package 4 will start up the discussion around the establishment of a monitoring principle at the Delta scale. It will start by looking at what the monitoring principle should measure/observe: which aspects of circularity do we need to measure? Clear is that the monitoring principle should work at the scale of the Delta, and it forms thus an important tool to report to an European level.

WP 5: Interlocking local needs of ports to national and international policy environments and financing opportunities

Work-package 5 looks at the possibility for other financing means, in connection with the policy environments at different levels. This work package is strongly connected to the other work packages and their different outcomes and needs.



- Why a Circular Port2Port Platform?

It is more and more clear that circularity is becoming one of the main priorities at the European, national, regional and local levels. The set goals impose very high standards for the future circular functioning of our everyday life, questioning the production and consumption mode and the systems in which it is embedded. At the same time, many innovative circular initiatives are blooming.

In this changing scenario, ports can be seen as key locations in which the transition can be operationalized. In fact, they have enormous potential to accelerate the shift to a new economy, as a breeding ground for specific expertise and as a beacon of many existing activities that can facilitate the transformation process.

From the many conversations, each port, city and region explicit that it finds itself at different stages of the transition within the Delta environment. Everyone is trying to tackle the shift to the new economy with different processes of learning-by-doing in response to the various local questions. The fact that the overall system of heterogeneous actors is busy strategizing toward this systemic change, clarifies the need for exchange and mutual learning between practices.

Therefore, it seems logical to work together in a collaborative continuous way at a number of scale levels, responding to the common needs, questions and ambitions, voiced by the ports themselves, and not imposed by other levels.

- How does the Platform work?

The Circular Port2Port Platform has the ambition to function as a neutral incubator for the circular transition, and will work in its start-up phase with the port authorities (peers), but will incrementally grow with other parties in the following years. The different work-packages investigate the urges of these ports and the Platform initiates a series of processes (workshops, bilateral talks, sounding board, synthesis documents...) to move forward with its peers. In short, the Platform is a neutral ground and learning environment, that supports the peers and incubates certain tracks to further circularity, via formulating clear questions for further research or bringing together experts, companies, port communities, etc.

The initiator of the Platform is the Delta Atelier, who will facilitate the starting up of the different workpackages and their processes with various actions/steps, formulate the key questions inside these and make the necessary products. Next to the collaborators inside the Delta Atelier, a Community Facilitator will be working to steer the exchange between the different peers of the Platform and who will exchange possible coalitions building.

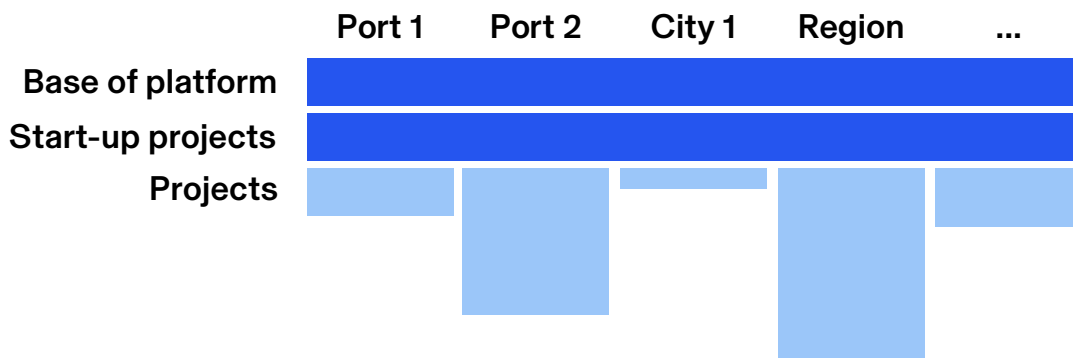
The financing and collaboration system of the platform is based on a co-financing model, where each party brings in an equal amount in this start-up phase. This means that the commitment and power of the different parties are in balance, and no single party bears the workload alone, finances everything or dominates the process. With this co-financing, the Platform forms a light structure that can start rather small and be flexible and which incrementally grows throughout time. The Platform is thus not an institutional body, and the financing is not used to solely exist as a structure, but to really work with its peers and facilitate the proposed processes. If certain specific tracks or researches need to be set-up, other additional financing means can be searched. The Platform will not undermine the autonomy of its peers and their own initiatives, but it forms a supportive body to formulate the shared questions, look for possible further researches or tracks and build up possible collaborations to push forward in the transition.

In the future, with the gradual evolution of the Platform, other public and private parties can be involved in a structural way, to start-up certain research tracks based on the outcomes inside the Platform. These other parties could be OVAM (Flanders), RVO (the Netherlands), certain city authorities or other

institutions.

- Proposal for financing

The proposal for the work program of the Circular Port2Port Platform and its needed financing is based on 30.000 euro from each peer. Important to note: the gathered budget is to not only exist as an exchange platform, but it is used to set up an action driven process (see work-packages). The minimum resources needed to start up the process would be around 120.000 euro for the first year, which means that 4 peers (ports) are participating. This first estimation would lead to organising, coordinating and initiating the platform process, by developing two main work packages (WP1 nad WP2). Progressively with the growth of possible partners engaged and thus resources, other workackages can be developed further. Within this document, two budget estimations are presented: a first minimal form (4 peers engaged) for the platform coordination and the full development of WP1 and WP2; a second more extensive one (with a maximum of 6/7 peers involved) in which besides WP1-WP2, also the other workpackages are initiated. Potential cooperating partners, such as MOW (Flanders), OVAM (Flanders), RVO (the Netherlands), BZK (the Netherlands) etc. can include more resources within the platform to facilitate or initiate specific work packages or to start-up specific research or project tracks (e.g. WP4). See from p. 31 for the details of the needed financing.



The scheme above illustrates the financing structure and functioning of the Platform

1 Introduction of the Port2Port Platform

- Why do we want to start up a Platform?

- Globally, circularity is becoming one of the main priorities at the European, national, regional and local levels. The driving forces behind this transition are the Sustainable Development Goals (SDGs), the European Circular Economy Action Plan, the Circular Economy Package, and more recently, the new Circular Action Plan as a part of the European Green Deal. These goals set very high standards for the future circular functioning of our daily reality, and call into question the mode of production and the systems in which it is embedded. At the same time, many innovative circular initiatives flourish within the broad field of practices. These are actively setting out a strategy for the upcoming transition, looking for new forms of functioning, new economic value and cooperation to accelerate the necessary transition to circularity.
- Our port environments appear to be pivotal places for the operationalization of the necessary changes to happen. In fact, they have enormous potential to accelerate the shift to a new economy, as a breeding ground for specific expertise and as a beacon of many existing activities that can facilitate the transformation process. The ports have an enormous role to play in the currently unknown field of the circular economy, by facilitating the bridging of the gap between the multitude of isolated projects and pilots, and the long term-ambitions (circularity gap). Therefore it seeks for the development of adapted models, processes and business cases in order to enhance the realisation of the transitions at the local scale, in close connection with the broader Delta environment.
- Flanders and the Netherlands are both part of a very unique spatial, ecological, economic and social system within the Rhine, Meuse and Scheldt Delta. This high densely urbanised area plays a key role in the local, regional, European, as well as global economy.
- Within this context, port authorities, public and private actors are mobilizing and working on a strategy on different trajectories to structure this transition at the local level and to guide them in bridging the circularity gap. As the transition to a new economic model requires a complete renewal of our systems, each port environment will have to reinvent itself and develop specific economic infrastructure and devise spatial strategies to structure the transition. Therefore, it seems logical to work together in a collaborative continuous way at a number of scale levels, responding to common needs, questions and ambitions, coming from the main engaged and active actors in this transition: ports. The building up of a Circular Port2Port Platform, in which mutual exchange can happen on these shared questions, future ambitions and other knowledge, seems an important first step to bridge the circularity gap.

- **The objectives of the Platform**

The Circular Port2Port Platform wants to accelerate and facilitate the process toward the circular economy transition by starting from the urges and priorities of the port authorities and potentially other public and private actors, and not from top-down defined ideas and goals. Different ports highlighted the recurring challenge of finding a structured way to organize the port environment in light of the circular transition. The Platform would pick up this need and operationalize a series of processes and working methods towards a structured way that will facilitate the implementation of circularity in the port environments. Therefore the goal of the platform can be synthesised with three main objectives:

a Platform as neutral ground and learning environment

The Platform establishes a neutral space that leaves the freedom to exchange and build together a common pathway to formulate a first shared circular port strategy at the Delta scale. The different port authorities engaged can have the possibility to use this non-competitive environment to look ahead at this transition. On the one hand, the Platform implements a common understanding and way of working and hence a mutual learning environment. On the other hand, it simultaneously creates the possibility to find the right support for the implementation and operationalization of certain strategies and projects at the local level.

b Platform as supportive environment

The Platform initiates processes that support the operationalisation of certain specific dynamics, leading to the development of circular projects. This would also mean to involve, during the process of the Platform, experts that could answer and help in specific fields and with certain problems.

c Platform as incubator of circular processes

The Platform gradually builds up a new framework to facilitate new peer-to-peer collaboration and the start-up of new circular projects (research, specific investigation, local projects, design research...)

The Platform sets out different principles to create this fair and equal peer-to-peer environment:

- The Platform will not, in any way, restrict the engaged parties to take new initiatives themselves and let them only commit to joint initiatives that can be seen as very relevant and are in line with the different local ambitions.
- The gathered financial resources go mainly to projects and process development, and serve not solely to maintain the organization. The Platform aims to be action driven, supporting the phase between ideas, ambitions and goals and the actual implementation and operationalization of projects.
- Cooperation is based on equality: the commitment and power of the different parties are in balance, and no single party bears the workload alone, finances everything or dominates the process.
- The Platform aims to base its functioning on a peer-to-peer modus operandi, and to reinforce various collaborations.
- The Platform will start small and will, incrementally, become more concrete, mature and enlarge its capacity.
- The Delta scale is the common spatial environment in which a new ecosystem of ports collaborating and sharing can be imagined and activated.

Introduction

● Actors inside the platform

Within its start up phase, the base of the platform would consist of the following actors:

- Port authorities
- The Delta Atelier as facilitator of the platform
- Community Facilitator (to be defined)

In this first intervisioning phase, the involvement of specific actors and other parties at different levels, is mission-driven, following a clear goal or ambition for the progressive evolution of the platform. The gradual evolution of the platform in the near future would lead to involve in a more structured way other parties, that increasingly can be part of the different working tracks within the platform:

- Port cities actors
- City authorities
- Provinces and Regional authorities
- International organisation

Via the port authorities, we also want to reach certain practices or communities inside the ports:

- Community of port companies
- Companies
- Intermediate figures (e.g. Kanaalkant Manager Antwerp)
- Sectoral organisations
- Socio economic partners

Within the Circular Port2Port Platform, the Delta Atelier will facilitate the starting up of the work packages (see chapter 3). Next to that, it will support the formulation of key questions and develop the related process. As a neutral player, the Delta Atelier will program the different processes and actions in each work package, based on the decisions and questions that will be defined collectively within the platform environment.

Moreover, it is clear that there is the need of a community facilitator, that could support the exchange between peers and enhance possible coalition building and future further cooperations, throughout the working of the platform. The identification of the community support/facilitator team, will be carried out within the next months.

● What is the Delta Atelier?

The Delta Atelier is a knowledge and action platform of equal partners in which designers, experts, practices, governments, citizens' initiatives and local organisations come together and work in innovative ways to make more sustainable urban landscapes in our shared delta. Addressing challenges in the fields of energy, mobility, food, production (circular economy), care and climate requires that we are able to build connections between the still abstract objectives, policy, knowledge and resources on the one hand and the innovative and realisation power of local coalitions on the other. The platform exists thanks to the support of the Department of Foreign Affairs under the Prime Minister (VL), the Ministry of the Interior and Kingdom Relations (NL) and the substantive contributions of all participants. Architecture Workroom Brussels (BE) and the Vereniging Deltametropool (NL) act as facilitators.

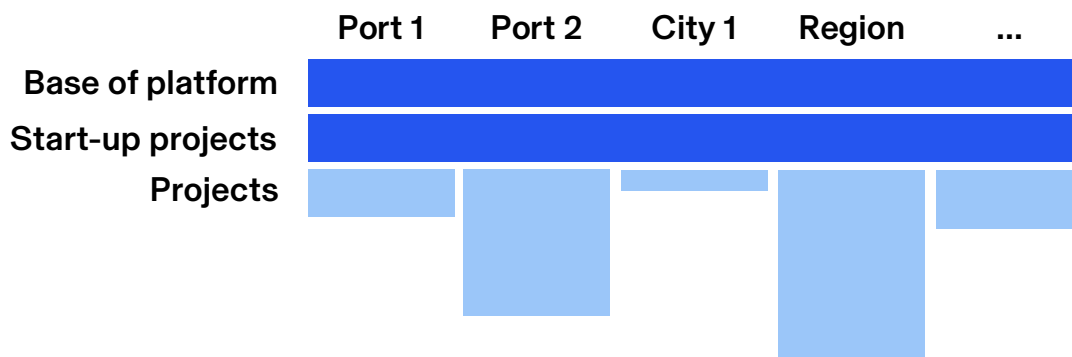
During the summer of 2018, the Delta Atelier developed the 'Circular Ports in the Delta' program. Bridging the 'circularity gap' by highlighting the crucial role that ports will play in this transition is the central hypothesis of this program. Four scales to work on were defined - the Circular Mainframe by the Ministry of the Interior and Kingdom Relations (scale XL) on the Delta as a whole; the corridor level of the port and its hinterland, has been touched upon in the North Sea Port District project (scale L); exploring the bridge between the port cities and the ports, the "city ports" as catalysts of a new manufacturing and circular economy, together with OVAM / Circular Flanders, 1010au and AWB (scale M); the IABR and the municipality of Rotterdam together with the port authority are strategizing around the Rotterdam Makers District within Test Site M4H, towards the realization of a pilot for a circular building economy integrated with logistics functions in the Merwe Vierhavens, experimenting on the scale of the building typology (Scale S).

- Collaboration system

The financing and the collaboration system of the platform is based on co-financing of the different actors involved in the platform. Important to note is the following: the gathered budget is used not to only exist as a port to port platform, but it is used to set up an action driven process and exchange (see chapter 2 for the 5 work-packages with the proposed actions). The Platform is not an institutional body, but a light structure that can start rather small and be flexible and which incrementally grows throughout time, following the needs and actions formulated by the actors present in the platform. In the platform knowledge will be exchanged between the different parties and shared questions will be formulated, on which then further financial means can be searched to do specific research or to solve specific urgencies. The Platform will not undermine the ports autonomy and the autonomy of all other potential future public and private partners. The exchange within the platform will leave the flexibility to each party to commit and take part in joint initiatives or to take steps that are in line with the local goals and ambitions.

Each party involved in the Platform will co-finance it with an equal share. This document presents the first proposal possible for co-financing and budget needed (see chapter 3), based on a period of two years and on the work-packages proposed in chapter 2.

To illustrate the functioning of the Platform and to show what the budget will be used for, we sketch a possible scenario. Inside the Platform, after a third intervention session with the ports, it is clear that Port A and Port B are both working on biobased economy. To start-up a collaborative project, we formulate, inside the platform, what the possible shared research question(s) could be for this more in-depth track with these two specific ports. Then, outside the platform and thus with other financing means, the research can be developed with these specific ports. The platform can function as a possible sounding board at intermediate moments in the research but is not an active partner or financier in the research/project. The end result of the research/project should be shared in the platform, in order to build further on the gathered knowledge and see how this can help other tracks to develop and what new steps could be.



2 Work Program

● Outline of the workpackages

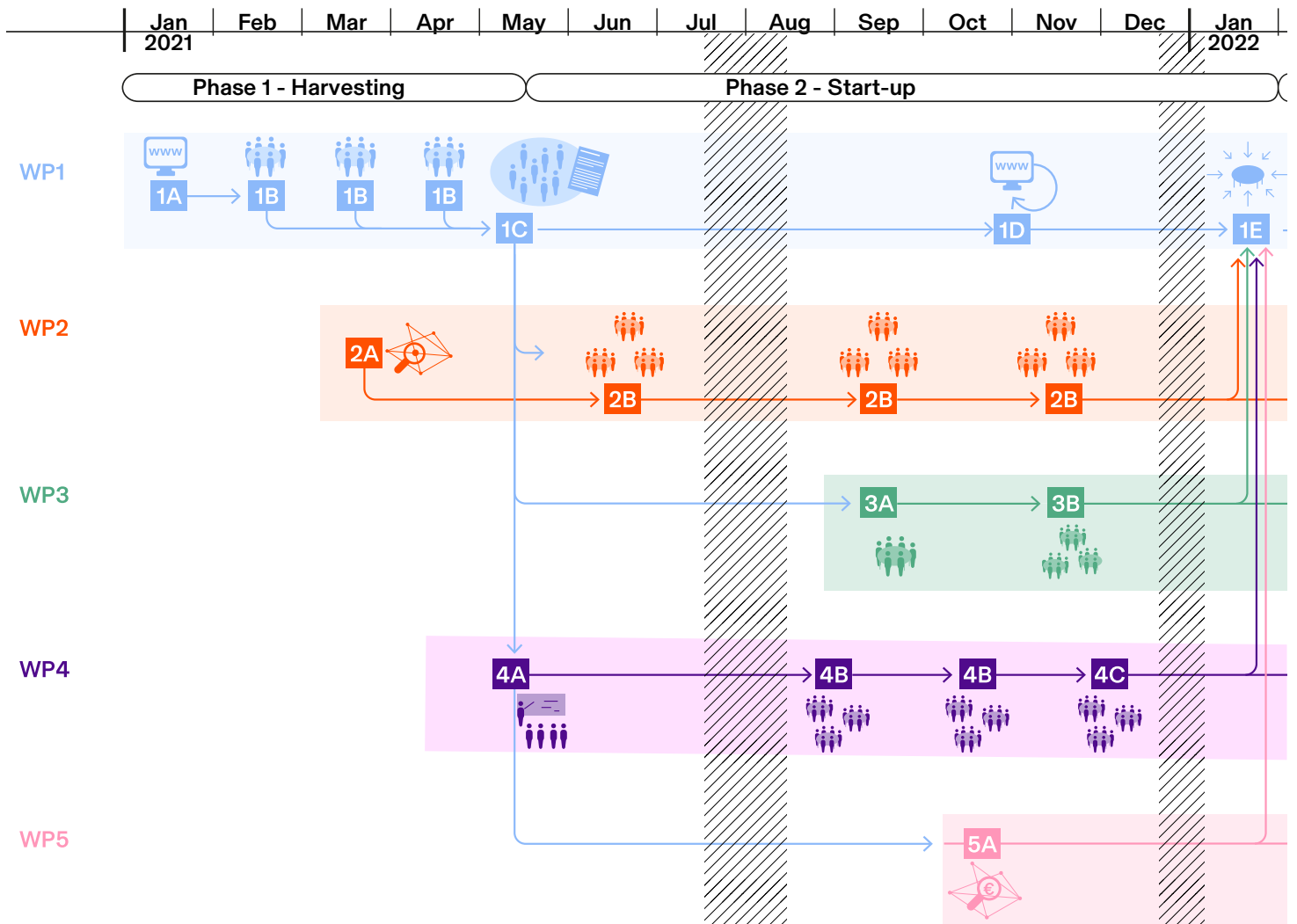
As a result of two years of investigation, research and verification around the transition toward circular economy in our port environments, five specific work packages were prioritized in collaboration with the different port authorities, companies and differentiated public and private actors engaged during the research trajectory, initiated by the Delta Atelier and co-financed by CircularFlanders/OVAM. These five workpackages have been further discussed with the specific port authorities and international organisations in order to define and sharpen the focus of the Circular Port2Port platform, and structure a first working framework in which the Platform could start to function.

The following section will go more in depth on the definition of the five work packages, which form the main pillars and focus points of the work inside the Circular Port2Port Platform for the next two years (2021-2022). For each work package the different actions and steps are explained, as well as the interrelations or interdependencies between the different actions. Each work package is action driven, and has the goal to start to bridge

the gap between the different high ambitions regarding circularity and the operationalization of those intentions. The work-packages should not be seen as standalone worklines, but they are intertwined with each other and have the flexibility to be adapted according to the needs of the peers during the process.

The work program is structured on the basis of four main phases, leading the content and the actions:

- Phase 1: Harvesting-toward a shared work agenda, aims to sharpen the focus to build the shared work agenda of the Platform;
- Phase 2: Start up-from a shared agenda to program, initiates the specific WPs, organising working session and knowledge development around the key topics;
- Phase 3: Consolidation-renewed shared question and continuation work program, re-evaluate the steps already taken within the platform, sharpening the content and the work process;
- Phase 4: Verification-next steps and start up of new tracks, construct the basis to initiate specific in-depth tracks, parallel to the platform, with dynamics of mutual exchange and support.



● Overview work-packages in time

Work-package 1

- 1A Circular Ports Online environment
- 1B Intervention sessions
- 1C Common intentions of ports (and port cities) in the Delta
- 1D Consultation of online platform ambitions
- 1E Yearly 'Circular Port in the Delta' Conference
- 1F Review shared agenda
- 1G Community online environment
- 1H Second edition of 'Circular Ports in the Delta' Conference -Looking back looking ahead

Work-package 2

- 2A Scanning for potential Circular Port Projects
- 2B Workshop series exploring existing projects
- 2C Form a supporting expertise group
- 2D Definition degree of implication of expert group

Work-package 3

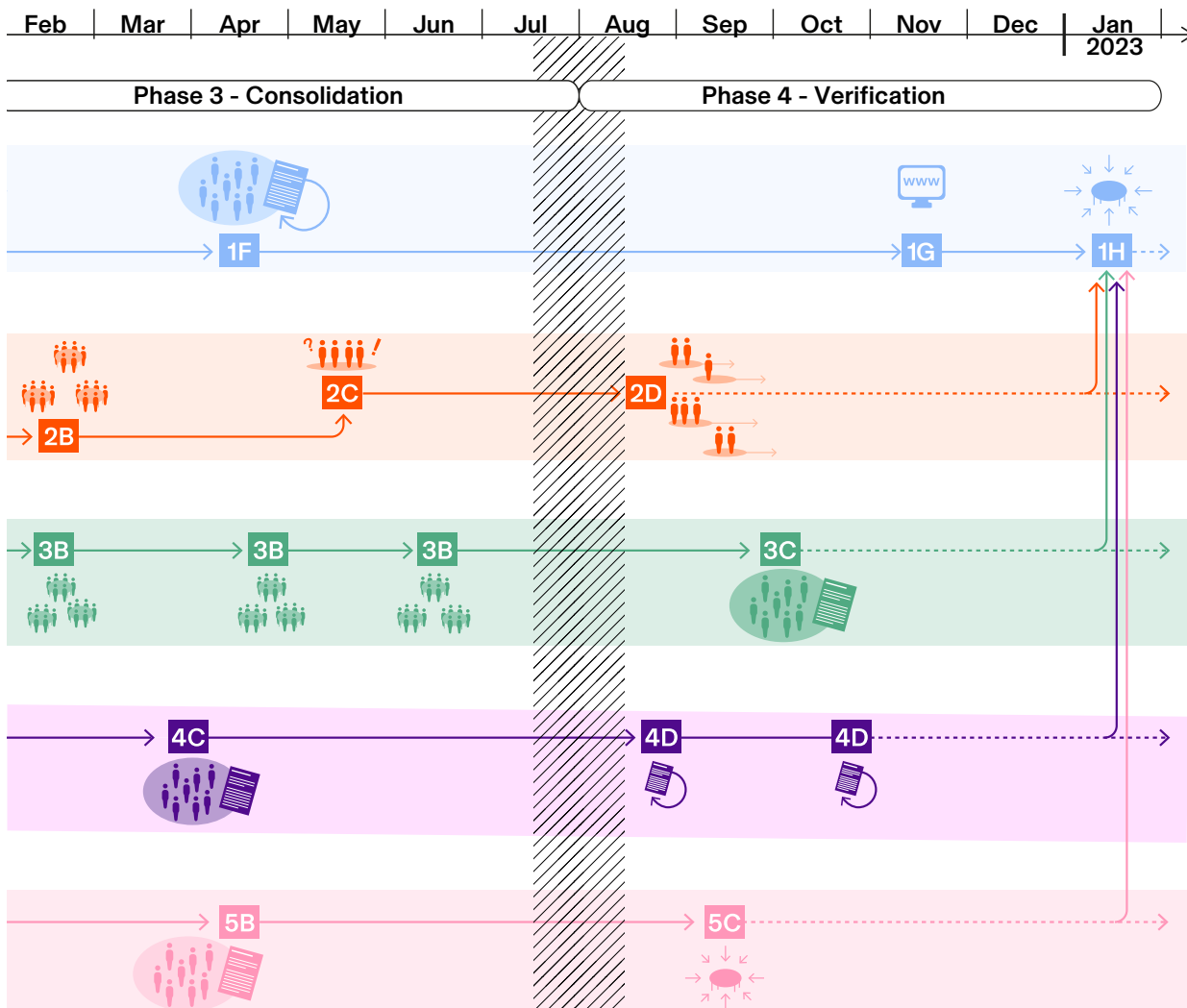
- 3A Intervention session
- 3B Workshop series to sketch potential corridor ecosystems
- 3C Formulate agenda for further action

Work-package 4

- 4A Seminar existing principles
- 4B Workshop series: what should this monitoring observe?
- 4C Formulate monitoring guidelines for the Delta
- 4D Assistance process of formulation of Circular monitoring system

Work-package 5

- 5A Scanning financing potentialities
- 5B Developing of shared input note for policy makers
- 5C Yearly gathering of policy makers and port authorities



Work-package 1: Creating a learning and capacity-building environment

Work-package 1 focuses on sharing what is already there, understanding which are the needs, questions and ambitions of each port authority, and constructing the common intentions that will structure the process of the platform.

During the research trajectory of the last two years, it started to be gradually more clear that there is knowledge, expertise and multiple projects on circularity present. However, all of these are scattered, and there is a common feeling that everyone is ‘reinventing the circular wheel’. Circular economy is a vast field that still needs further investigation and experimentation to be fully understood and discovered. In order to start a process of putting knowledge into practice, an environment in which the differentiated insights, know-how and shared challenges can be bundled and strategized upon, seems needed. In the Circular Port2Port platform the different ports can, on the one hand, start to share and exchange on the expertise already present in each specific context, and on the other, formulate shared bottlenecks and future goals to be examined within this neutral environment. In fact, this peer-to-peer (port-to-port) exchange environment is also responding to the need to find a neutral ground in which shared capacity can be built that goes beyond port competitiveness and specific local gains. It wants to steer the positive-sum game for the different parties involved.

● PHASE 1: HARVESTING

1A Circular Ports online environment

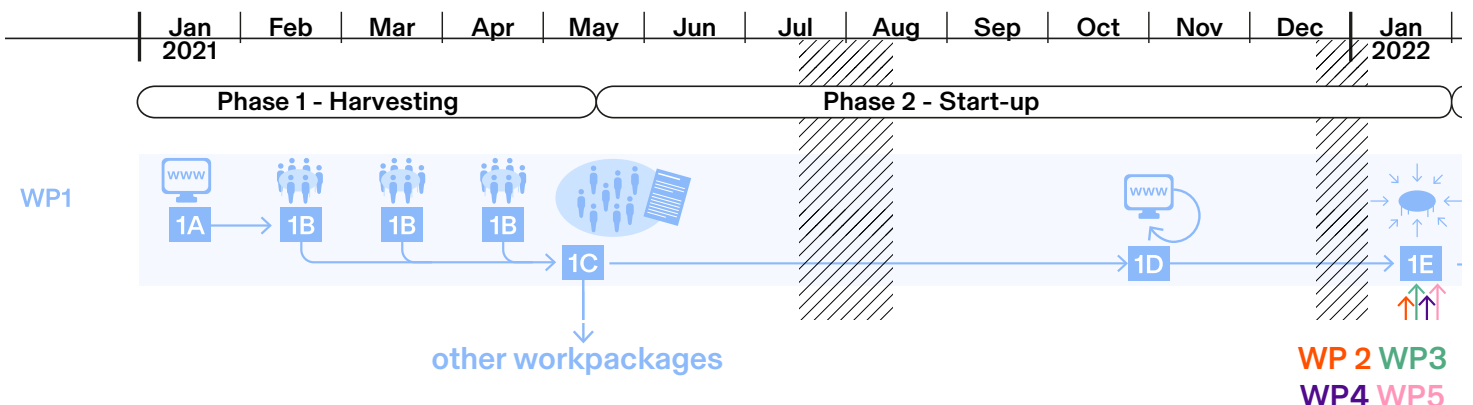
An online environment can serve as a tool to collect and reveal the existing knowledge. Currently, an online environment is in the process of being made by Circular Flanders/OVAM, representing a first step in collecting and bundling dispersed knowledge. Next to that, the interactive documentary ‘Circular (City) Ports’ is online, sharing a first overview and broad insight regarding the circular transition, and for which a second round of interviews has been planned. These two products are a first step in gathering and finding a way to share and render available the knowledge generated around different aspects of circularity. These online environments can serve, throughout time, the Circular Port2Port Platform, where the community of the platform and other communities can start exchanging to build up a broader knowledge collection. This first action is the (re)launch of these (by then existing) online products in light of the platform.

→ outcome: (re)launch of existing online environment and interactive documentary

1B Intervisio sessions

Three intervisio sessions will be organized within the platform environment, in order to define and sharpen the needs, questions and shared ambitions of the peer-members. Those sessions are focused and developed around three main questions: where do the ports stand now in terms of the circular transition (session 1); which are the ambitions of each port (session 2); which are the key questions and needs to accelerate the transition process (session 3)? With these intervisio sessions, the core research questions can be formed, on which the Platform will further develop and fine-tune the different actions.

→ outcome: 3x intervisio session focusing on the position, ambitions and common questions and needs of the ports (3x preparation, session, report)



1C Common intentions of ports (and port cities) in the Delta

The insights resulting from the three intervision sessions will form the basis for a shared agenda for the Circular Port2Port Platform, where the common intentions, goals and needs can be bundled. This shared agenda will be verified by the different ports to have a final version. This bundle will also set the priorities for the development of the other work packages during the first year.

→ outcome: shared and verified agenda as summary of the 3 intervisioning sessions

- PHASE 2: START-UP

1D Consultation of online platform ambitions

The aim of this action is to consult the ambitions for the future of these online environments and evaluate them after one year of working. Furthermore, key is to investigate the possibility to build the infrastructure for an online community platform, in collaboration with other platforms, communities and ports. These other platforms, would each have their own identity and interface, but the toolbox / code / website architecture would be collectively developed (instead of every platform developing the same system apart).

→ outcome: report on the consultation of the ambitions and needs for the community online environment and evaluation on the existing environments.

1E Yearly ‘Circular Ports in the Delta’ Conference

The organisation of a yearly ‘Circular Ports in the Delta’ Conference represents an important verification moment in the process. The yearly event is accompanied by a Yearbook or Handbook as a summary of the ongoing work and processes in each port with its projects, and also the different interim findings and steps undertaken. The Conference serves as an intervision moment, looking back, but also looking ahead at the follow-up steps in the next year.

→ outcome: organization of Circular Port in the

Delta Conference (yearly event), with a handbook as synthesis of work done

- PHASE 3: CONSOLIDATION

1F Review shared agenda

The shared agenda, built up in the first year of the Platform, is reviewed in light of new priorities, sharpened needs, questions and changed ambitions. A new work session is planned with the aim of reviewing the content of the common intentions that each peer member (ports) had agreed upon. This serves to structure the priorities and work packages for the upcoming months. Moreover, this would be the ideal situation in which new peers (other ports, city authorities or regional authorities and other organisations) would join the Platform, and give further contributions.

→ outcome: 1 working session reviewing the shared ambitions for the upcoming year(s) (preparation, session, report)

- PHASE 4: VERIFICATION

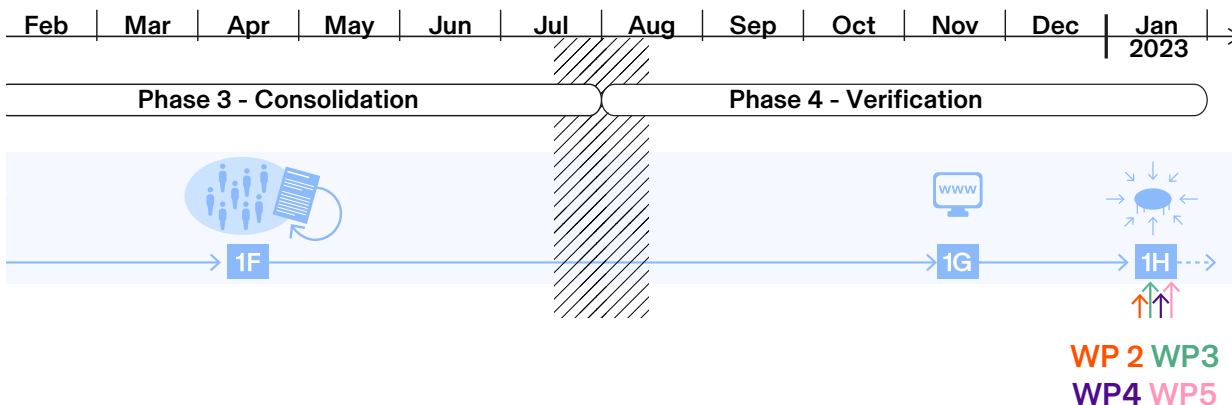
1G Community online environment

The ambitions for the online environments are put to the fore in the first year of working and will be developed into a community online environment, with a knowledge library and curated space of exchange. → outcome: implementation of the community online environment

1H Second edition of ‘Circular Ports in the Delta’ Conference

At the end of the two years time, a second edition of the Conference can happen, working as verification moment for the work done and looking ahead at the next phase of the platform: which processes are needed? What are new urgencies, etc.?

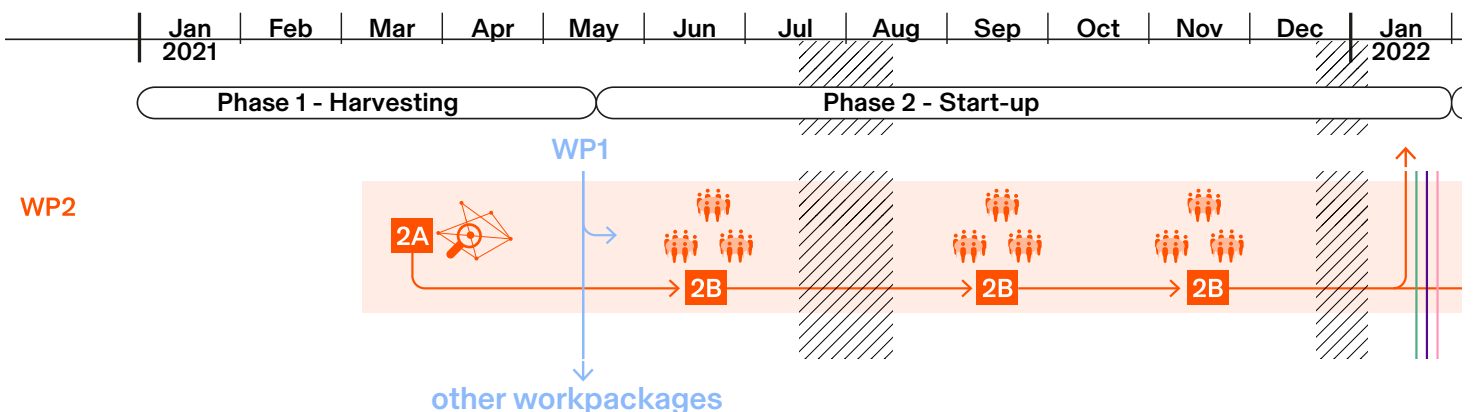
→ outcome: organization of Circular Port in the Delta Conference (yearly event), with a handbook as synthesis of work done



Work-package 2: Supporting and strengthening Circular Port Projects to implementation

Work-package 2 has the ambition to support the development of ‘Circular Port Projects’, starting from the transversal needs that each port voices as crucial in order to implement those processes on the ground.

Work-package 2 focuses on how local circular projects can be enhanced by concrete supportive strategies. The development of this work-package will be influenced by the shared agenda, defined in work-package 1. Common programs, implementation methods and new capacities can be envisioned within this not-competitive environment. This work-package will function as an ‘Atelier of Projects’, where the different scales of projects are considered and where the transversal elements that make the transition process difficult will be investigated. There is a specific focus on the operationalization phase of the circular projects and its difficulties: the need for flexible land management, the implementation of a more comprehensive planning system at the regional scale or even a broader envisioning of circularity at the Delta scale...The focus is not only on new projects but also on the reuse, restructuring, reforming and adaptation of existing spaces and infrastructures within the already active environment.



● PHASE 1: HARVESTING

2A Scanning for potential Circular Port Projects

By scanning the potential 'Circular Port Projects' at the scale of the port area, it brings to the fore which support is needed for these existing projects. It also helps to define the ambitions regarding new circular projects. This first scanning defines the main topics and specific issues to focus on within the Platform. Where is specific assistance needed to develop circular projects at different scales, in interrelation with its context of the city, the hinterland and in a broader Delta ecosystem?

→ outcome: 1x working session with ports to collect key topics and issues that need further strategy at the platform level (preparation, session, report)

● PHASE 2: START-UP

2B Workshop series exploring existing projects

A series of workshops, based on the output of the scanning, will be used to distill knowledge and define the needed support from the already existing projects. Each workshop can investigate one or more transversal needs for implementation from the different port environments. Transversal needs could be: the development of specific capacities, technical knowledge, key processes, business models, imaginaries of future projects... Learning from existing projects can help to define specific operational tools. Existing platforms (ref. Smart Delta Resources) as well as port communities and leading actors can be invited to these workshops and bring to the fore key elements. These workshops can lead to the definition of a certain scope of investigation and bring to the fore the first common tools that can help the development of circular projects.

→ outcome: 4x thematic (to be defined with peers) working sessions leading to the definition of key tools to support the circular projects

● PHASE 3: CONSOLIDATION

2C Form a supporting expert group

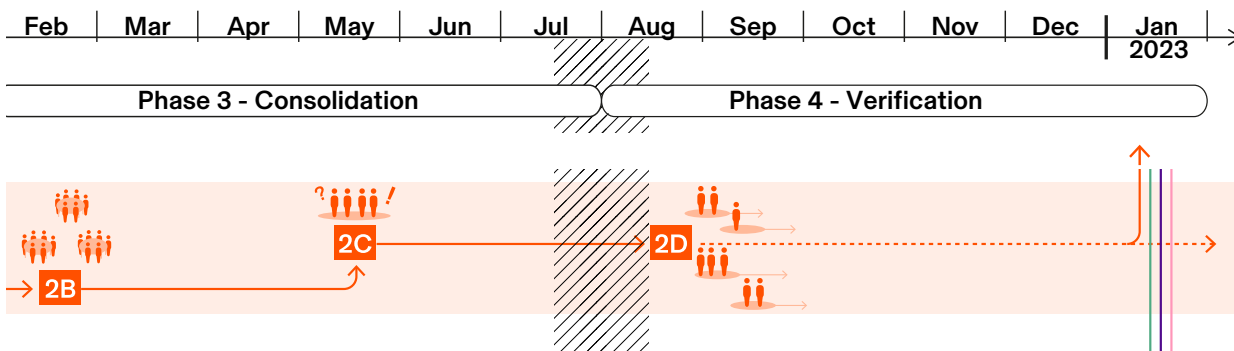
Once the shared needs for assistance are known, a basic expert group can be gathered. This group can formulate more specifically the needs and translate it into clear research questions. This group cannot be seen as a consultancy firm, but more as an assisting body of expertise in economy, financial, juridical... on a general level. In the future, the group can function as a sounding board or quality chamber. → outcome: bilateral talks with experts to form a group, and creation of this group

● PHASE 4: VERIFICATION

2D Definition degree of implication of expert group

After formulating the clear research questions on a general level, the expert group can potentially play different roles and have different degrees of implication. This depends on the local context of each party in the Platform and/or Circular Project. This group can evolve and transform temporarily for precise topics and needs: biobased industry experts could be invited; there is a clear demand for technical expertise on specific material flows, etc. This will allow to be flexible and to respond and assist in different ways to explicit local demands. The expert group can support by: giving experts inputs on project definition, thinking about the project preparation, being a sounding board, giving feedback on the project development...

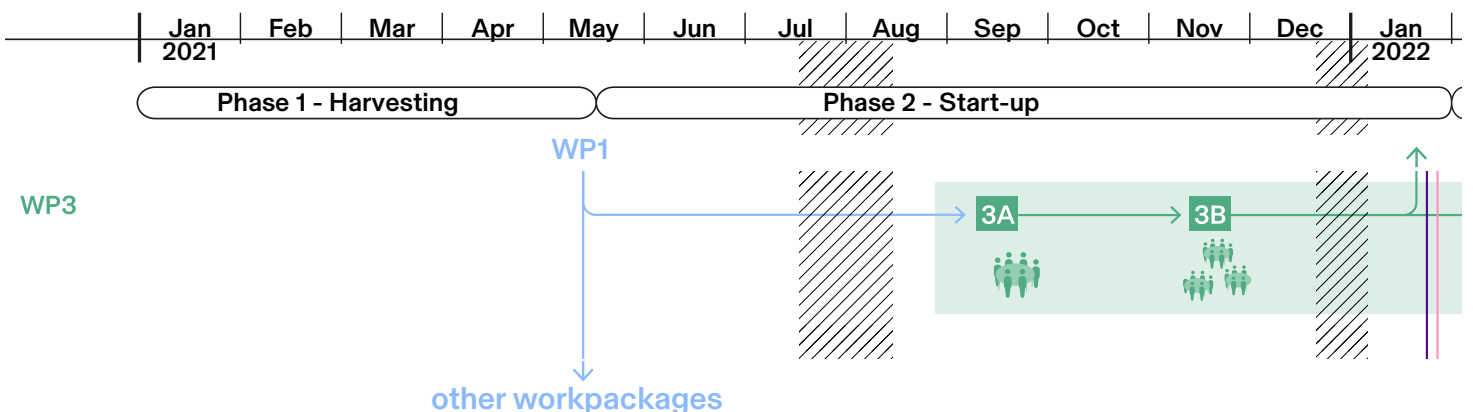
→ outcome: definition of specific experts and degree of assistance expected and needed for the different Circular Projects



Work-package 3: Exploring further a circular system at the Corridor level

Work-package 3 looks into the corridor of ports: the system of a sea port, in connection with inland ports and the hinterland. Going circular means looking more at local systems, rather than global systems: competition will happen more in the hinterland than overseas. With this, the corridor scale will play a crucial role, where research can help to understand how circular ecosystems can be built up.

The ambition of work-package is to investigate and look into potential new ecosystems beyond the port boundaries. These ecosystems can play a crucial role in making circular systems between ports and their hinterland. The transition towards a circular system envisions that the entire economic environment is going to be focused more at the local level. This would mean to look beyond a specific port environment and search for specific connections with the hinterland, the living environment and the cities. These systems are based on the supply and value chains, and will search on how to enhance locally embedded and place-based economies. Having a clearer view on those specific corridors and potential ecosystems in the Delta environment, is the first step in setting the basis to implement the shift to a local economy. The needs of the different port authorities, public and private actors already busy in strategizing at the corridor level, are used as a starting point.



● PHASE 2: START-UP

3A Intervision session

A first intervisioning session is organised to investigate the potential for the corridor system, where the focus lies on the definition of specific questions, issues and already existing strategies. From these, specific work lines and crucial elements can be defined for further investigation. A constellation of actors, connected to the functioning of the corridor, can be inventoried for possible future involvement.

→ outcome: 1 session to set out focal points for following working sessions (preparation, organization, report)

● PHASE 3: CONSOLIDATION

3B Workshop series to sketch potential corridor ecosystems

A series of workshops helps to reveal potential ecosystems at the corridor scale. These workshops can be seen as spatial planning exercises and building up imaginaries on a high-level. This could be focused on not only the existing sectors of the ports, but could also look at other sectors (like agriculture, building materials, etc). These ecosystems should also be looked at in the scale of the whole delta. Specific planners, stakeholders or experts can be invited to bring to the fore new insights and key aspects to further research.

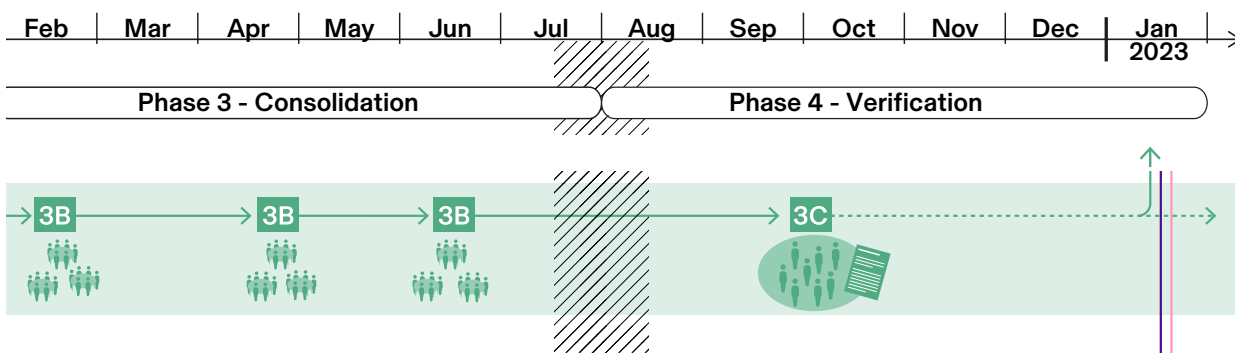
→ outcome: 4 sessions with extra invited planners, stakeholders and specific experts (4x preparation, session, report)

● PHASE 4: VERIFICATION

3C Formulate agenda for further action

After the workshops series, an agenda will be made up, consisting of the general findings of sketching these potential corridor ecosystems. The agenda will serve as a sort of report of the workshops, but will formulate the transversal needs where further action can be taken.

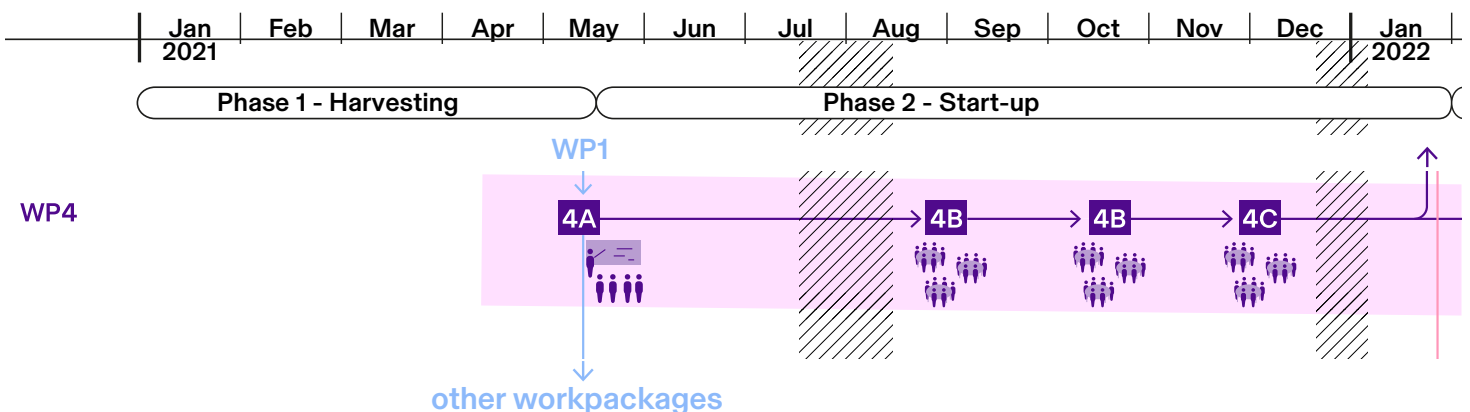
→ outcome: agenda for concrete applied research + start-up of a research trajectory on the corridor level (outside the platform)



Work-package 4: Developing monitoring principles for circularity at the Delta scale

The building up of a monitoring principle, to understand, measure and reinforce the circular transition, is an important factor in the transition. Work-package 4 will start up the discussion on what the monitoring principle should measure/observe: which aspects of circularity do we need to measure? Clear is that the monitoring principle should work at the scale of the Delta, and it also forms thus an important tool to report to an European level. The principle could help, for example, in the building up of a circular roadmap of a port or multiple ports. It brings a common understanding for all ports present.

There is still a lot of vagueness on what circularity exactly is and what its new values are. The development of a monitoring principle in collaboration with academics, experts and actors should facilitate the measuring of the circular transition. It can help steer the various port developments towards a circular mode of operation, since the monitoring system shows the legitimacy of the circular transition. In fact, many ports are already busy in thinking and developing monitoring tools for the circular transition. Formulating a monitoring principle at the scale of the Delta, will help to position each port clearly in the circular transition and to know how to evolve further in the circular transition. Starting from the already existing dynamics and devices and by understanding which are the key issues of monitoring, main guidelines for the monitoring principle can be defined, on which the research and development of this principle can be started.



- PHASE 1: HARVESTING

4A Seminar existing principles

A seminar can show existing monitoring principles for circular economy, in different port environments or on a more general level. Possibly peers of the Platform can present, next to existing external cases or experiments, even in an European context. This leads to a first understanding of the bottlenecks and key questions that these monitoring principles face.
 → outcome: 1 seminar on existing monitoring principles or experimentations (preparation, session, report)

- PHASE 2: START-UP

4B Workshop series: what should this monitoring observe?

As a result of this seminar, a series of internal workshops will be organised to investigate and develop further the shared questions and needs, for which this monitoring system should help with. Ideally this tool can measure between the different ports: why are certain ports moving faster? Why does one ecosystem work better than that in another port environment?
 → outcome: 3x workshops with experts to have first definition of needed monitoring principles (3x preparation, session, report)

- PHASE 3: CONSOLIDATION

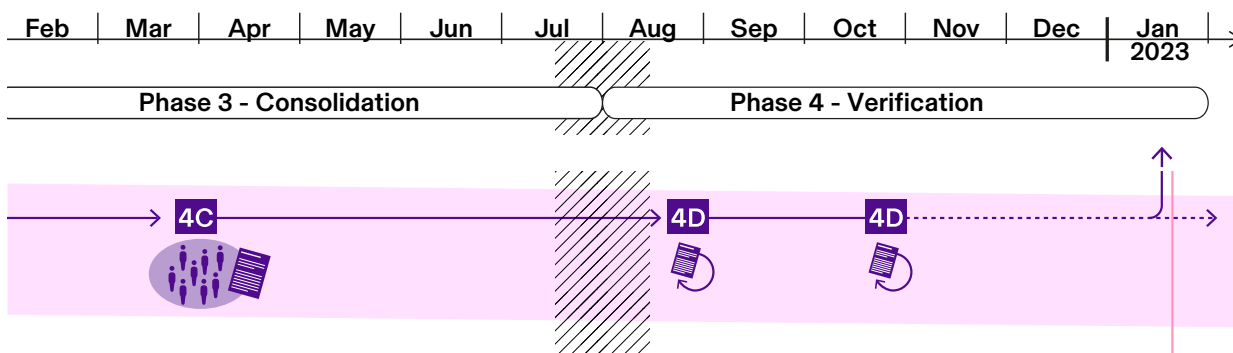
4C Formulate monitoring guidelines for the Delta

With the knowledge of the seminar and the workshops, it is possible to formulate the needed monitoring guidelines. The principle characteristics and uses will be explained and bundled in clear guidelines to frame the wishes and the ambitions of the Circular Monitoring Principle for the Delta environment.
 → outcome: bilateral consultations on formulation of monitoring guidelines, with note of needed guidelines as summary

- PHASE 4: VERIFICATION

4D Assistance process of formulation of Circular Monitoring System

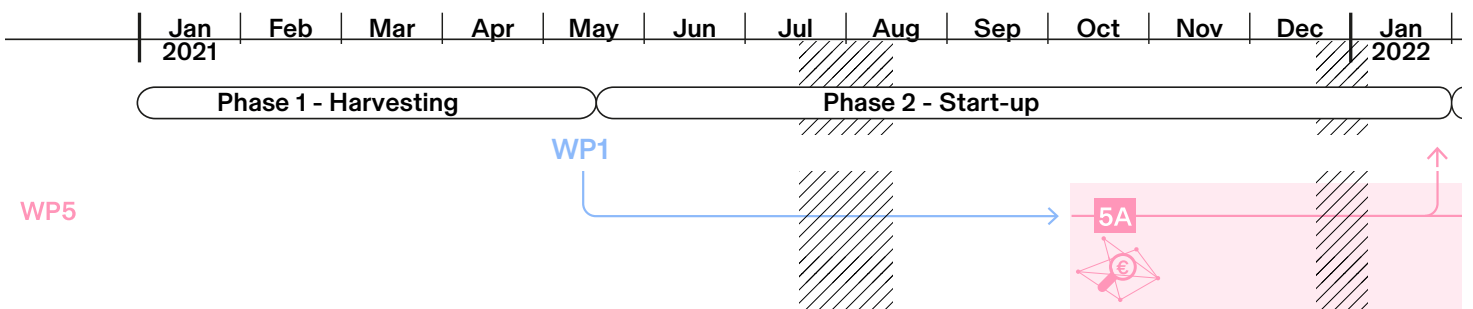
Based on the guidelines note, an external assignment/follow-up process will be started up. An expert group will start to develop the monitoring principle, following the defined characteristics. The platform will be involved in this parallel research, by also supervising this process and advance on possible further implementation.
 → outcome: exchange between Platform and external research track via verification moments to harvest insights



Work-package 5: Interlocking local needs of ports to national and international policy environments and financing opportunities

Work-package 5 looks at the possibility for other financing means, in connection with the policy environments at different levels. This work-package is strongly connected to the other work-packages and their different outcomes and needs.

To make the circular transition happen, there is, on the one hand, an overall call for governance and financial support on a national and international level, while, on the other hand, they formulate on these levels different legislation and goals for circularity. There is a clear need to connect these two ends. Legislation around the development and goals of the circular economy is usually framed at a higher level. The operationalization and the translation into policies, programmes or specific interventions at the regional and city level never find their way through a clear and linear process. This happens while there is a clear demand for support on the regional and local level from the ports that need links with the diverse national and international policy environments. Furthermore, formulating shared goals and ambitions at an international level gives the possibility to collectively investigate the financing opportunities for the implementation of shared projects at the different scale of interest.



● PHASE 2: START-UP

5A Scanning financing potentialities

During the process of other work-packages and especially when clear questions for further projects or research comes to the foreground, it is important to scan for possible financing for the platform and/or specific projects in one port or in collaborations between ports. This financing should help to implement and support port collaboration projects. The Platform will search, together with its peers, for these financing potentialities, in connection with the different outcomes of the other work-packages. This financing could be found at the national level, but also on international and European levels (Green Deal).

→ outcome: note with overview of financing potentialities, in connection to the outcomes of the other work-packages

● PHASE 3: CONSOLIDATION

5B Developing of shared input note for policy makers

A shared input note can be made up, where the peers of the platform clearly share the common needs, but also the work done in the one year of platform working. This shared note should bring to the foreground the needed policy priorities and projects, based on the knowledge gathered in the other work-packages. This will be presented to policy makers on all levels, and hopes to enable discussions where more impact can be created on higher levels. Where does projects need help? This could end in a shared agenda with policy makers to have more impact on higher levels.

→ outcome: 1 working session to understand which are the key points to put in the note (preparation, session) + developing of note

● PHASE 4: VERIFICATION

5C Yearly gathering of policy makers and port authorities

With the shared input note for policy makers, the Platform hopes to start up a constructive conversation that leads to the organisation of a yearly gathering of policy makers and port authorities. On this yearly gathering, a discussion on the circular transition can take place and it is a moment where the policy implementation of the circular transition can be monitored.

→ outcome: event of policy makers with pitches etcetera (preparation, event, report)

