

PORTO, PORTUGAL

BACKGROUND INFORMATION	
PROJECT TITLE	Horta à Porta Organic Vegetable Gardens in the Porto Region
Beneficiary	LIPOR – Serviço Intermunicipalizado de Gestão de Resíduos do Grande Porto ('Greater Porto Metropolitan Waste Management Service') – is the institution responsible for the management, recovery and treatment of urban organic waste produced in eight associated local authorities of Greater Porto. This is an inter-authority association, a sort of urban community of communes for the environment and organic waste, which supports all strategic, economic, environmental and social developments related to waste in urban areas and which actively intervenes in the territory around issues of sustainable development. It includes partners from several universities and international institutions, and is a member of the Business Council for Sustainable Development (BCSD Portugal), the Portuguese Association for the Study of Sanitation, the Institute of Energy (IE), the SRR Resource Recovery Forum, the International Solid Waste Association (ISWA) – the Fundación Instituto para la Sostenibilidad de los Recursos (ISRCER) and the Association of Cities for Recycling (ACR+).
Duration of project	2003 – 2012
Member State	Portugal, North Region, Grande Porto
Geographic size	Grande Porto – first geographic level (648 km ²) 8 towns – local authorities: Espinho, Gondomar, Maia, Matosinhos, Oporto, Povia de Varzim, Vila do Conde and Valongo – 920 000 inhabitants. AMP – Área Metropolitana do Porto – Porto Urban Agglomeration – second level / 16 towns – authorities, 2 294 741 inhabitants.
Funding	LIFE+ (ref:08/ENV/F/000486) €55.732 Cohesion Fund (FC/PT/C/PE/002) €63.422 self-financing by LIPOR €120.414 Total cost: €239.568 Note: The convergence between the structural funds and the cohesion fund as regards pluriannual programming translates into mandatory joint programming between the ERDF and the Cohesion Fund in operational programmes with national territorial coverage (in which each priority axis is financed solely by a single fund) ¹ .
Operational Programme	LIFE+ Programme Miniwaste Cohesion Funds: POVT – Programa Operacional Valorização do Território
Managing Authority	LIFE+: APA (Portuguese Environment Agency), Murgueira Street, 9/9A, Zambujal, Rev. 7585, 2610-124 Amadora Tel: +351 21 472 82 00, fax: +351 21 471 90 74, e-mail: general@apambiente.pt Thematic Operational Programme Territorial Enhancement Helena Pinheiro de Azevedo, Programme Manager Avenue D. John II, lot 1.07.2.1 – 2 ^o , 1998-014 Lisbon Tel: +351 211 545 000, fax +351 211 545 099, e-mail: povt@povt.qren.pt
Cohesion Policy Objective	Convergence
Main reason for highlighting this case	The power to act locally and with popular participation is very significant in the overall dynamic of the programme. This practical, participatory and committed approach is developed by all players involved. There are cases of cooperative management where solutions are found collectively. A programme that truly meets the needs of the local population and territories,

¹ http://www.qren.pt/item3.php?lang=1&id_channel=44&id_page=313

	<p>promoting adhesion and spontaneous, complicit relationships with regard to objectives and actions.</p> <p>A culture of close partnering by LIPOR, the coordinating body. It is a personalised programme, where each situation is individually managed and informal relationships exist between the central team, the official representatives of local authorities and other partners together with the population / users.</p> <p>A partnership that combines informality with a strict and stringent respect for management rules. Interpersonal relationships are very open and complicit, and yet there is also a very strong collective discipline, an inflexible approach to regulations and the need for all to compromise, in particular the users. Adding to the pressure of activities are dealing with the hundreds of people who are listed and waiting for a parcel of land, the replacement of users who quit or don't qualify, or establishing new gardens that will open doors in the future.</p>
Key Contact person	<p>Ana Lopes Divisão de Valorização Orgânica LIPOR E-mail: Ana.Lopes@lipor.pt</p>

1. PROJECT DESCRIPTION	
Overall objective / goals	<p><u>Final objective</u> Horta à Porta is a project that aims to increase the quality of life for the people of the Porto region through improved agricultural, environmental and social practices.</p> <p><u>Overall objectives</u> Create and animate a network linking the various agents in the region of Porto (LIPOR, local authorities, private companies, schools, institutions and the general population) around a common approach to organic farming and local development. Create dynamic spaces that promote biodiversity and dissemination of best agricultural practices, valuing home composting and organic farming.</p> <p><u>More specific objectives</u> Organise a network of gardens comprising plots of 25 to 100 square metres for citizens interested in organic farming and composting. Train new urban farmers in organic farming. Create local support structures for partnerships and for vegetable gardens. Facilitate local community initiatives involving citizens and users in project management.</p>
Description of activities	<p>The programme is developed in phases and core activities are:</p> <ul style="list-style-type: none"> -Coordination with the involved Municipalities and relevant stakeholders guided by LIPOR - Decision of the owners (public or private) to give land with agricultural potential for use by community and organic gardens; - Signing of an agreement with LIPOR for technical support; - Registration of future users; - Soil preparation and division into plots; - Constitution of the user groups around an initial training course; - LIPOR's supply of garden sheds and compost drums; - Monthly user-group support by LIPOR; - Recycling training on specific topics; - Evaluation and monitoring.
Recipients	<p>The project beneficiaries are primarily citizens of the Region of Porto and local communities, with particular needs targeted:</p> <ul style="list-style-type: none"> - retired people living close to gardens and in urban areas where time is spent productively; - unemployed people looking for small incomes and means of subsistence; - school children learning about natural resources and developing practical ecological knowledge; - employees in companies and other organisations to encourage well being, reduce stress and develop a sense of team spirit;

	<p>- recovering addicts using the gardens therapeutically.</p> <p>For organisations involved, beneficiaries include local authorities, associations, schools, training centres, support centres for people with behaviour issues, businesses.</p>
Mainstreaming of gender equality and non discrimination	<p>All issues relating to equal treatment between women and men were considered and further include guidelines to support family participation, deepening the application of gender relationships in user groups.</p> <p>The rules regarding access to the gardens are strict, including registration procedure and local accessibility. This prevents discriminatory practices and creates favourable conditions for a very heterogeneous mix of user groups, which are critical for managing the programme, and determines the level of involvement within the LIPOR network. Some local authorities have sought to establish their own rules for garden access and this has resulted in a significant reduction in LIPOR's commitment to the project.</p>
Intended outputs and results	<ul style="list-style-type: none"> • Redevelopment of brownfield sites into productive land; • Reduced financial and environmental costs associated with maintenance of these spaces; • Reducing wasteland that could encourage illegal dumping and subsequent transmission of disease; • Dissemination of good agricultural practices which respect nature; • Production of clean and healthy vegetables (for self-consumption and income generation); • Improved agricultural productivity and food availability; • Improved quality of life and contact with nature; • Promoting sharing, collective and individual responsibility; • Promoting education and improvement of individual skills; • Promotion of active participation; • Progress for the local economy.
2. POLITICAL AND STRATEGIC CONTEXT	
National and regional framework for implementing ERDF funded urban development projects	<p>The QREN – the Reference Framework for National Strategy providing priorities for Portugal's sustainable development for 2007-2013 – places a new emphasis on traditional economic activities, a sort of about-turn on the recent past which rejected any future whatsoever for sectors such as agriculture, fisheries and industries more rooted in the economic structure of countries, such as textiles and footwear.</p> <p>This new direction is included in the ON.2 Operational Plan for the Northern Region in which the preparatory document states:</p> <p>'The so-called traditional sectors of regional economies are not doomed to collapse as many analysts have predicted over recent decades. These sectors must resist the threat of globalisation through restructuring under this pressure, and we can expect some surprises coming from them in the near future.'</p> <p>The recovery of urban land for agricultural activities is practical as well as symbolic, linking with the strategic vision of a return to traditional sectors.</p> <p>It is this creative mix between the recovery of traditional and worthwhile environmental activities with urban regeneration which is at the heart of the Horta à Porta project. The agriculture that is picked up again is a new kind of agriculture, primarily organic; the environment is no longer a question for local authorities and businesses, but becomes the business of the local population, with urban regeneration associated with social cohesion policies and no longer limited to land use.</p>
The planning context	<p>The Northern Region of Portugal has structural development challenges and has even fallen behind other regions in recent years:</p> <p>'The region must specialise in what it does best, innovate, find new business models and, on the basis of traditional and emerging activities, regain its economic dynamism and achieve greater social and territorial cohesion' as stated in the Operational Programme of the Northern Region ON.2 (<i>O Novo Norte</i>) white paper.</p> <p>Regional plans to support the development and recovery in the region have very high public funding, from the European Union (Structural Funds) and the State budget.</p> <p>The ON.2 Plan is reinforced by cross-measures in education and training, research and sectoral policies important to the region such as tourism, forestry, agriculture</p>

	<p>and fishing. At the same time there are plans targeting key regional ideas such as the Douro Valley and sectors like the creative industries and specialised health sector fields.</p> <p>The over-riding message is that of the landscape, a sense of a green region together with high human engagement: 'A quality tourist opportunity is here in the region – with particular emphasis on the Douro valley – still little-known, it can attract new streams of interest relating to these emerging tastes and preferences; scientific and technological research in the universities and institutes can nourish the regional economy and there is a world of possibilities to explore; the countryside (rural areas) of the Northern Region and the emerging phenomenon of small and medium towns, accompanied by the environmental protection and the natural and cultural landscape, are a treasure and wealth of activities that are yet to be explored.'</p> <p>The Horta à Porta programme reinforces precisely this notion of integrated investment to have impact on the landscape and environment as well as on economic and social development.</p>
<p>3. IMPLEMENTATION</p>	
<p>3.1. PROJECT DESIGN AND PLANNING</p>	<p>The Horta à Porta project started in July 2003 to create a network of local groups and other organisations in the Porto region, around a regional strategy for home composting, vegetable garden creation and promotion of organic farming</p> <p>The initial idea, later aligned with strategic plans, was born quite unexpected during a train journey along the Rhine taken by Fernando Leite, LIPOR's Administrator, one Sunday a few years ago in Germany. From observing the lively landscape of families involved in farming, he got the basis for the vegetable gardens which would later appear in the Porto region. Social ties, agriculture and the environment would later be gathered together in the same programme because of this initial realisation.</p> <p>The project set out to understand the specific aspects of organic waste management (on average each person produces in the region of 1.4 kg of waste per day) and to meet the need for information, awareness and even training of local people in issues of environment and home composting (from this, LIPOR also developed a specific project on multi-material recycling and separation to add value).</p> <p>The other important civic dimension of the project – engaging local people and stakeholders in the territories – also took into account the analysis and prospective references of the ON2 Regional Operational Programme on regional governance, affirming:</p> <p>"In particular, governance should be considered at the conceptual phase of planning management procedures. Indeed, it is absolutely necessary to find new spaces and proper forms of civic engagement. Accountability of the various interest groups around planning and regulation provides another basis for effective governance and subsequent administration of the territory. New notions of urban networks must determine the new physical, functional and territorial management structures that require internal and also external governance by the state and society".</p> <p>The project was not alone, being part of a series of linked interventions bringing together Eco-centres, Eco-points and initiatives such as home organic waste collection. The presence of a local contact was the basic element helping to influence, persuade and promote real changes in attitudes and behaviours. This coherence was key to the support given to the project from the start.</p> <p>The most obvious risk was that the project developed on the basis of individual interests with the gardens being used from a selfish perspective and for personal gain. This was avoided thanks to training in collaboration and animation activities carried out by the project partners.</p> <p>This aspect of the project can further evolve, however, and be enriched in terms of methodology, bringing more dynamism to the individual–collective relationship, and with new approaches relating to the local community as a whole.</p> <p>From the start, the question of sustainable development was integrated as the basis of the programme's strategy.</p> <p>The establishment of a mandatory rule that all agricultural produce of the vegetable gardens would be organic differentiated this from other existing garden models in</p>

	<p>other countries and even in Portugal. In addition there is training in home composting and organic production methodology that directly affects the vegetable garden users, as well as families, schools and businesses, further reinforcing this fundamental aspect of sustainability.</p>
	<p>LIPOR, the Greater Porto Metropolitan Waste Management Service, was put in place with extensive funding through the Cohesion Fund. It is therefore an essential city infrastructure that European funding has made possible. The Horta a Porta project received only partial direct funding for the distribution of composting drums, which is evidence that LIPOR and its partners can conduct this kind of initiative with their own resources.</p>
	<p>Cohesion Funding at the start of the programme and European Programme LIFE+ for the current phase.</p>
<p>3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM</p>	<p>Project management and support is undertaken by LIPOR's Central Project Team. There are five people permanently working on the project:</p> <ul style="list-style-type: none"> - A coordinator, a trainer and project support worker. - Two professional farmers who get involved in the vegetable gardens on a regular basis and at other times to meet other needs. <p>Apart from the LIPOR team, in each local authority there is a project manager to support LIPOR's activities and offer daily local support.</p>
	<p>Management is highly decentralised, programmes for each garden being very autonomous, and local coordination is carried out in each city and organisation. At this level there could be an increase in interactivity between users and between the various local organisations and industry. Sharing could go beyond the technicalities currently exchanged to adopt a more collective style of learning and to develop joint initiatives.</p>
	<p>In this highly decentralised model of management and coordination, the existence of a Programme Steering Committee is difficult to imagine. LIPOR coordinates and interacts with each local project. There was a national meeting to try to bring together the community garden projects but the time is not yet ripe to develop solutions to further network organisations or promote active cooperation.</p>
	<p>The most dynamic aspect of the running of the LIPOR network occurs when the users are present. This means that the traditional pre-established hierarchy – representatives of the partners, technical managers, leaders in the field, members of the LIPOR team on one side and the users on another – does not happen in this model, which involves meeting in situ in the vegetable garden, with the participation of all. We ensure that there is an anti-bureaucratic approach, with strong focus on the direct participation of users in all matters related to them.</p>
	<p>The assessment is shared but each partner does its own. The starting point of each specific project is information (data based on support activities) supplied electronically by LIPOR.</p> <p>This activity – influencing management and monthly activities – lacks a system and a more collective process of reflection on expectations could be replicated throughout the partnership.</p> <p>Similarly, the shared learning carried out for each local project could be transformed into knowledge capital through collective evaluation and participation.</p> <p>The initial notion of community vegetable gardens was based on the concept of local urban gardens. Reality has quickly shown that diverse situations would also involve a high degree of heterogeneity and therefore require different formulas. The LIPOR team had the insight to take into consideration these differences (young people in schools, company workers, trainees and professional training centres, former addicts, retirees, etc.) and at the same time maintain very clear guidelines on land use, which consistently motivates and is a positive affirmation for those involved in the project.</p>
<p>3.3</p>	<p>The project is coordinated by LIPOR in partnership with the local authorities of</p>

GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT	<p>Aldoar, S. Pedro de Rates, Aver-o-Mar, Maia, Custóias Vairao, Matosinhos, Povoia de Varzim, Maia, Porto and Vila do Conde, the Therapeutic Community Meilão, the Nobrinde Company, Hostels Nocturnes Porto, TECMAIA Enterprise Centre, the Building Training Centre of CICCOPN, and the school Escola EB23 da Maia.</p>
	<p>Organisations directly responsible for each vegetable garden directly manage human, financial and logistical aspects, and LIPOR carries out all the technical support.</p> <p>Partners communicate through a discussion group on the net (Google Groups) and at fairly irregular meetings of officials.</p>
	<p>This initiative, based on cooperative work, allows for the creation of vibrant and productive green spaces, promoting sustainability, biodiversity and good agricultural practices (through home composting and organic farming); promotes contact with nature, quality of life, food quality and better nutrition; encourages social responsibility and subsistence; promotes active participation, public education and encourages new partnerships and challenges.</p> <p>It helps cities become greener and people to live closer to nature and be better informed. Fundamentally, a social capital gain is the behaviour change brought about by this project.</p>
	<p>The partnership includes the city councils of Maia, Matosinhos, Espinho, Vila do Conde and Póvoa de Varzim, which in turn assemble small local communities and together they have a controlling interest in the project's organisation. The first sign of involvement in the project is made by allocating land for the organic gardens. If the intention is to barely participate and to pretend to have an interest, the land would not be chosen by the project. There is a real commitment to this (and we know how this question of public land is tricky), and in addition there is a whole range of logistical support and guidance to user groups.</p> <p>LIPOR is an independent organisation but the local authorities are members of the board with a decisive political and strategic weight and it is also possible to verify the full convergence of policy options with the local organisation in these environmental and sustainable development matters.</p>
	<p>LIPOR is not only the organisation that launched the project, but it also took charge of its management and animation: a resourced Central Team was established.</p> <p>This rapport between LIPOR and the local authorities is not new and the success of the cooperation around the project is due to this working relationship that has existed for years.</p> <p>This particular question of running the network, especially the need to seek a new level of international cooperation, has not progressed as far as it could have, largely because the starting point of previous good relations was downplayed in the eyes of others.</p>
4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES	
4.1 INNOVATION	<p>The Horta à Porta project was not the first example of vegetable gardens in urban spaces, which have existed for a long time in several cities. Its contribution is to set up a system of support and collective organisation that ensures people's participation is high and that several objectives are met on personal, economic, social and environmental levels.</p>
4.2. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES	<p>The key element of the LIPOR strategy is the combination of a cyclical and structural environment. There is a credibility built with this approach, which exists in its multi-sectoral activity developed on several levels:</p> <ul style="list-style-type: none"> - Teaching: education for the environment, promoting environmental awareness resulting in activities especially with schools (educational workshops, tours, games, theatre, mobile stand, summer camps, training teachers and parents of students). Prevention is central here and the <i>Eunaofaçolixo</i> project is a clear reference for this kind of intervention at the national level. - Operational: what stands out in the relationships with LIPOR partners is the focus on action. Interactions are very practical and bring a great sense of value to all those involved. - Relational: animation methods are structured through principles of local proximity

	<p>and very personalised support.</p> <p>Communication</p> <p>Regarding communication, there is good signage of the vegetable gardens and an effort to participate in meetings where dissemination of the experience very enthusiastic. The media presence is high, at all levels, even in multi-media. A good example of participative communication was the Waste Demonstration by a group of students and the 'I have a green heart' campaign.</p> <p>However, it lacks a more effective results communication strategy and even communication on the existing and forthcoming network. There is at this level an opportunity to focus on interpersonal communication and maintain a human face to the programme.</p> <p>References below refer to Awards of Excellence from the Northern Region and the prize for companies with social responsibility practices and inclusive entrepreneurship.</p> <p>'Novo Norte' CCDR-N Awards in 2011 in North Inclusive Category (http://www.ccdrn.pt/premios/vencedores2011.php)</p> <p>"European Enterprise Awards National Level" in 2011 in the Category Responsible and Inclusive Entrepreneurship.</p> <p>Dissemination</p> <p>Dissemination of the programme is a core activity for institutions and individuals interested in Horta da Formiga.</p> <p>There are tours that demonstrate the practical operation of the programme in all its forms and activities.</p> <p>The councils of Cascais, Vila Nova de Gaia, Vila Nova de Famalicão, Vidigueira, Beja, Nazaré and Regional Development Agencies including Glocal Algarve and In Loco (among others) participated in such visits and maintain exchanges of information and reports about projects of mutual aid.</p> <p>A criticism of one of the most enthusiastic local councils for this kind of cooperation is that LIPOR cannot go directly to the territories and give direct support to projects during their initial phase.</p>
	<p>The project has gained prominence very quickly due to the fact that the involvement of local people was very great from the start. The LIPOR Strategic Development Plan forecast 25 vegetable gardens by 2016. It turns out that in 2012 there are already 23 up and running. It is thanks to the very committed cooperation of partners that it was possible to balance the management of this overload and meet the needs and demands of actors at all levels of the project.</p> <p>The functions of the partners are negotiated and included in a convention which is signed by the parties. It turns out that even the conventions are appropriate to the circumstances of each local partnership, knowing that the main principles are followed to ensure equality between partners and the efficiency to all shared actions.</p> <p>The evolution of the model was primarily the result of these processes of adaptation and some refinements in practice:</p> <ul style="list-style-type: none"> - A family strategy (one woman stated: 'I have never spoken so much with my daughter. Ever since she became an adult, I had lost this close link with her' – Marta Pereira, Council of Maia); - A participation strategy (the notion that users have to take initiatives has changed the organisation of some community gardens: 'there are shady areas, little storage areas with a leisure area, community activities, because they feel that this is something that belongs to them too,' says the project manager of the local authority of Matosinhos, Fernanda Ribeiro); - A strategy targeting requirements: (the garden of Albergues Nocturnos do Porto – hotels / social service shelters – is essential to guarantee meals for those who live there temporarily: 'it is a collective task that allows us to have a some autonomy over the meeting of our needs. Without the garden we would feel like outcasts of society. It gives us some dignity,' said a user who had been there for two months, but the other target is the institution itself which 'prepares a joint venture to produce and sell mushrooms with its own brand and packaging,' says Miguel, the executive director, who wants to innovate further from the project gardens to give a new impetus to Albergues.

	This is a strategy that opens doors to further innovation and reinforces the partners' capabilities in their particular areas.
4.3. THEMATIC FOCUS	Theme 6: cooperation and networking
5. FUNDING	
	<p>Total cost: €239.568 LIFE+ (ref:08/ENV/F/000486) €55.732 Cohesion Fund (FC/PT/C/PE/002) €63.422 self-financing by LIPOR €120.414</p> <p>LIFE+ 08/ENV/F/000486: Miniwaste is a 3-year transnational project (January 2010-December 2012), involving the Metropole of Rennes, the City of Brno, ACR+, ISTEA and LIPOR. The project budget totals €2 289 402 with an EU contribution of €1 126 626.</p> <p>Cohesion Funds FC/PT/C/PE/002 cofunded the acquisition of 10 000 barrels of domestic compost.</p>
6. PROJECT ASSESSMENT	
6.1. FINANCIAL SUSTAINABILITY	<p>The initial strategy of this project was defined in 2003 and is still the fundamental basis of the current model. This project was implemented on the basis of cooperative work and the partners invest the resources they have to adapt the project to the local context. The flexibility of this project is actually the key to successful implementation. In 2011 five gardens were created and LIPOR's goal of having 25 in 2016 will be completely surpassed. Given the current crisis at national and international levels, one cannot but accept that the number of organic gardens will increase. This raises questions of financing in the future, but LIPOR and equity partners will be sufficient to guarantee the current operation. Future needs for financing should be considered and evaluated on a case-by-case basis but the intention will be to oversee new openings in public policies for sustainable development and also as part of programmes to support more difficult social situations. For this, the partnership will open up to the whole Urban Agglomeration of Porto – AMP.</p>
6.2. TRANSFERABILITY	<p>The project has a high potential of transferability in other regions of the country and in other countries as well. Its format is easily adaptable to other contexts and situations. The initial phase of coordination among municipalities and stakeholders seems to be crucial for the success of the programme.</p> <p>There are several cities and organisations throughout the country which have contacted LIPOR to better understand the project and get details to adopt the project in their areas.</p> <p>The latest transfer experiment was that of Alfândega da Fe, a local authority in northern Portugal. The Mayor Berta Nunes attended a meeting at the LIPOR headquarters and decided to do everything possible to develop the project in that area, which led to six local authority officials attending a LIPOR training course. Since then, the proposal of 20 community organic vegetable gardens has been developed, and the model was successfully adopted. Adaptation to local circumstances meant that the plots are 90 m², whilst in Porto they are generally only 25 m².</p> <p>The transfer was facilitated using the LIPOR training guides and technical documents which enable and guide activities taking place at a distance. The other element that makes the transfer possible in a dynamic way is the availability of the LIPOR team to answer questions and help in any way.</p> <p>The Alfândega da Fé project will expand its planting area: in addition to the kitchen garden which was established on Council land, also on land belonging to an association for youngsters with disabilities, another will open in an area with social problems to help with subsistence and social cohesion.</p> <p>The LIPOR experience is also relayed through IN LOCO in Algarve and their national coordination role of the movement of community vegetable gardens. There is a rich cooperation dynamics which is spreading at European level. Networks such as European P'Acts and RIPESS EU already provide exchange platforms between</p>

	<p>France, Italy, Ireland and Luxemburg.</p> <p>Further networking and transferability of exemplary practices would tackle specific issues such as the local public support to community gardens, the creation of community garden shows allowing training and skills development of local stakeholders, the development of specialized niches (organic production, ecological growing methods like permaculture, etc.), the creation of consumers – producers’ circles, the organization of short distribution circuits, etc.</p>
<p>6.3 ISSUES AND PROBLEMS</p>	<p>The challenges for the future of the project are mostly to do with the adaptation of the buddy system /support system to increased levels of activity and the development of partnerships, with a strategy to facilitate co-accountability, and networking in areas beyond the operational and effective management of the system.</p> <p>With regard to support, there will be a need to adapt methodologies and resources to more effective intervention standards (the current phase of the core LIPOR team can’t go much further) and thus train coaches and trainers who can cover the expansion of the network to other territories.</p> <p>As for the animation of partnerships, the project should adopt more formal meetings, division of labour and collective evaluation. To do this, the ability to discuss and share experiences and knowledge needs to be strengthened, and rules of governance that increase cooperation between partners need to be created.</p> <p>Contact with users, in a direct way, on the land (in the vegetable gardens) around concrete issues must be maintained and even enhanced through animation techniques, focusing on co-management and progressive responsibility-taking of all management operations.</p> <p>The most complicated challenge is guaranteeing continued local investment by key local stakeholders due to reductions of public funds available for social policies at the local level.</p>
<p>6.4 PROJECT OUTPUTS & RESULTS</p>	<p>The partnership outputs are:</p> <ul style="list-style-type: none"> - 23 gardens, organised and running smoothly; - 560 users trained and better prepared to accomplish their tasks; - means of support established and available for open use (training manuals, technical guidance, website, discussion group on the net); - local government closer to the needs and solutions of problems of local people; - students more informed and closer to environmental issues; - local project teams motivated and committed to the project’s success; <p>Actual and forecast results are:</p> <ul style="list-style-type: none"> - citizens more balanced and stronger to cope with economic and social adversity; - adults and young people more aware and more active on environmental and citizenship issues; - territories greener and more responsive to quality of life criteria; - networks of local authorities and local organisations cooperating more closely over more extended territory around the issues of sustainable development. <p><u>The compost drums distributed to the local population were as follows</u> Espinho – 96, Gondomar – Maia 1064 – 1304 Matosinhos – Porto 786 – 795 Povia De Varzim – Valongo 565 – 659 Vila Do Conde – 792</p> <p><u>Vegetable Gardens in the operation are:</u> Horta Crestins – Maia Metro Crestins – 74 plots. Horta da Maia – Maia, Maia Station – 14 plots, Quinta da Horta da Gruta – Maia, Quinta da Gruta – 66 plots, Horta de Rates – Povia de Varzim, Junto at Igreja de Rates – 12 plots, Horta de Aver-o-Mar – Povia de Varzim, Junto at Escola do Cruzeiro – 35 plots, Horta Municipal Aldoar – Porto, Bairro de Aldoar – Parcels 13, Municipal da Horta Condomínio – Porto, Bairro das Condominhas – 25 plots, Horta Aldoar – Porto Bairro Aroso António – 12 plots, of Horta Custóias – Matosinhos, Junto at EB 2.3 Teixeira Lopes – 34 plots, Leca da Palmeira Horta – Matosinhos, Junto at Escola Secundária de Leça – 20 plots, Horta da Senhora da Hora – Matosinhos , to Junto Secundária Escola da Senhora da Hora – 45 plots, Antiga-Horta da Fonte da Fonte Povia de Varzim Rua Antiga – 15 plots, of Horta Subsistência do Castelo da Maia – Maia, Rua da Igreja, s / n – 41 plots, Horta Social Rates – Povia de Varzim Rua do Bairro Social – 6 plots Horta Social do Meilão – Maia Comunidade do Terapêutica Meilão – 10 plots Horta da Nobrinde –</p>

	<p>Matosinhos (Sede) Empresa MBA-Marketing e Brindisi Lda. – 10 plots Horta Parque da Vila – Matosinhos Custóias – 58 plots, Vairao Horta – Vila do Conde Largo do Mosteiro – 15 plots, Horta Social Albergues Nocturnos do Porto – Porto Campanhã – 17 plots, Social Horta Rio Mau – Vila do Conde Bairro Social Rio Mau – 15 plots, Horta da Tecmaia – Maia Tecmaia, Parque de Ciência e Tecnologia da Maia – 22 plots Horta do CICCOPN – Maia CICCOPN, Centro da Industria de Formação Profissional Civil e Obras Públicas do Norte – 20 plots, Horta da Escola EB 2 , 3 da Maia – Maia Escola EB 2, 3 da Maia Gonçalo Mendes da Agrupamento Vertical Maia – 10 plots.</p> <p><u>The network of 'Waste-Free Schools' programme of information and awareness in schools in the Region of Porto consists of the following schools:</u></p> <p>EB2, 3 D. António Ferreira Gomes EB2, 3 Pêro Vaz de Caminha EB2, 3 Leça do Balio EB2, 3 Sá Couto EB2, 3 Manoel de Oliveira EB2, 3 José Domingues dos Santos EB2, 3 Professor Oscar Lopes EB2, 3 Maria Manuela de Sa EB2, 3 do Viso EB2, 3 Levante da Maia Esc. Secundária of Alfena Esc. Secundária do Padrão da bequeathed Esc. Secundária da Boa Nova Esc. Secundária c / 3^o ciclo Rio Tinto Great Universal Colégio do Porto</p>
--	---

7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED

	<p>Horta à Porta has won a very special place in the initiatives of the co-called 'new rurality', primarily due to the trust that permeates the relationships between partners and programme users. This is due to two fundamental aspects: the human core which inspired the developers to put the individual at the centre of intervention strategies and the coherent image which LIPOR, the coordinating body, incorporates in its actions to defend the environment and encourage sustainable development. The project has been a great success, its reputation is well-known and it regularly receives public recognition through awards at the highest level. Its image is generally associated with solving very concrete problems for the wellbeing of local populations. This model is attributable to the not-for-profit programme, although during the next steps of the programme, it will have to cope with pressures of being totally independent of public funding and require profitability in conjunction with the market, repositioning the programme on economic priorities and undermining its social vocation.</p> <p>The buddy-system is central to the programme and represents its distinctive element. Training, visits, aid, advice – this is a framework that creates the conditions for systematic progression of the project participants. The most outstanding element of this system is the attitude of discipline, rigour and responsibility that makes each plot of land, each lump of earth, an everyday challenge for the whole system to be maintained and to grow even more. The challenge of the coming period is the option of a controlled decentralisation of the support system, bearing in mind that the nuclearisation policy will bring a new dynamic, and LIPOR's centrality will be reduced to promoting more strategic functions, but trust and closeness as a central element of the operation must be assured by creatively and persistently animating the network.</p> <p>Popular participation and local ownership is very important. The partners are very involved and some are developing, for users, strategies for the accountability and decentralisation of local operations. However the trend towards formalising the dynamic of empowerment is needed at two levels:</p> <ul style="list-style-type: none"> - political and technical partnership reports may evolve in the direction of a more comprehensive and less bilateral network; and - user participation which can take an organised form and be more comprehensive
--	--

	throughout the territory and not only in each individual vegetable garden. The potential of the Horta à Porta programme can be identified as the basis of public policies within territorial initiatives for sustainable development and justifies the intervention, as the next step, of coordinating bodies such as CCDRN, the AMP and PRIMUS. This will definitely add considerable value to the project and be an opportunity to give practical meaning to the principle of participation (bottom-up dynamics) in defining public policy.
8. FURTHER INFORMATION	
Bibliography	Com o ambiente No. coração, LIPOR (2012) Strategic Plan for the sustainable management of organic waste in Greater Porto 2007 – 2016, LIPOR (2007) ON2 – Operational Plan for the Northern Region (revised), CCDRN (2010) Environment Programme – LIFE+ European Commission (2007) http://delicious.com/stacks/view/12C90s
Contact	Ana Lopes Divisão de Valorização Orgânica LIPOR Apartado 1510 4435-996 Baguim do Monte Tel.: +351 229 770 100, Fax: +351 229 756 038 E-mail: Ana.Lopes@lipor.pt http://www.hortadaformiga.com/conteudos.cfm?ss=7 http://www.lipor.pt/ http://www.eunaofacolixo.com/
Name of case study expert	Carlos Valentim Ribeiro
Date	June 2012

AEIDL has been contracted by the European Commission in 2012 in order to provide 50 examples of good practice in urban development supported by the European Regional Development Fund during the 2007-2013 programming period (contract reference 2011.CE.16.0.AT.035). The views expressed by AEIDL remain informal and should not under any circumstance be regarded as the official position of the European Commission.