BE PART OF THE CIRCLE

INCIRCLE

support INsular and low density areas in the transition towards a more CIRCuLar Economy

Priority axis – Investment Priority – Specific Objective 3-1-1
Priority Axis 3: Protecting and promoting Mediterranean natural & cultural resources
https://interreg-med.eu/

D. 3.4.1: INCIRCLE Capacity Building Report

WP3: Testing
Activity 3.4: Create common ground: organisaton of a capacity building seminar for project partners
Partner in charge: Area Science Park
Final version
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1. INCIRCLE stakeholder working groups

This concept of participation is central in INCIRCLE, which activities are based on the involvement of stakeholders through the set-up, activation and consultation of Stakeholders Working Groups (SWGs). The SWG is acknowledged as an interdisciplinary working team made up of organisations and individuals involved and interested in all aspects of tourism. The SWG will help to establish the sector priorities and to tailor the policies to the needs and peculiarities of the territory, according to the principles of circular economy.

In general terms, the added value of INCIRCLE SWGs lies in the combination of different perspectives over the same issue. This comparative analysis enriches all the participants and stimulates the identification of alternative solutions that a single individual would not have thought of.

The partner in charge of setting up the SWG must correctly identify the stakeholders' expectations and plan timely feedbacks to the involved stakeholders, in order to cultivate a close and fruitful relationship and make them feel involved and committed.

1.1. Aim of INCIRCLE SWGs

In each partner territory, at a regional/national and local level, a SWG is established acting as a laboratory, to merge different perspectives and foster a common interest, ensuring vertical and horizontal cooperation and participation.

In general terms the SWG in partner territories supports:

- the collection of data and relevant information for analysis and assessment according to INCIRCLE circularity indicators;
- the identification of main sustainable tourism bottlenecks and challenges in the territory;
- the identification of best practices to be included in the INCIRCLE Knowledge Platform;
- at regional/national level: the elaboration of INCIRCLE regional/national strategies, by providing inputs in the different phases of the development of the strategies;
- at local level: the elaboration of local action plans, coherent with the above mentioned national/regional strategies

An effective SWG rests upon the proactive involvement of no more than 30 participants, that might be selected from the following list, according to own considerations and opportunities to be seized:

- The regional/local tourism organization and tourism development company
- Local planning, transport and rural/urban development departments
- The waste management agency (water and solid)
- The water supply department or agency (local and regional)
- The energy department and/or distributor
- The police/security department
- The forestry/protected area or parks management bodies
- The airport/port authority (where applicable)
- The local hotel or tourism association

- Tour guide, camping, caravan, villa or apartment associations
- Relevant non-governmental organizations
- The local chamber of commerce
- Tourism employee associations and/or unions
- Relevant academic institutions involved in associated research
- Environmental Associations
- Representative of the local community, residents and possibly tourists.

1.2. Planned SWG meetings

In order to meet the above-mentioned aims, the SWG will meet at least **four times** during the project, both at a regional/national and at a local level.

During the first meeting, stakeholders will be informed on INCIRCLE objectives, activities and main results. At the same time they will be asked to:

- identify the main sustainable tourism bottlenecks and challenges at destination level;
- provide best practices that will be included in the INCIRCLE Knowledge Platform;
- provide data and relevant information for the upcoming analysis and assessment of tourism circularity in the territory;

During the second and third meeting, stakeholders will be asked to:

- define a common vision on a sustainable and circular tourist destination
- define main targets and related measures to achieve the common vision
- define responsibilities, timing and funding for each identified measure

During the fourth meeting, different outcomes are envisaged at a regional /national and local level:

- at a regional/national level: to fine-tune the strategy development, to validate its final version, to elaborate the regional action plans to implement the strategy as well as to
- at a local level: to ensure alignment with the developed regional/national strategy and to elaborate a local action plan.

Additional meetings with stakeholders might be organised to keep stakeholders updated on project achievements.

In order to facilitate the gathering and merging of feedback, templates are provided to partners so as to develop a homogeneous working methodology based on the participatory approach, allowing to collect outcomes in an organized and structured way (Annex 1 - INCIRCLE SWGs templates).

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Image 1. INCIRCLE SWG flowchart at a local and regional/national level
Source: INCIRCLE project
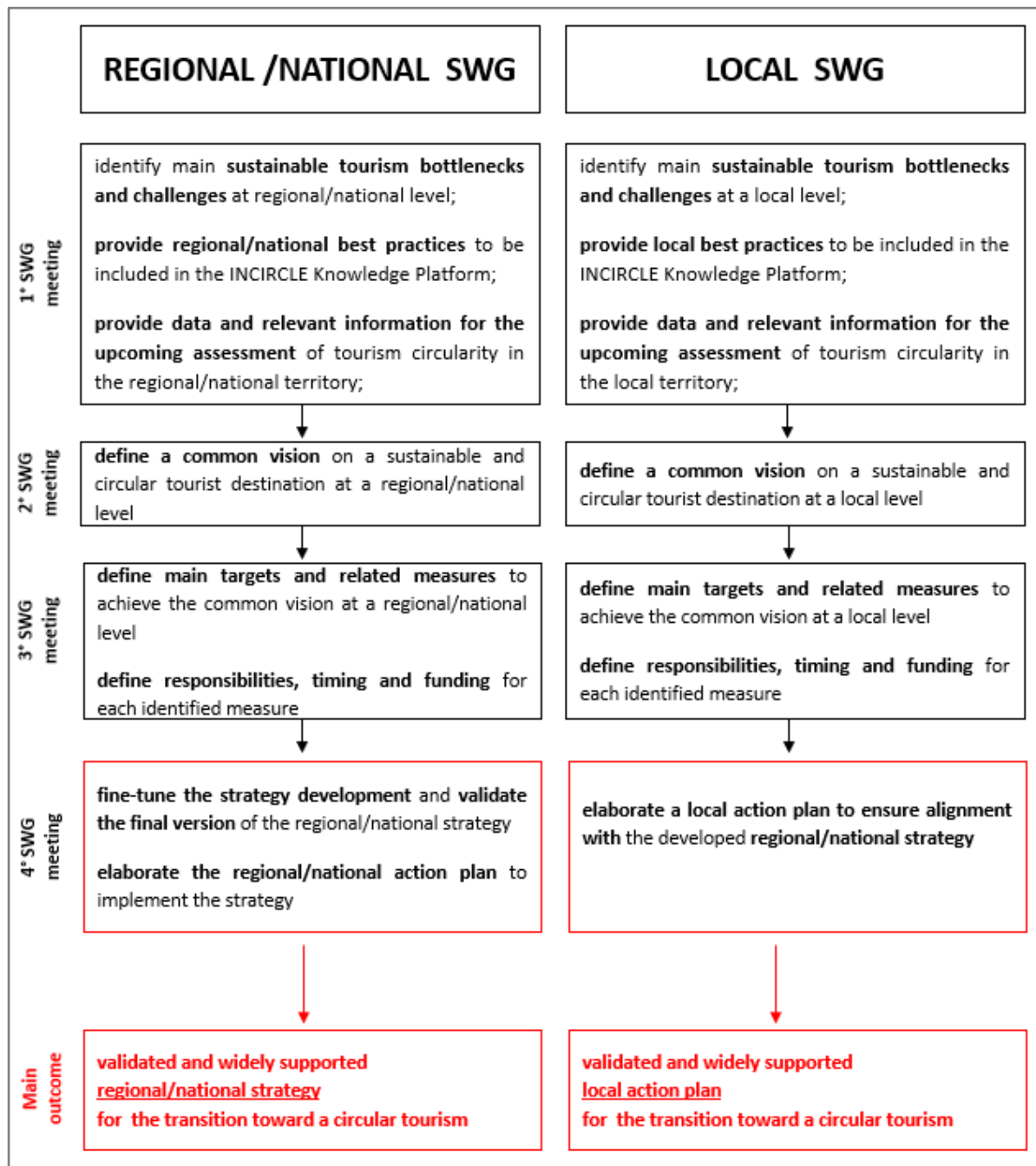
2. Facilitating INCIRCLE SWGs

A guided process is required to meet the goal of smoothly-run and productive SWG meetings in partner territories. The INCIRCLE activities strongly rely on winning stakeholders' interest and engagement and as such rest on a facilitated approach to make people collaborate and cooperate better, to help them define their common objectives and jointly plan on how to achieve them.

A facilitator is to be appointed in each partner territory, who will be in charge of guiding the stakeholders through different SWG meetings, clarifying the goals and expectations of each meeting, encouraging participation, managing the flow of the meeting and adjusting the process as needed. The facilitator might be a partner staff member or an external expert specifically appointed for this task.

2.1. Skills of a facilitator

Facilitators must be outsiders to the group and as such neutral like a referee in a match: they must not take part in the content of the discussion they are facilitating. They must anticipate upcoming challenges and create expectations, while supporting the group decision making process, turning initial divergences into convergences, reaching consensus on the goals so as to help participants to produce specific results. Facilitators are involved when a specific solution or change needs to be agreed and co-designed by more stakeholders through participatory processes. Participatory processes are learning contexts where stakeholders understand each other's perspectives to find common goals. Change is a process that requires active listening, openness and time.

Image 2. Divergence and convergence main features
Source: Power point presentation elaborated by the facilitator Paolo Martinez for the INCIRCLE capacity building seminar
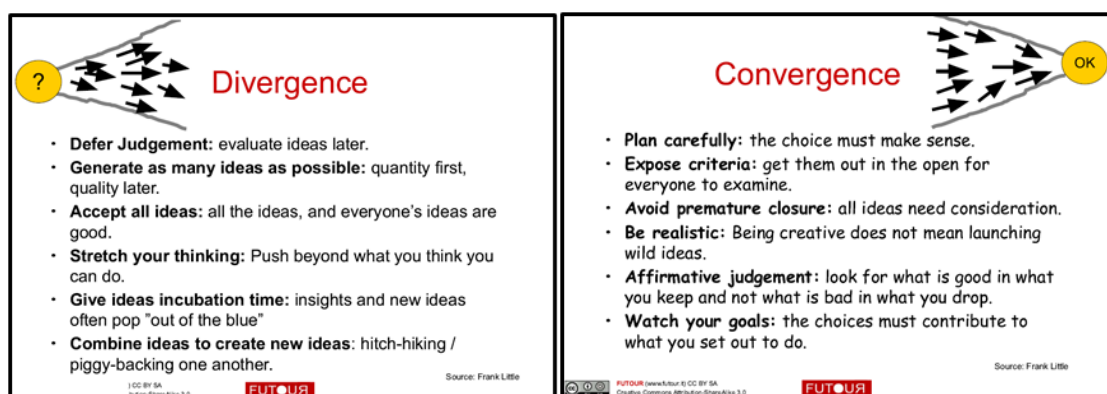
There are two main roles in a participatory workshop (apart from the local organization, logistics, reporting):

- **The content/theme manager**. This is normally the promoter of the project, the client, challenge owner, project manager. This person or team is in charge of the theme/topic and content and its follow-up application in the strategy or policy. The content manager indicates the goals and challenges and is responsible throughout the participatory process for analysing, interpreting and transforming the emerging information (harvested through the facilitated participatory process) into specific outcomes, actions, strategies and policy implications.

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- **The facilitator (process manager)** is in charge of how the partipatory process is designed and run to achieve the best possible outcomes, outputs and impact. She or he is an auxiliary support to the content manager and it totally impartial. It receives a brief on the objectives of the participatory process, understands the context, participant numbers and their background and negotiates with the content owner a possible plan for action, indicating the ideal set of methods, agenda, venue and logistics (face to face or remote), synchronous (during the workshops) and asynchronous activities (before or after the workshop). In the workshop the facilitator is helping the participants to communicate and understand each other's point of view through divergent and convergent approaches (see the tables below). Facilitation is a very important and effective profession and a skill that can be learnt by anyone through practice and experience.

It is important to realise that these two roles are as separate as oil and vinegar: one cannot both whistle and sing. Content management, therefore goal/agenda setting, analysis, reporting, strategy/policy cannot be delegated to a facilitator. The facilitator needs to be informed and aware of it and may influence its activation by advising on what is possible given the context, time, participants. The content manager may be too biased or have already the solution in the head, thereby risking to disengage the participants in the long-term learning and change process. There has to be a close collaboration between the content manager and the facilitator to achieve the maximum impact and outcomes. The collaboration between the process and content managers is a mutually empowering process. The most successful change process have kept this distinction of content and process roles very clear.

The following skills and tools lay the foundations for an effectively facilitated meeting:

Table 1. Divergence and convergence main features
Source: Table based on the information provided by **Kaner, Sam. Facilitator's Guide to Participatory Decision-Making. San Francisco: Jossey-Bass, 2007**

Paraphrasing	To demonstrate to a speaker that his or her words were heard and how they were understood by others. Usually the facilitator in his/her own words, says what he/she thinks the speaker said. To introduce paraphrasing the following expressions are most commonly used: ▪ "It sounds like you are saying…" ▪ "Let me see if I'm understanding you…" ▪ "Is this what you mean?"
Drawing people out	To support people to clarify, develop and refine their ideas allowing them to express more of what they are thinking. It supports people to clarify the idea, especially when the listeners are a bit confused or actually vague. The following open-ended, non-directive questions can be used: ▪ "Can you say more about that?" ▪ "Can you give us an example?" ▪ "What matters to you about that?" ▪ "Tell us more" ▪ "How is that so?"
Mirroring	It is a formal way of paraphrasing, in which the facilitator repeats the speaker's words verbatim. The more a facilitator feels the need to establish neutrality, the more frequently he or she should mirror rather than paraphrase. The facilitator must use the speaker's words not his/her words.
Gathering ideas	To help participants build a list of ideas. Effective gathering starts with a concise description of the task. For example, "*For the next ten minutes, please evaluate this proposal by calling out*

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	pros and cons. First, I'll ask for someone to call out a pro reaction. Then I'll ask for a con. And so on. We'll build both lists at the same time." The facilitator must make clear to the group that this is a time for generating ideas, not judging them.
Stacking	To help people take turns when everyone wants to talk at once. It lets everyone know they will get their chance. Basically, it involves asking for a show of hands from people who want to speak, and assigning a number for the order of speaking. After everyone has finished speaking, ask if anyone else wishes to speak.
Tracking	To keep track of the various lines of thought that are going on simultaneously within a single discussion. Such a process, makes it visible that several threads of the topic are being discussed, and as such equally valid.
Encouraging	To create an opening for people to participate without putting any one individual on the spot. Encouraging is especially helpful during the early stage of a discussion, while members are still warming up. The following questions might be used: ▪ "Are there any other ideas on this?" ▪ "Does anyone have a sustainability story you're willing to share?" ▪ "What do others think?" ▪ "Is this discussion raising questions for anyone?"
Balancing	To encourage the group to broaden its discussion to include other perspectives or other views. It sends the message, "It is alright to express opposing viewpoints and to have different opinions." The following questions might be used: ▪ "Are there other ways of looking at this issue?" ▪ "Does anyone else agree with this perspective?" ▪ "Okay, we have heard where three people stand on this matter. Does anyone else ▪ have a different position?" ▪ "Can anyone play devil's advocate for a few minutes?" ▪ "So, we've heard the X point of view and the Y point of view. Is there a third way of looking at this?"
Making space for a quiet person	Every group has some members who are highly verbal and others who speak less frequently. The facilitator must keep an eye on the quiet members - checking body language or facial expressions that may indicate their desire to speak – and making them feel part of the group. They are invited to speak, but if they decline, the facilitator must be gracious and move on, respecting their choice of whether and when to participate. The following questions might be used: ▪ "Was there a thought you wanted to express?" ▪ "Did you want to add anything?" ▪ "You look as if you might be about to say something . . ."
Intentional silence	A brief (few seconds) of quiet time that gives participants time to think and discover what they want to say. Intentional silence can also be used to honor moments of exceptional poignancy. After a statement of passion or vulnerability, intentional silence allows the group to pause, reflect, and make sense of the experience. Sometimes everyone in the group is confused or agitated or having trouble focusing. At such times, silence may be very helpful. Say, "*Let's take a few moments of silence to think what this means to each of us.*"
Listening for Common Ground	It validates the group's areas of disagreement, while focusing on areas of agreements. The facilitator must first summarize the differences and follow with the common ground. It is important as groups become polarized to keep the points of agreement in front of them as the foundation for working toward mutual agreement.

2.2. Toolkit of a facilitator

There is a number of useful items and tools a facilitator should carry with her/him to help participants quickly settle into the collaborative environment they are working in, ensuring a successful outcome. Please, find here below those that are more widely and intensively used both in face to face meetings and in remote ones:

- **Name badges or labels** for participants and you to remember each other's names. In case none of them is available, the masking tape can be used.
- **Note paper and pens** for participants to make notes.
- **Post-it notes**, for capturing individual ideas and contributions. When available prefer coloured ones. When they are not available small pieces of paper and a masking tape can be used instead.
- **Coloured pens and markers** for drawing and writing on flip-chart paper and on sticky notes.
- **Small light training toys** for informal events to help 'break the ice' as well as to be used as a "talking object".
- **Bells** to communicate to meeting participants that the meeting is starting and especially when you want to have their attention (e.g. when you want to bring small groups back together into a large group again or when the situation has gotten out of control or off the subject).
- **Masking tape** for placing working flip-chart papers or visuals onto permitted walls (this minimises paint peeling off) where wall rails or flip chart boards are not provided.
- **Coloured star or circle shape stickers** to aid the group decision making process.
- **Handouts, supporting documents or visuals** as appropriate.

3. Participatory tools to be used by INCIRCLE

3.1. Online platforms to host participatory processes and meetings

Participatory meetings and events might be held in live or online settings.

When live meetings take place it is important to host the meeting in a suitable room, where there is enough space for all invited participants. Along with this, having access to different small rooms might be appropriate, since it will enable the implementation of more interactive sessions increasing participants' participation and engagement.

Participatory meetings and events can be effectively organised in an online environment as well, reducing organizational issues (participants' travel and commuting to reach the venue, catering service, etc.), making the process easier and more cost-effective.

Image 3. Ground rules for the online workshop
Source: Power point presentation elaborated by the facilitator Paolo Martinez for the INCIRCLE capacity building seminar

Different online interactive environments might support the smooth implementation of participatory processes.

3.1.1. VideoFacilitator

It is an interactive multiroom video conferencing tool, that enables up to 90 people to work together, who can freely move from the plenary session into parallel sessions that are taking place in different rooms as if they were working together in real life.

More information on VideoFacilitator are provided in the Annexes (Annex 2 – VideoFacilitator Manual).
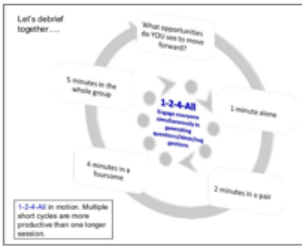
3.1.2. Zoom

It is an interactive video and web-conferencing tools, that can be used to host webinars as well as participatory processes. It offers the possibility of creating breakout rooms, but does not allow participant to freely move within the different rooms.

More information on the creation of Zoom breakout rooms are provided at the following link:
https://support.zoom.us/hc/en-us/articles/206476093-Getting-Started-with-Video-Breakout-Rooms

3.2. Brainstorming tools

Brainstorming tools represent a way to solve problems and issues by holding a group discussion and collecting information or ideas that spontaneously arise by the group discussion. The final aim of such tools is to bring together a wide range of viewpoints and create a common ground.

3.2.1. Phillips 66 technique

Image 4. Phillips 66
Source: Power point presentation elaborated by the facilitator Paolo Martinez for the INCIRCLE capacity building seminar

3.2.2. 1-2-4-All technique

Image 5. 1-2-4-All
Source: based on the information provided in the Liberating Structures website

3.3. Ice-breaking tools

Icebreaking tools help to warm up participants, to open them up and prepare them for more specific and technical activities. The following icebreaking tools might easily be used also in an on-line environment:

- **Speed dating**: each participant is asked to spend two minutes together with another so far unknown participants, to introduce themselves to each other, saying who they are and why they participate in the meeting. Each person has two/three minutes to present himself and to hear the other's presentation.
  Such an exercise is then repeated 3-4 times, so that by the end of the session, each participant gets to know 3-4 other new participants, getting a better idea of who is attending the meeting and increasing own motivation and curiosity at the same time.
- **Two truths and one lie:** participants are asked to get into couples. In turn, each participant has 2/3 minutes to say three statements about him/herself. Two of these statements must be facts, or

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"truths," while one must be a lie. The other participant must guess which is the false statement. Such an exercise is usually repeated 2-3 times.

▪ **It is a pleasure to have with us** ..... this tool is useful when working in small groups of 8-10 people to avoid the standard round of presentations. Participants are asked to go out of the room for 2-4 minutes to interview each other and then introduce the other person (who is, what he/she does and a special feature to remember him/her). When all participants return to the group everyone quickly presents the other participant in 30 seconds/a minute starting with "It's a pleasure to have with us ...". In this way much more curiosity is generated, along with attention, obligation to listen and get to know each other better than in a simple speed dating.

3.4. Collaborative digital tools

3.4.1. Miro

Miro is the online collaborative whiteboarding platform that enables distributed teams to work effectively together, from brainstorming with digital sticky notes to planning and managing agile workflows.

Image 6. INCIRCLE Miro canvas
Source: Miro canvas elaborated by the facilitator Paolo Martinez for the INCIRCLE capacity building seminar
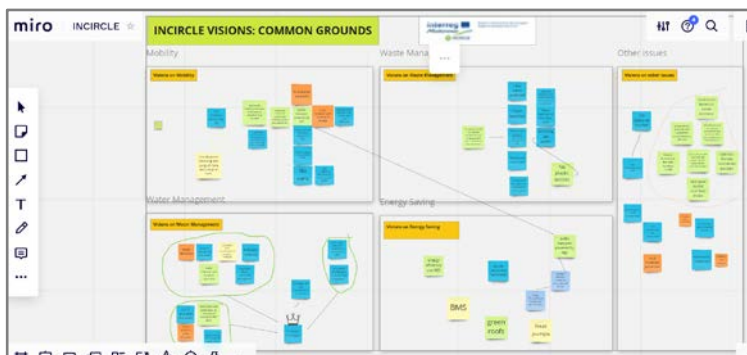
Link to the INCIRCLE *Miro* session with all the results:
https://miro.com/app/board/o9J_kq4SWtQ=/

3.4.2. Jamboard

It is an interactive whiteboard that enables you to unleash your team's creativity and sketch your ideas whiteboard-style while benefiting from the access and connectivity of an interactive canvas that can be used to write and draw, to drop images, to add sticky notes as well as pull assets directly from the web while collaborating with team members from anywhere.
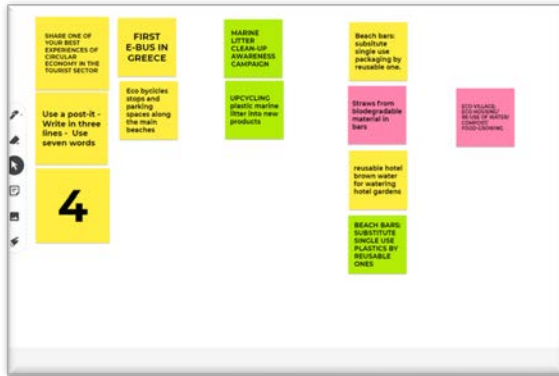
Sticky notes represent a great way to structure ideas. When writing them make sure to:

▪ Use readable pens
▪ Write in capitals letters
▪ Use one sticky note per each concept

▪ Be synthetic: use maximum 7 words. In case the concept is too complicated to be synthetically explained, use more sticky notes

Image 7. INCIRCLE Jamboard canvas
Source: Jamboard canvas elaborated by the facilitator Paolo Martinez for the INCIRCLE capacity building seminar

Link to the INCIRCLE *Jamboard* session:
https://jamboard.google.com/d/13V7xEK7LmKYm21LIpyaQABaH0C25BuPJn878-jAnX5w/viewer?f=2

3.4.3. Mentimeter

It is an interactive presentation platform that lets you engage and interact with colleagues using live polls, word clouds, multiple-choice questions, collaboratively ranking and prioritising questions and initiatives.

Image 8. INCIRCLE Mentimeter polls
Source: Mentimeter polls elaborated by the facilitator Paolo Martinez for the INCIRCLE capacity building seminar

3.5. European Awareness Scenario Workshop (EASW)

The European Awareness Scenario Workshop has been selected as main method for facilitating INCIRCLE SWGs.

3.5.1. Origins of the EASW method

The EASW has been promoted by the European Commission since the 90s as an instrument for participation planning, based on **dialogue** and **collaboration** between groups of local actors to create sustainable cities and to create a balanced relationship between society, technology and the environment where urban ecology issues are put forward.

It has been widely used to prevent a "techno-centric" approach to decision making, which too often leads to low quality decisions, to a low degree of social support as well as to a loss of time due to objections and resistance. In such a perspective it perfectly contributes to solve the "Collingridge Dilemma", which states that when we observe the development of a new form of technology/innovation or change, society's interest in its possible applications increases just when the possibility of influencing its development becomes restricted.

The method, based on a role-group approach, allows the exchange of knowledge, opinions and ideas among different representatives of the 4 main social categories of a community - citizens, technology experts, administrators and representatives of the business community (the so called Quadruple helix) - with the final aim of identifying and discussing the similarities and differences in the perception of problems and their possible solutions.

Table 2. Participants of the EASW
Source: EASW folder with all the tools in 11 languages developed by the EC DGXIII

PARTICIPANTS	DESCRPTION
CITIZENS AND CIVIL SOCIETY	This group is made up of "representative" residents and includes, whenever possible, 2 representatives from local special-interest associations or from local residents organized movements
TECHNOLOGICAL EXPERTS	This group is made up of experts in technology, representatives of firms with the jurisdiction of the municipality, researchers and consultants on the themes under discussion
POLICY MAKERS	This group is made up of politicians, public officials, local administrators, civil servants, etc.
PRIVATE SECTOR REPRESENTATIVES	This group is made up of businessmen representing the local or regional business community in those sectors closely linked to the themes discussed at the EASW

Above-mentioned social actors are involved in the EASW role group by reason of knowing and causing the 4 main barriers (economic, technological, political and cultural barriers) that usually might hinder the application and development of sustainable solutions to the tackled problem.

Central to the EASW method is the dialogue between different social actors, that offers an opportunity to exchange knowledge and experiences with the final aim of building awareness on existing barriers and possible solutions to the tackled issue.

3.5.2. How does it work?

Running an EASW involves two and a half days of work following a precise (though flexible) programme (Annex 3 - The EASW storyboard), during which the participants belonging to different social categories will be involved in interactive group and plenary working sessions. The method is based on two main activities:

- Vision-making, which corresponds to the 1st day of workshop, aimed at elaborating the common vision of participants on the possible future of their city/area/region.
- Idea-generation, which corresponds to the second day of the workshop, where participants are asked to discuss and possibly determine what must be done, how and by who in order to achieve the future hoped for in the common vision.

- *Day 1: Role groups work session - Vision making*

The first day of the workshop is oriented towards the **elaboration of a common vision of the future**, that for INCIRCLE purposes, will be related to the development of a more sustainable and circular tourist destination.

The meeting will start with a short introduction session, where the facilitator will explain the workshop aims, basic rules, main workshop themes along with the end result for participants. Project partners belonging to local/regional/national authorities, will give a brief introduction about the present state of the art of sustainable and circular tourism in the territory where the workshop takes place. The whole introductory part should take a maximum of 60 minutes (ideally participants should receive some background information before the workshop).

After the introduction the participants will be divided into 4 role groups, according to their stakeholder interest group:

Image 9. INCIRCLE main stakeholders and EASW role groups
Source: INCIRCLE project
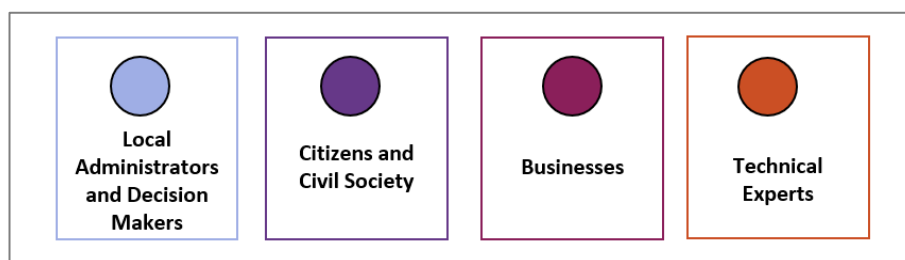
Each role group will consist of 6 to 8 participants, bringing the total number of participants in the scenario workshop to between 24 and 32 participants.

The Vision making activity foresees 4 main stages, during which each group will have to:

1. Imagine their destination in the year 2030 (i.e. current year + 10 years) and elaborate a related positive and negative scenario.
2. Reconstruct for every vision formulated the history of the city/area/region from 2030 back to today ("backcasting"), helping thus participants to understand the possible future consequences of

actions/changes undertaken today. Remember that the discussion must be always centered on the themes of the workshop!

3. Develop at a common vision for each group.
4. Improve the common vision, comparing it with other developed scenarios.

Different tools might be used to support the creative process of vision making, such as the double -interviewing technique, brainstorming techniques like backcasting, specific assignments to visualize their vision (e.g. by making drawings) and devising a catchy slogan for the plenary presentation of their vision.

The first result from group work will be the presentation in the late-morning plenary session of each group's common vision, which might differ to some extent from each other. After discussion in the plenary session each group goes back to work on the formulated vision in order to improve it by comparing it with a combination of two of the four scenarios/visions developed by the different groups. This improved vision is then presented in the plenary session at the end of the day.

After the four improved visions are presented in the end of the day plenary session, they are discussed in detail in the plenary session and a list is drawn up gathering all the elements the four stakeholder group visions have in common (i.e. commonly shared future vision), representing the common ground on a more sustainable and circular tourism in the destination as well as the starting point for the working sessions of the second day.

Participants receive the report of the emerging common grounds so as to prepare for the second part of the workshop that is normally taking place a month after the first

-   ▪ *Day 2: Thematic groups work session - Idea generation*

The second part of the scenario workshop is oriented towards **generating ideas on how the common vision on** a more sustainable and circular tourism in the destination **might be realized**.

The idea generation process takes place in so called **theme groups,** which unlike the homogeneous stakeholder role groups (which are more or less the same, irrespective of the workshop subject), differ depending on the workshop subject.

Image 10. INCIRCLE EASW structure
Source: INCIRCLE project
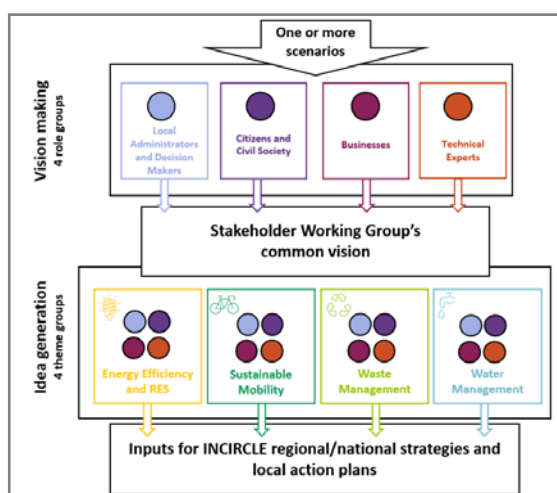
Ideally participants are allocated to the theme group that best matches their field of expertise and in heterogenous groups so that in each theme/topic there is at least one representative from each stakeholder role (institutions, citizens, business, experts). For INCIRCLE purposes, the theme groups are already defined and correspond to the 4 project pillars:

Image 11. INCIRCLE main pillars and EASW theme groups
Source: INCIRCLE project

Before splitting up participants again into 4 working groups, the facilitator should briefly present the main elements of the "common ground vision", encouraging the participants to use this vision as a starting point for their discussion. The document elaborated at the end of the 1st day of workshop must be handed out to participants and details of the composition of the groups and instructions for group-work must be given.

The main task for the theme groups is to identify means to making the tourism sector more sustainable and circular, answering the question "How to meet the challenges for a sustainable tourist destination in 2030?". Thematic groups discuss the actions and measures to be transformed into reality in their common vision.

The so-called "snow-carding technique" is usually used: each participant has 10 to 15 minutes to work by themselves in silence and write down their best ideas on how to achieve their vision in terms of the topic allocated to their theme group. Thus, one idea per small card is elaborated. Usually, this activity should result into 5/10 ideas per person. Once the snowcarding activity is over, all ideas are shared and discussed.

The short listing of ideas is carried out by using the 5 point method to prioritise and select the ideas thought to be most valid. The 5 point method allows each participant to freely vote the ideas emerging from the group-work: all 5 points might be assigned to an idea considered very valid or the points might be distributed amongst various ideas. The prioritisation of ideas results into a short list of "top-5 ideas" produced by the theme group. At this point, the latter has to prepare for a lively presentation of their "top-5 ideas" list. With visual aids such as posters, with text, drawings, catchy slogan. etc.

After the four presentations by theme group, the overall "best" 5 ideas are identified using a voting procedure, that might be based on the 5 point method as well.

In the afternoon plenary session the conclusions and the top five ideas are presented for preliminary assessment. The closing discussion then focuses on the "winning ideas" – their merit, their feasibility and how, when and by whom these solutions should be applied.

At the end of the workshop, the conclusions of the final plenary session will be elaborated and presented to participants by the responsible partner.

4. Main tips and suggestions

▪ **Make the objectives crystal clear from the very beginning to all the participants.**

▪ **Start engaging participants well in advance, stimulating their interest and curiosity**.
Early involvement of a broad range of social actors contributes to the quality of the decision making. A limited or narrow involvement of social actors often leads to a narrowing down of the domain within which solutions can be found.

▪ **Let the stakeholders take ownership of the process so that they keep updating information and practice the implementation throughout the project.**

▪ **Regularly update stakeholders.** Plan to have some quick one hour meeting with more frequency, like every month to update stakeholders on reached achievements. Online it is relatively easy. It takes energy to create the SWG but less to keep it running.

▪ **Remember that what counts more is the building of relationships between the stakeholders and the INCIRCLE project.** Relationships are the basis for the success of change and especially a systemic mindset change such as that of moving to circular economy principles. So once you create the SWG nurture it like an orchard. In the medium to long term you will get beautiful fruits and vegetables

▪ **Allow everyone to have a say.**
Facilitate the meetings so that the quiet people have equal time in the spotlight as those who have the tendency to dominate discussions.

▪ **Ask participants to be creative and brave when they are designing the future they want.**
Disentangling from reality is essential for the participants to be able to generate visions that are truly visionary: without sufficient detachment from what is considered feasible or impossible today, we reduce the domain within which potential solutions for a particular problem can be sought. Ask participants to think "out of the box"!

▪ **Plan workshop activities in detail, stick to the programme and make sure to use well supporting tools.**

▪ **Organise a short and effective introductory meeting with participants to ensure their commitment to the INCIRCLE project and its SWGs.**
An introductory meeting is recommended to acquaint participants with the INCIRCLE project and the SWG tasks. During the meeting additional information on the upcoming workshops are to be provided (the themes that will be tackled, the program, the context, the objectives, the basic rules and the final results to be achieved).

▪ **Avoid critical judgement within the group and make participants accept other people's ideas and build on them.**
When someone says "*Yes, but*", turn his assertion into the "*Yes, and*", providing additional space for acceptance and an open discussion.

▪ **Remote workshop rehearsal.** The organization of remote workshops requires a well-structured storyboard by the organisers and facilitators as time online has to be used very efficiently. It is always good to have a preliminary online meeting with all participants to check the audio and video or breakout room functionality and at the same time enhance team and trust building activities through check-ins, ice breakers and check-outs.

5. Additional materials

- The handouts of the INCIRCLE Capacity Building Seminar
  https://drive.google.com/file/d/12m8PSxQTm2uBhLFYxTwfJwUjMrHANb35/view?usp=sharing

- The EASW folder with all the tools in 11 languages developed by the EC DGXIII. The documents, especially word files need to be opened with OpenOffice or with Google docs as the Windows version is very old
  https://drive.google.com/drive/folders/1-vr8NMKhAgHYG6Uxu7m2TI5eyUVkHmsM

- The POP model - Purpose Outcomes and Process. A great and simple tool to plan the processes and achieve results
  http://stproject.org/wp-content/uploads/2014/11/the-fabulous-pop-model.pdf

- The Art of Facilitation. An extensive guide to facilitating successful meetings, this article is filled with great tools, tips, and best practices.
  http://stproject.org/resources/tools-for-transformation/facilitation/page/2/

- The Innovation Camp Handbook. A practical handbook used to support Smart Specialisation Strategies and perform high-impact participatory policy making processes involving quadruple helix stakeholders.
  https://goo.gl/mA8RGm

- The link to the open part of the library of methods of the International Association of Facilitators (50 out of 500 methods can be accessed by non-members)
  https://www.sessionlab.com/library/iafmethods

- Kaner, Sam. Facilitator's Guide to Participatory Decision-Making. San Francisco: Jossey-Bass, 2007
  http://www.storypikes.com/workshops/PDFs/Facilitators%20Guide%20to%20Participation%20by%20Sam%20Kaner%20with%20Lenny%20Lind-Catherine%20Toldi-Sarah%20Fisk%20and%20Duane%20Berger-2007.pdf

- Liberating Structures website:
  http://www.liberatingstructures.com/ls/

EASW Stakeholders groups

- Policy makers and institutions
  https://docs.google.com/document/d/1VKGiWzgiFN7DiQW8PiIiFLivRtaCRW24yBYcHc7oEjU/edit?usp=sharing
- Academia - Technical experts
  https://docs.google.com/document/d/1uTKyvNpdImu0BVwaWdn7zKMfwF-IS1hXHlp4_WwYBy8/edit?usp=sharing

- Business - Entrepreneurs
  https://docs.google.com/document/d/1gPa9WMEluc8gPm5J-3jcHBeGsj9eBL8HZvVbPC_FN4E/edit?usp=sharing

- Citizens - Civil Society
  https://docs.google.com/document/d/1qIt3w_92vh2WJwJdrmvJUb0L7jiwMcjXynxq6kn519k/edit?usp=sharing

EASW topics
- Mobility
  https://docs.google.com/document/d/1AUwHsXxgOgHTYdnLZqaJQ4prio4um8KVUHMV-9rxdKU/edit?usp=sharing

- Energy efficiency
  https://docs.google.com/document/d/1DdmZ8QGJkU--HTfQwTMsU7wxYDgfZIGHc0PLLOIUU9k/edit?usp=sharing

- Water management
  https://docs.google.com/document/d/1hUQtJT0pU5ZgsAxeqTQy2YB8KO2Cv41aibxq2BkFZuc/edit?usp=sharing

- Waste management
  https://docs.google.com/document/d/1VAnABJAaVC86ZvTSf7wKKcBoR5k5ctD6gyeW65akdiQ/edit?usp=sharing

6. Annexes

- Annex 1 - INCIRCLE SWGs templates
- Annex 2 – VideoFacilitator Manual
- Annex 3 - The EASW storyboard