

INTERREG EUROPE PROGRAMME

SYMBI (5th call)

ACTIVITY A3.1

**INPUT DOCUMENTATION FOR
THE REGIONAL STAKEHOLDER'S MEETINGS**

UPDATE



January 2022

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1. Introduction

A coordinated response is necessary for promoting and implementing the circular economy agenda globally. Concrete commitments from governments, businesses, international organizations, civil society and other stakeholders will be key to building the sustainable, resilient and low-carbon economy that the world needs, and the COVID-19 pandemic has only underscored the urgency for action.

The pandemic has caused major disruptions in SYMBI partners' efforts to transition towards a circular economy model, since governments and industries are most concerned with responding to immediate emergencies. Considering that industrial waste, energy demand, and CO₂ emissions skyrocket after major crises, there is a pressing need to resume and further advance the circular transformation in the 7 participating SYMBI territories, in light of policy gaps uncovered by COVID-19 in line with Interreg Europe's 5th call.

The main objective of the Interreg Europe's 5th call was to encourage additional activities in order to help projects to deal with the crisis, offered the possibility to further exchange experiences on the way the crisis impacts the issue they addressed and on possible measures to face and recover from crisis, to further improve regional development policies to better face and recover from the unprecedented situation.

Accordingly, the activities of extension of SYMBI project focusing on survey the impact of Covid-19 on territorial supply chains and on exchanging experiences and good practices through workshops. Furthermore, partners will conduct stakeholder meetings to receive feedback and document proposals, diffusing also the new knowledge to territorial businesses through newsletter campaigns & info-days.

This document provides input documentation and guidelines (e.g. topics and policies to be discussed, purpose statements, agendas) to harmonise and assist partners in organising the regional stakeholder group meetings. All partners will follow its guidelines to organise regional stakeholders meetings in own region, and deliver summary reports on the experience gathered and conclusions reached.

This document is an updated version of the "Input documentation for the regional stakeholders meetings" published in 2016 in the framework of SYMBI project conducted by SVRK (Government Office for Development and European Cohesion Policy) in order to:

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- Describe specifications for the organisation of the meetings.
 - Identify the meetings' purposes for each semester.
 - Support the monitoring and implementation of the meetings,
 - Coordinate the of evidence and experiences for the meetings,
 - Compile and assess urgent territorial needs to be shared in the meetings,
 - Lessons learnt during the exchange of experiences activities (A1, A2, A4 and A5).
 - Describe how to analyse the results and draft the summary reports
 - Supply supporting documentation forms and templates (evaluation forms, reports template).

2. The SYMBI project

During the original duration (April 1st 2016 until March 31st 2021) of SYMBI project (Industrial Symbiosis for Regional Sustainable Growth and a Resource Efficient Circular Economy) 9 partners from 7 countries contributed to improve the implementation of regional development policies and programmes related to the promotion and dissemination of Industrial Symbiosis and Circular Economy in line with the European Commission's circular economy strategy. Industrial symbiosis is the process by which wastes or by-products of an industry or industrial process become the raw materials for another. Application of this concept allows materials to be used in a more sustainable way and contributes to the creation of a circular economy.

SYMBI aim was to empower regions to build sustainable economies, resilient to environmental pressures and climate change. The project supported the implementation of policy instruments and measures for the diffusion of industrial symbiosis, to add value, reduce production costs and relieve environmental pressures through increased resource efficiency and greenhouse gas emissions. Furthermore, the SYMBI project had been designed to support the exchange of experiences and increase the capacities of partners and stakeholders involved, taking into consideration their profiles and regional interests. Accordingly, number of workshops and information days provided an opportunity for stakeholders to discuss the situation and opportunities related to the topic.

SYMBI improved 8 policy instruments, relevant to the abovementioned policy areas; 6 of the managing authorities participate in the consortium, to secure the impact of the project.

Further activities carried out in SYMBI:

- Incentivise regional waste transformation systems and cross-sectoral synergies
- Promote the use of secondary raw materials - Prioritise green procurement
- Unlock investments by regional and local financial actors
- Explore, assess, expand, and enhance current practices in eco-systems of industrial innovation
- Build consensus between regional stakeholders

3. Project extension

Due to the Covid-19 impact the transition towards a circular economy model in the territory of SYMBI partners has been interrupted. Coordinated response is necessary for promoting and implementing the circular economy agenda globally. Concrete commitments from governments, businesses, international organizations, civil society, and other stakeholders will be key to building the sustainable, resilient, and low-carbon economy that the world needs, and the COVID-19 pandemic has only underscored the urgency for action.

Activities:

- Survey the impact of COVID-19 on territorial supply chains and the challenges faced in applying circular economy & IS approaches (Activity 2)
- Enhance their crisis management capacities and identify 14 good practices as solutions for the gaps documented, through three interrelated workshops on
 - i) digital solutions to promote increased adoption of IS in SYMBI territories (Activity 4),
 - ii) financial opportunities for IS deployment through CEAP & EU Green Deal (Activity 5), and
 - iii) how to foster the application of reporting & certification systems (Activity 6).
- Conduct stakeholder meetings to receive feedback and document proposals (Activity 3.1).
- Diffuse the new knowledge to territorial businesses through newsletter campaigns & info-days (Activity 3.2).
- Peer-review in a joint working group to integrate lessons learnt in territorial planning, expecting improvement in the governance of 5 policy instruments addressed (4 new; 1 current) and structural change in another 2 (new).

Outputs

1 Impacts, challenges and opportunities joint study
3 Workshops
14 Stakeholder meetings and 1 Conclusions report
2 Newsletter in 8 languages
14 Good practices
7 Info days

Partnership

Country	Partner
	Foundation FUNDECYT Scientific and Technological Park of Extremadura
	The Malopolska Region
	Chamber of Commerce of Molise
	Government Office for Development and European Cohesion Policy
	Regional Development Agency of the Ljubljana Urban Region
	Municipality of Kozani, Development and Planning Bureau
	Pannon Novum West-Transdanubian Regional Innovation Non-profit Ltd.
	Regional Council of Häme
	Häme University of Applied Sciences Ltd

4. Stakeholder meetings

SYMBI project extension's activity A3 prescribes the organisation of regional stakeholders meetings between partners and key stakeholders, focusing on how the partners in 7 SYMBI regions can improve and urge the circular transformation in the situation created by the pandemic. The specific aim of the activity is the collection of input from the stakeholders on the most pressing territorial needs, not only for recovery but for future resilience and to collect and review the good practices and change experiences.

In order to do so, partners will survey the impact of covid-19 on territorial supply chain and identify good practices and solutions which will be discussed by stakeholders.

In general, to implement successfully all SYMBI activities, partners should consult with stakeholders during the stakeholder meetings regarding good practices the latter identified and followed during the pandemic. Discussions could revolve around how they tackled pandemic challenges and what they believe should be done, on a territorial level for become more resilient.

During the Activity 3. partners will conduct one online meeting in each semester for consulting with wide range of decision-makers and stakeholders on pressing territorial needs and complementing A1 result and informing ensuing workshop. During the meetings, partners will have the opportunity to locate issues to be addressed at the action plans implementation phase (project phase 2), as well as to ensure the involvement of specific stakeholders' organisations in the preparation of the action plans.

In the interests of efficiency, it is recommended that, beside the stakeholder meetings, the partners should consult with stakeholders interested in particular area individually or on a focus group meeting.

At the beginning of the project, the partners identified their key stakeholders, the range of which expanded steadily as the project progressed. A stakeholders involved from different areas like public authorities responsible for environmental protection, resource efficiency and sustainable development, businesses and SMEs, regional development and / or innovation agencies, regional chambers of commerce, universities, research centres and institutes related to circular economy, business support centres and cluster organisations for industrial synergies.

The aim in the last two semester is to expand the circle of the stakeholders encourage the partners to invite further decision-makers who want to make progress in the circular economy and industrial symbiosis and strengthening the existing relations and partnerships.

This document provides guidelines and documentation for the organization of two regional stakeholder online meetings (Activity 3.1, 3.2). These guidelines will support partners in organising the regional stakeholder meetings during the extension semesters 1 and 2 and producing summary reports for each meeting. Other activity pertaining to A3 is the activity A 3.2 the organisation of Public Consultation Meetings which detailed methodology can be found in the Communication Strategy documentation.

The main difference between the two is that public consultation meetings are directed towards a more general audience and aim to develop consensus and democratic legitimacy for the development and implementation of the action plans. On the other hand, regional stakeholder's meetings aim to ensure the cooperation of specific key stakeholders related to SYMBI aims and results, considered to be very significant for the successful development and implementation of SYMBI action plans.

The conclusions of regional stakeholder's meetings will complement the conclusions of activities A1, to provide more comprehensive policy recommendations for the action plans and to establish stakeholders' consensus for their subsequent implementation. Compared to public consultation meetings, the regional stakeholder meetings will not only foster wide cooperation but will also serve as a more detailed and in-depth procedure that is repeated every semester, in order to gather richer feedback from key 'players' in the region.

The next section provides a short description of Activity A3, aiming to inform partners about the structure and outputs of activity. This short description is followed by an outline of the advantages and characteristics of a public consultation process such as regional stakeholder's meetings in the context of policy making. The following section provides a short presentation of the themes of the meetings, as defined in the SYMBI application form. Finally, a complete presentation of the guidelines for the regional stakeholder's meetings is provided, which includes the following:

- Methods to identify stakeholders.
- Proposals for the organisational tasks of the meetings.
- Guidance of organizing an online meeting.
- Guidelines on the website, invitations, and registration processes.

- A template agenda.
- Guidelines on the correct behaviour of moderators during the meetings.
- Guidelines on the correct preparation of summary reports.

It is important to point out that SYMBI regional stakeholders meetings summary reports are the most important output of the meetings, as the main input for drafting the action plans. Finally, readers of this deliverable will find in the appendices all the necessary supporting documentation for organising and conducting the meetings.

4.1 Foreseen outputs

The following figure summarises the foreseen outputs of SYMBI activity A3

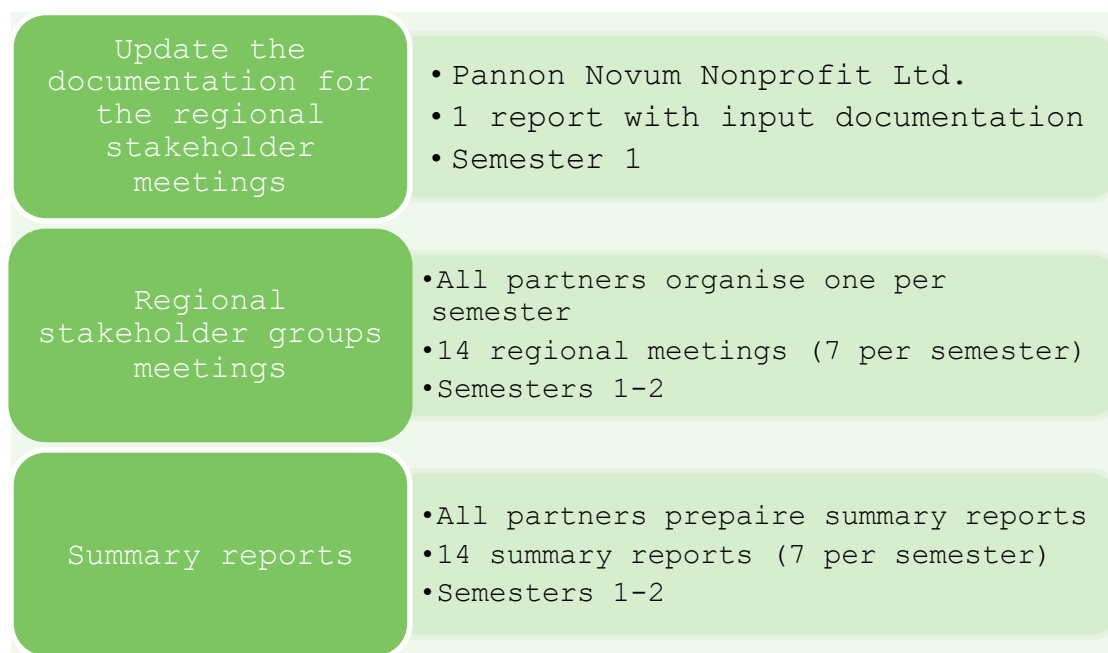


Figure 1: SYMBI activity A3 outputs

4.2 Aims and added value of regional stakeholders meetings

The regional stakeholders meetings are a compulsory activity of Interreg Europe projects, and one of SYMBI's crucial actions for delivering equitable, integrated and transparent regulation capable of supporting industrial symbiosis and circular economy projects and initiatives. In addition, since the essence of these meetings is to apply a participatory approach to regulation development, regional stakeholders meetings can offer policy makers the opportunity to achieve broad acceptance, cooperation and support for the implementation of their actions among key organisations (see for example Flannery and Ó Cinnéide, 2012, for the case of marine spatial planning, and EU Commission Directorate, 2014, for the case of carbon leakage provisions). Consultations that take place during regional stakeholders meetings constitute an opportunity for stakeholders to either comment on the advantages and disadvantages of proposed industrial symbiosis policy measures, or to contribute to policy development.

More precisely, through regional stakeholders meetings, stakeholders: a) receive necessary information that leads to the development of a better understanding of various aspects of industrial symbiosis and circular economy, and b) provide their own perspectives and opinions on these issues. This means that through the meetings stakeholders, as well as policy makers, develop social learning (Cundill, 2010). The latter is defined in the following quote:

"As such, social learning may be defined as a change in understanding that goes beyond the individual to become situated within wider social units or communities of practice through social interactions between actors within social networks." (Reed et al., 2010, p.6)

Here, Reed et al. revealed the importance of social learning to policy making in general and hence developed the theoretical tools that SYMBI partners can use to understand social learning's importance to SYMBI in particular. Social learning is important to policy making because it changes the rationale and practices of work of organisations and institutions in their entirety, through social interactions that take place within social networks.

In the case of SYMBI, social learning can be considered as stakeholder learning, since the aim is to impact on the rationale and practices of stakeholders' institutions in partners' regions. The development of industrial symbiosis and circular economy is a complex procedure and, as a result, regional administrations cannot develop policies in

isolation for such issues. Hence, delivering social/stakeholder learning should be a key objective for projects that aim to achieve changes in the production and consumption processes through a collaborative procedure.

The importance of social learning for developing a resource efficient and overall sustainable economy at a regional scale has been supported by academic literature (see for example Sol et al., 2012), since generation of new knowledge at the regional level is based on multi-actor innovation networks (Pekkarinen and Harmaakorpi, 2006), in which key stakeholders and policy makers together can develop new answers to various social, economic and ecological problems.

On the other hand, one disadvantage of regional stakeholders meetings is that, just like other consultation processes, sometimes cause significant delays in the policy making process, especially when public administrations are not capable of reducing the added administrative burden originating from the conduction of the meeting or the evaluation of diverging views from members of key stakeholders (Chalmers, 2014). Ergo, there must be a clear rationale for the number and themes of regional stakeholders meetings that are included in a project in order to avoid unnecessary delays.

All in all, regional stakeholders meetings are a process of public participation in policy making, with both advantages and risks. Public participation can also take many other forms, such as public consultation meetings; what separates regional stakeholders meetings is the fact that these meetings focus on the development of a cooperative procedure for the implementation of specific policies. This is the main reason why they are designed to be repeated many times during a project, thus allowing enough time to develop a closer cooperation with key stakeholders, without which the successful implementation of these policies is unfeasible. The advantages and risks of public participation processes in general are presented in detail in the following figure, along with relevant literature (Luyet et al., 2012, p. 214):

Table 1
Advantages and risks of public participation.

<p>Advantages of participation</p> <ul style="list-style-type: none"> • Better trust in decisions (Richards et al., 2004; OECD, 2001; Beirle, 2000) • Improving project design using local knowledge (Irvin and Stansbury, 2004; Habron, 2003; Beierle and Cayford, 2002), • Better understanding projects and issues (Duram and Brown, 1999) • Integration of various interests and opinions (Griffin, 1999; Creighton, 1986) • Optimizing implementation of plans and projects (Irvin and Stansbury, 2004; Konisky and Beierle, 2001), • Public acceptance of the decisions (Reed, 2008; Junker et al., 2007), • Fostering and developing social learning (Blackstock et al., 2007; Junker et al., 2007; Pahl-Wostl, 2002; Beierle and Cayford, 2002) <p>Risks of participation</p> <ul style="list-style-type: none"> • Expensive process (Mostert, 2003; Lawrence and Deangen, 2001; Vroom, 2000) • Time consuming process (Luyet, 2005; Smith Korfmacher, 2001; Vroom, 2000) • Potential stakeholder frustration (Reed, 2008; HarmoniCOP, 2005; Irvin and Stansbury, 2004; Germain et al., 2001) • Identification of new conflicts (Kangas and Store, 2003; Germain et al., 2001; Cooke and Kothari, 2001) • Involvement of stakeholders who are not representative (Reed, 2008; Junker et al., 2007; Smith Korfmacher, 2001) • Empowerment of an already important stakeholder (Buttoud and Yunusova, 2002)
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Figure 2: Advantages and risks of public participation

Taking into account the information from Figure 1, it is possible to derive the conclusion that the advantages from including regional stakeholders meetings in a project like SYMBI outweigh the risks, as long as the conduction of the meetings follows a number of principles that guarantee the minimisation any negative effects. These principles are the following (Luyet et al., 2012, p.214):

- A fair, equal, and transparent procedure that supports equity, learning, trust and respect among stakeholders and policy makers
- Combine regional and scientific knowledge
- Ensure that rules for the meetings are developed and delivered to stakeholders in advance
- Ensure that stakeholders are involved at an early stage
- Integrate all key stakeholders
- Secure experienced moderators for the coordination of the meetings
- Secure adequate time and resources

Adhering to these principles is a prerequisite for conducting successful regional stakeholders meetings, enabling policy makers to secure a successful participatory process. Stakeholders' participation in the regional stakeholder's meetings can be further broken down in the following five levels (Balest et al., 2016, p. 15-16):

- **Informing:** the level of participation which provides stakeholders with balanced and objective information, to promote their understanding of the challenges, opportunities, and potential solutions
- **Consulting:** the level of participation which collects feedback from stakeholders
- **Involving:** the level of participation which promotes the direct involvement of stakeholders throughout the policy making process to ensure that their views are consistently understood and considered
- **Cooperating:** the level of participation which generates cooperation between policy makers and stakeholders in various aspects of the decision-making process
- **Empowering:** the level of participation in which the final decision-making lies in the hands of stakeholders.

SYMBI regional stakeholder's meetings will be designed to fully integrate the first four levels of participation, since the meetings will take place repeatedly in all the regions of the partnership, and partners will have to cooperate with stakeholders repeatedly before developing their action plans. Empowering however, will only be partially integrated. Stakeholders will be consulted before the formation of SYMBI action plans, but they will not form them themselves. There two reasons for that. Firstly, time constraints of the Interreg Europe Program do not allow for achieving the necessary degree of cooperation among stakeholders that would render them capable of producing effective and efficient action plans. Secondly, regional stakeholders are a categorization consisting of diverse and distinct organizations with different aims and interests. Hence, it would be very difficult and time-consuming to harmonize all these different priorities and eventually provide successful action plans. A process where SYMBI partners have the initiative of preparing the action plans is more efficient.

5. Themes

What follows is a description of the topics of regional stakeholder's meetings for semesters 1-2. Partners organising the meetings should make all the necessary preparations for a fruitful discussion with regional stakeholders that focuses on these topics. They are issues that, if discussed properly, will lead to the development of a successful cooperation with regional stakeholders during the implementation of action plans.

The presentation of the themes of the meetings provided below contains a brief description of key aspects of each theme, as well as indicative information on the relevance of the theme for the region of each partner. The regional specifications for the themes provided below are only indications. Partners are advised to further elaborate the themes of their regional stakeholders meetings based on their priorities and knowledge of their region at the time of the organization.

Semester 1

In the Semester 1 partners will survey territorial COVID-19 disruptions in industry, manufacturing and waste management business (e.g. supply chain interruptions, raw materials scarcity), to identify new industrial symbiosis good practices and opportunities for recovery & resilience in SYMBI regions. The main topic of the first stakeholder meeting is to present and discuss the results of the survey, identify the necessary measures and local needs and the good practices.

Further topics to discuss:

- Aids that have been put in place to recover from the Covid situation.
- Knowledge about Green Deal, SDGs, and different policies and initiatives related to sustainability and environment, to apply them in the business network.

Semester 2

Stakeholders will provide feedback and proposals for territorial recovery and resilience on workshops results.

- Digital tools & pathways for recovery and resilience: Based on the peer review report conducted in the context of Activity 4, titled "Digital tools & pathways workshop", partners can discuss upon the circular/ IS digitalization good practices that can be used to tackle novel IS challenges, such as artificial intelligence and big data IS applications.

- Good practices on how to build synergetic actions with circular EU instruments: Consulting the lessons learnt paper drafted in the context of Activity 5, titled "CEAP & EU Green Deal synergies", partners can design an oral presentation to promote the best practices discussed during the relevant workshop as well as the funding mechanisms for promoting IS as a recovery tool.
- IS reporting & certification systems: Partners can present the conclusions reached in the context of the third workshop (i.e., Activity 6, titled "IS reporting & certification systems"). These are related to effective ways of integration of IS reporting and certification systems in resilience policy planning as well as the promotion of their further adoption, focusing on EC's upcoming CEAP's industry-led reporting and certification system.

6. Attendees of regional stakeholder's meetings

During the preparation phase of the proposal, SYMBI partners have already provided information on the institutions they consider most important for the purposes of the project. The full list of these institutions is provided in Appendix A. SYMBI partners are advised to involve as many as possible organisations appearing in this list. However, SYMBI partners should not feel obliged to limit the invitations to these organisations. Instead, they are encouraged to identify and involve all organisations that can provide useful feedback during the meetings. Partners are advised to use one or more of the following stakeholder identification techniques:

- Techniques based on criteria: these techniques rely on the development and application of a set of criteria to identify stakeholders, such as proximity, economy, use and social values (Creighton, 1986). Sometimes stakeholders are distinguished between those stakeholders who act out of economic interest and those motivated by principles or values (Selman, 2004). Otherwise, stakeholders are identified by checking their legitimacy, urgency and proximity (Mitchell et al., 1997).
- Snowball technique (King et al., 1998; Stanghellini and Collentine, 2008): it starts with brainstorming among organisers of regional stakeholders meetings, which provides a list of stakeholders that are then notified. Each stakeholder of the list is then asked to identify further stakeholders. The main risk of applying this technique is reproducing network homogeneity, since each stakeholder is most likely to identify similar stakeholders. This risk can be mitigated by using multiple entry points, and generating a more balanced set.
- Techniques based on questions (Mason and Mitroff, 1981): it consists of using a set of questions, for which the answers generate a list of stakeholders

No matter which technique is used, it is important to point out that the integration of all key stakeholders is a sine qua non for any successful public participation process. Ignoring key stakeholders may introduce bias in the subsequent stages of the process. Another consequence of unidentified stakeholders is the possibility for them to appear later and impact negatively the project (Luyet, 2005). Several heterogeneous persons have to be included in the process to minimise these risks. On the other hand, inviting all possible stakeholders in the meetings might increase the complexity and the cost of the process. SYMBI partners are strongly advised to ensure the participation of at least 15 stakeholders in the meetings. After completing the identification of key stakeholders, organisers of the meetings will have to describe and characterise them, and if useful, structure them into groups. The reason why describing and characterising stakeholders is necessarily has to do with the fact that the types of key stakeholders that attend a meeting determine to a large extent the agenda of the meeting and the participatory techniques used in the consultation process. Characterising the stakeholders is a first step towards understanding the power relations between them, as well as their specific interests in the project; these issues are really important to the formation of the agenda of the meetings. Many different criteria have been proposed in the literature for the correct characterisation of stakeholders. A brief summarising list includes the following (Luyet et al., 2012):

- Positive or negative attitude towards the theme of the meeting
- Potential conflicts of interest between stakeholders' viewpoints and policy objectives.
- Degree of interest in the project.
- Available resources.
- Scale of influence over the project.
- Type and degree of implication in the project.
- Power and stakeholder urgency.

Completing the characterisation of stakeholders means that it is possible to structure them if partners consider it necessary. Structuring regional stakeholders means grouping them into homogeneous sets. Each set might participate in stakeholders meetings in different ways (e.g. partners might consider useful to involve specific stakeholders only in public hearings and not in workshops). Deciding which type of participation corresponds to each set of stakeholders is not a standardised process and depends to a large extent to the views of organizers (Daniels and Walker, 2001). SYMBI partners are encouraged to structure stakeholders only if they consider it necessary, based on their knowledge of the region.

7. Participatory techniques for regional stakeholders meetings

In order to support a practical process of stakeholder participation, targeted participatory techniques must be determined. Obviously, these techniques can only be chosen once the objectives have been defined and the structuring of stakeholders has been completed, if necessary (Reed, 2008). There are a number of techniques from which organisers of regional stakeholders meetings can choose; nevertheless, there is no standardised method to choose the most relevant participatory technique (Luyet, 2005). Choosing incorrectly, i.e. utilising a consultation method that is not appropriate to the stakeholders participating in the regional stakeholders meeting bears the risk of receiving poor policy advice from stakeholders. In fact, this is the largest risk organisers should try to avoid; one way to do this is utilising at least two different participatory techniques whilst interacting with a stakeholder group during the meetings.

SYMBI partners are specifically advised to apply at least one of the following two methods during regional stakeholders meetings:

- **Public hearings:** public hearings are defined as a process whereby stakeholders hear the facts about specific potential policies to support industrial symbiosis and circular economy projects and give their opinions about it. Public hearings are an excellent method to conduct the informing and consulting stages of the regional stakeholders meetings.
- **Workshops:** workshops are discussion groups, or the like, that emphasise exchange of ideas and demonstration and application of techniques, skills, etc. The aim of the discussion is to find new ideas for policy development with regards specific aspects of industrial symbiosis and circular economy projects. Regional stakeholder's meetings that take place in the form of workshops are an ideal way to discuss about specific policy issues and to uncover potential solutions to address these issues. As a result, workshops are an ideal way to realise the cooperating stage of the consultation process, and to a lesser extent the empowering stage. These two methods are preferable because they constitute efficient ways to receive rich feedback from stakeholders, whilst using resources available to the partners within a realisable time-plan. Partners are advised to apply at least one of these two methods in their regional stakeholders' meetings. Preferably, public hearings should be used when partners have already developed specific potential policy recommendations. Workshops on the other hand

should be utilised when partners are unable to initialise policy making without the stakeholders' cooperation.

8. Guidelines on the organisation of the virtual meetings

Virtual meetings allow people to exchange ideas and information while saving on money and time. They are more convenient than face to face meetings. However the chances of having a communication breakdown are increased in virtual meetings. Distractions by personal and work related issues are more likely to happen during virtual meetings than face to face ones.

COVID-19 has ramped up the shift towards online stakeholder engagement and stakeholder meetings. There are benefits holding an online session, but the limits should not be overlooked either.

Benefits of online stakeholder engagement:

- Leverages on post-COVID mainstreaming and convenience of remote collaboration tools.
- Enables participation beyond geographical borders and accessibility beyond physical / language boundaries.
- Provides green, cost-effective solutions and savings in production expenses.
- Offers quick and efficient ways to gather quantitative data and qualitative insights.
- Builds stakeholders' capacity to accelerate digital transformations.
- Enhances transparency and accountability.

Possible limitations in online processes

- Increasing online meeting fatigue can affect focus and levels of participation.
- Digital gap may lead to exclusion of some target groups.
- Production costs partly transferred to human resources.
- Reliability of software & hardware.

- Limited informal interaction, non-verbal communication.

(#CoalRegionsEU 2021)

8.1 How to organize a virtual meeting?

During the extension of the SYMBI project, each partner will organize 2 stakeholder meetings online. Given the constant change in the intensity of the pandemic, the constant change in regulations and restrictions, the partnership considered the online format safer and more reliable for stakeholder meetings. As it has been already mentioned in the previous paragraph, the online format has several advantages compared to the face-to-face meetings. In terms of organization, it requires a different approach, in a sense, the organizational tasks are simplified, some elements, such as catering or the design of the venue, are not relevant, but even though we cannot be left behind when organizing an online meeting. In the following, we present the organizational tasks we face in the case of virtual events. Conducting online meetings with people from different locations can be difficult to manage. If you prepare in advance and ensure that your meetings are well structured, moderated and communicated, online meetings can be an extremely effective means for connecting your company's stakeholders and employees, as well as saving you money on travel.

- **Choose the right tech**

Proper provision of technical conditions plays a significant role in conducting a successful online meeting. If possible, use a technical professional to help you troubleshoot if necessary.

First of all, it must be decided which platform you'll use to host the meetings. You have all kinds of options there are many online meeting platforms.

Popular online meeting platforms:

Zoom

Perhaps the most ubiquitous of all online meeting platforms, Zoom is great for gathering a small group or number of hundreds of people in a time-unlimited virtual setting with a user-friendly interface. Zoom is especially well known for its chat tool, hand-raising tool and flexible meeting formats (webinars, panel presentations, breakout rooms, traditional meetings and more). However, to host more than two

people in meetings lasting longer than 40 minutes, you'll have to pay for higher Zoom tiers.

Google Meet

Google Meet is an online meeting platform that integrates fully with your Google Calendar. When you add an event to your Google Calendar and invite people to it, Google will automatically generate a Meet link you can use on the day of the meeting. The premium tier also includes tools such as breakout rooms, polls and attendance tracking, as well as additional business features.

Microsoft Teams

Since Teams is a Microsoft product, it allows you to collaboratively edit Microsoft Word documents, PowerPoint slides and Excel spreadsheets with other meeting attendees. On the Microsoft Teams free tier, meetings can last no longer than 60 minutes.

Ask all the participants to restart their computers at least 20 minutes before the meeting. Make sure your camera and microphone are working and that your meeting software supports multiple participants.

- **Create structure**

Virtual meetings should be as structured as regular meetings. Meeting basics are the same for both. Set up an agenda and clear objectives to be able to focus on desired outcomes and results. Keep sessions between 60-90 minutes, provide breaks between sessions. Define topics upfront and assign speakers to each topic. Make sure that you give enough time for feedback and questions after each session. Distribute internal rules and stick to them. Assigning clear meeting roles could work for your team calls too. With a timekeeper keeping track of time, a moderator leading the discussion and a recorder taking notes, things go smoothly, even from a distance.

- **Appoint a meeting moderator**

A meeting without a moderator may go off track. By appointing a moderator, you give that person the authority to control the proceedings. No one can speak without the moderator's permission, and the moderator keeps everyone focused. This is particularly important in online meetings, since issues with internet connectivity and audio or video quality can lead to miscommunications.

- **Keep the focus**

Respecting the rules of etiquette, is something we all have to get used to. Both as a remote or in-room attendee! Make sure to keep power point presentations short and to-the-point, so your colleagues are not tempted to start multi-tasking during the call. Take turns when speaking, that'll surely boost the discussion. Which is exactly what a remote call requires: good conversations and active discussions. No long and tiring presentations where you give your audience the opportunity to sit back and time out.

- **Engage with etiquette**

Start your remote videocalls with a personal note: a fun story, an inviting question or poll, some small-talk. Greet everyone entering the call as a rule. That's key to creating a personal and warm environment for collaboration. Make sure to involve everyone in the conversation and ask for opinions. Having a good remote meeting is actually a shared responsibility. Capture feedback, especially try to interact with introverts or remote attendees. Integrate round-table questions to make sure everyone has had a chance to speak up. Don't use offensive language in heated discussions. Remember that different cultures have different communication styles.

- **Integrate tech in an optimal way**

Test your tech upfront and integrate solutions like screen sharing, recording options, chat, whiteboarding, raising your hand... in the meeting flow. Even remote participants can actively take part then. Use polling and voting to raise the level of engagement and create an active participation. And do switch on that video, talking is so much more natural when you have eye contact and can interpret the body language and facial expressions of your audience. Explore the media and tech options, they will make your videocalls memorable and establish a more personal connection on a distance.

- **Keep an eye on the schedule**

Take cultural differences, time zones and working hours into account when planning meetings. Don't be late for calls and respect end times. Check the location where you calling from. Is your home office tidy? Is your conference room booked? When your regular meeting or conference room is booked, consider a huddle space.

- **Prepare and send summary, collect evaluation form**

Once the online meeting concludes, prepare the summary of the meeting same as after the face-to-face meetings. Evaluation form should be

sent in advance and collected after the meeting until a defined deadline.

9. How to organize stakeholders meeting?

The detailed and effective organisation of regional stakeholders meetings - whether we are talking about online or face-to-face meetings- is the most decisive aspect of their success or failure. Poorly organised meetings can neither provide the desired information nor induce the cooperative development of policy measures among stakeholders and policy makers. Therefore, partners responsible for the organisation of the meetings will have to do the following (Ministry of the Interior, Czech Republic, 2007):

- Clearly determine the purposes of the regional stakeholders online meetings. This is necessary in order to assess realistically what can be achieved in the limited time available. In the case of SYMBI, the themes and potential attendees of the meetings have mostly already been outlined in this document.
- Set - well in advance - suitable time and date (usually on a working day after working hours, Fridays and days before holidays are not particularly suitable).
- Providing technical conditions (Zoom or any other available platform).

Nevertheless, the list above does not suffice to guarantee the success of regional stakeholders meetings. To ensure their success, organisers of regional stakeholders meetings have to address the consulting and cooperating phases of a consultation process, discussed previously in this document. And, since the foundational component of consultation is a two-way flow of information, the organisation of regional stakeholders meetings is efficient only if it manages to establish a two-way flow of information that provides data about the viewpoints of regional stakeholders. Therefore, it is necessary to demonstrate that the views of participants will not be ignored and will serve as input for the preparation of innovative policy measures. To address efficiently the consulting and cooperating phases of the consultation process, partners will have to do the following:

- Prepare invitations for selected stakeholders, and a registration process for the meetings that presents the aims and expected outputs of SYMBI, explaining the key role of regional stakeholders

meetings within the project. This is necessary in order to achieve the active participation of key stakeholders.

- Design an agenda for each regional stakeholders meeting based on the agenda template provided in this document, and provide sufficient time for discussion. This is a key aspect of establishing an effective two-way flow of information.
- Secure a suitable and experienced moderator of the discussion who will be able to coordinate and conduct the meeting in an efficient and non-confrontational fashion, to facilitate the flow of information and increase the active engagement of participants. She or he should be a person with an important role in the SYMBI project, preferably responsible for activities relevant to the theme of each meeting and capable of moderating the discussion/panel/dialogue. His or her role lies in leading the debate; hence she or he is responsible for the course of the process but not the content.
- Prepare background materials (detailed agenda, information material on the given document under discussion etc.), and inform stakeholders beforehand where these materials can be accessed.
- Send invitations for participation in the meetings well in advance.
- Ensure the collection of comments and suggestions, and inform stakeholders how their comments and suggestions will be handled, including access guidelines. In the case of SYMBI, inform participants that their views will be the input for drafting the summary report of each regional stakeholders meeting, thus explaining that the latter will become input for the preparation of the action plans, and essentially attempt to influence policy making.

Achieving all of the above increases the probability of receiving valuable information during the regional stakeholders' meetings. The two lists of this section will be further specified in the following sections.

9.1 Organisational tasks

This section discusses the preparation activities and materials that are required to successfully plan and organise SYMBI regional stakeholders meetings. Partners should make sure that they organise regional stakeholders meetings in a way that fits well with the thematic orientation of SYMBI and the interests of stakeholders. To achieve that, partners will have to complete the following tasks taking into account the specific conditions for organizing online meetings:

-
- Develop, update and finalise the agenda of each regional stakeholder meeting (preliminary and final versions)
 - Short-list and invite any key note speakers if necessary
 - Organise and run the sessions of the meeting grouped in thematic sessions, based on the agenda
 - Provide guidelines and instructions to presenters and session chairs.
- Beyond these thematic tasks however, partners will have to perform the following actions to ensure the smooth and successful organisation of the meetings:
- Provide technical conditions (online meeting platform, chat rooms) and support
 - Invite the participants
 - Ask someone to moderate
 - Prepare and provide meeting materials to participants
 - Send a questionnaire by e-mail, and collect them

9.2 Websites, invitations and registration

This section discusses the communication channels and activities to be employed in order to publicise and promote SYMBI regional stakeholders meetings to their target groups.

9.2.1 Websites

Displaying information on websites will constitute one of the main communication channels for the promotion of SYMBI regional stakeholders meetings to broader audiences.

It is suggested that at least two months before each meeting, the partners draft and upload an announcement for the meetings in the news and announcements section of the main SYMBI web site, hosted within the Interreg Europe programme platform in order to associate the event with the project's main activities. The announcement should be drafted in the language of the meeting and, if there are stakeholders from other countries in English. It is also suggested that the announcement is uploaded to SYMBI social media pages currently in use by the SYMBI partnership and relevant networks in order to extend promotion. Finally, the announcement should be uploaded in partners' institutional websites.

Furthermore, partners' institutional websites should provide links to registration forms that stakeholders will be able to use to register for the meetings.

9.2.2 Invitations and registration

At least two months before the organisation of a regional stakeholders meeting and as soon as the main features and organising structures of the meeting are finalised (e.g. date and venue, organisational details, themes and topics, and potential stakeholders that have been grouped into sets), it is proposed that official invitations should be sent via e-mail. The purpose of the invitations is to formally inform regional stakeholders about the event and ensure their participation as soon as possible. This first invitation will be released to disseminate the meeting and its aims, and should indicatively feature information and related resources on the following:

- Regional stakeholders meeting name, date and time
- Form of the meeting, name of the online platform
- Meeting themes and topics.
- Meeting's language(s).
- Information about registration and deadlines.
- The SYMBI logo.
- Brief description of the SYMBI project.
- Registration form including purpose statements.
- Contact information.

Attendees of regional stakeholders meetings should register before the meeting by filling in and sending a registration form attached in the invitation. This way organisers of the meeting will have a clearer view of what would be necessary for a fruitful discussion and exchange of opinions to take place. The registration form should firstly gather basic information on the stakeholder, so that organisers can describe and characterise the attendees. Secondly, the registration form should include a purpose statement for the meeting that briefly explains the aims of the SYMBI project in general, as well as the specific aims of each regional stakeholders meeting. This information has to be included in the registration forms, in order to inform potential attendees on the aims and importance of policy making within the context of SYMBI and, hence, incentivise them to register and attend the meeting. SYMBI partners can find a template for the registration form as well as a list of purpose statements for the meetings of each semester in Appendix B. SYMBI partners are advised to inform potential attendees in their first invitation e-mail that they have to register to the meeting by filling in the relevant fields of the registration form which will be attached to e-mail.

The second and final invitation is to be sent approximately 3-4 weeks before the event. The aim of this invitation is to provide details

that were unavailable at the time the first invitation was sent. The second invitation should include and update -where needed- the content of the 1st invitation and provide additional information and resources on the following:

- Technical information (how to join, how to choose the language, how to indicate if you wish to comment etc.)
- Key sessions, chat rooms.
- Confirmed participants and presentations (if any).
- Agenda.
- Link to join to the meeting.

9.3 Instructions for moderators

Regional stakeholders meetings will be conducted according to the instructions of a moderator. The moderator will be responsible for the harmonious flow of the meeting in order to avoid unnecessary conflicts and dead-end discussions. Hence, moderators will make sure that the participation process during the meetings successfully fosters informing, consulting, involving and collaborating with stakeholders.

The moderator(s) of the regional stakeholders meetings, as well as the key presenters for each of its sessions, should make sure that they introduce effectively the objectives, rationale, structure, implementation and results of the topics of each stakeholder meeting, whilst avoiding unnecessary detail. Specific remarks should be prepared before the meeting in order to:

- Serve as ice-breakers.
- Present clearly the aims and structure of the meeting.
- Convey in a brief but clear fashion the organisers' views on the issues at hand.
- Incentivise stakeholders to provide their own opinions.

Incentivising stakeholders to provide their own opinions is the most important aspect of the responsibilities of moderators. Unmotivated stakeholders who do not realise the importance of the issue at hand are destined to provide low quality feedback to the organisers of the meetings. Moderators can increase stakeholder engagement by focusing first on how the stakeholders could benefit from addressing the issue at hand, and then by developing remarks as incentive for entering the discussion. Due to the tight schedule of the meeting, moderators and presenters are instructed to strictly enforce session times, especially during the discussion with the participants.

9.4 Agenda

The agenda of regional stakeholders meetings is a key aspect of their success; it determines the structure of the meetings, but also informs participants for this structure and the topics and pace of the discussion. Therefore, the agenda has to satisfy the following criteria:

- a) Provide enough time for the presentation of proposed policy measures, in order to brief successfully the participants and, hence, start a meaningful and fruitful discussion. The efficient briefing of participants belongs to the informing stage of the consultation process, initialised by the documents provided to the participants before the meetings. Clear and not rushed presentations constitute a necessary condition for successful regional stakeholders meetings and a sine qua non for the whole process. Insufficient amount of time dedicated towards briefing the participants can lead to misunderstandings and less than fruitful discussion.
- b) Provide sufficient time for discussion. This is a key aspect of establishing the consulting, involving, and collaborating stages of regional stakeholders meetings. The time provided for discussion should guarantee that an effective two-way flow of information can be established, in order to collect meaningful contributions from stakeholders. On the other hand, if the time allocated for discussion exceeds a specific amount, there is the danger of wasting time on a dwindling discussion that does not provide helpful data. Hence, the amount of time allocated for discussion should secure an efficient and fruitful exchange of views.
- c) The agenda template should be sent to participants well before the meetings take place, offering attendees the opportunity to better prepare themselves for the discussion. Hence, the agenda along with all other documents that the organisers of a regional stakeholders meeting consider being helpful for the exchange of experiences and opinions, should be distributed at least 15 days before the meeting.
- d) The agenda should provide time for coffee, tea and lunch breaks (even though the meetings will be organized online) . Even though these reduce the amount of time that could be dedicated to exchanging opinions, they render regional stakeholders meetings less tiring for participants. As a result, an exchange of opinions among less tired participants is destined to be more fruitful and provide better data.

In Appendix C, one can find a template for the agendas of regional stakeholders meetings that is congruent with the argumentation of the list above. Of course, partners who organise regional stakeholders meetings are expected to adapt it to the needs of each specific meeting.

9.5 Evaluation

The evaluation of regional stakeholders meetings is a necessary part of the public participation process because it a) allows for a final evaluation, analysis and documentation of stakeholders' views as they were presented during the meetings, b) provides information to improve future similar meetings, and c) supports the development of a better understanding of the effects of meetings on stakeholders. The evaluation of public participation processes usually takes place according to a set of criteria which can be divided into three groups (Luyet et al., 2012):

- Process-related criteria (e.g. quality of the organisation, communication, conflict resolution, early involvement, transparency, equity, influence, stakeholder representativeness, integration of all interests and definition of rules)
- Outcome-related criteria (e.g. accountability, capacity building, emergent knowledge, impacts and social learning)
- Context-related criteria (e.g. criteria related to political, social, cultural, historical and environmental issues).

To assess the effectiveness of regional stakeholders meetings, partners who organise them are requested to ensure that the evaluation form filled in after the meetings and sent back to the organizers. By answering the questions therein, participants will be able to provide a short assessment of the meeting. The questions will focus on process, outcome and context related criteria that determine the quality of public consultation that took place during the meeting. Evaluation forms are the best way to gather information on the meetings. Since, quantity matters (more attendees signify richer feedback), partners are advised to use and include in the summary report a small number of key quantitative performance indicators as a basic form of evaluation of the meetings.

SYMBI partners can find an evaluation form template in Appendix D. Partners are welcome to modify the evaluation form so that it can correspond to the characteristics of the discussion that took place in each meeting. Key performance indicators are included in the summary report template which is found in Appendix E of this document.

9.6 Information on the preparation of Summary Reports

The final stage of regional stakeholders meetings is the preparation by the organising partner of a summary report for each meeting. The SYMBI regional stakeholders' meetings summary reports are one of the key outputs of activity A3.1, comprising the main input for the drafting of the action plans by each partner. Summary reports are short written documents, which firstly aim to convey information such as:

- Present the details of the regional stakeholders meeting (number of attendees, number of completed evaluation forms, and number of participants from each set of stakeholders).
- Analyse the interventions of participants and the overall discussion within each session of the meeting.
- Draw conclusions from the discussion in each session of the meeting.
- Briefly present policy advice for the development of action plans based on the interventions of the participants and the conclusions drawn from the discussion.
- Present an evaluation of the meeting based on the data from the evaluation form.

To convey this information, the structure of summary reports will consist of the following parts:

Organiser details: Organisers will have to provide the name of the partner they represent, as well as the names of partner members responsible for the organisation of the meetings.

Details of the meeting: Organisers will provide information such as the total number of registered attendees, the number of attendees from each set of stakeholders (if applicable), the number of attendees present during public hearings, the number of attendees participating in the workshop, and the number of completed evaluation forms. The Key Performance Indicators (KPIs) should be provided as well (as they are described in this document), so that readers of summary reports can have access to a first quantitative review of the meetings.

Session results: Organisers will have to provide information on the key arguments and contributions made by attendees during the public hearings and workshops held during regional stakeholders meetings.

Evaluation and policy recommendations: Organisers should firstly elaborate on the results of the evaluation of regional stakeholders meetings based on the evaluation forms completed by attendees. Organisers should outline all information provided by attendees that could be used to enhance the organisation of future meetings. Secondly, organisers should provide clear and concise information on the useful

feedback they received by attendees on proposed policies. They should outline the key policy recommendations derived from the meetings.

The Summary Report should be presented as a word-processed document 2000-2500 words in length. As it is a summary document, the emphasis should be on accuracy, clarity and brevity. The inclusion of appendices is not recommended. Readers of this document can find a template for a summary report in Appendix E.

9.7 Join report on stakeholders' meeting

Pannon Novum will elaborate a joint conclusion report that analyses and codifies the most common and widely endorsed stakeholder recommendations from each region to present the results of SYMBI partners' engagement with stakeholders.

Introduction - added value of regional stakeholders' meetings - General information

Structurally, this report includes an overview of the SYMBI project and the context of activity 3b Stakeholder dialogues. Then, descriptive information from all stakeholders' regional meetings will be presented.

Thematic content of individual stakeholders' meetings

This section will highlight the main issues raised by participants in each meeting conducted, as documented in individual reports by partners.

Key conclusions of partners

This chapter summarises the key conclusions and recommendations for policy improvement targeting promotion of industrial symbioses and circular economy.

Joint Summary

This section summarises, firstly, the common issues that stakeholders raised during the meetings. Then a synthesis of recommendations as the main outcomes of the meetings will be presented.

General information from all regional meetings of stakeholders (to be filled out by PANOVA based on summary reports)

Date of meeting and partner details	Meeting	FUNDECYT	The Malopolska Region	CCI Molise	SVRK, RDA Ljubljana	Municipality of Kozani	Pannon Novum	Regional Council of Häme, Häme University of Applied Sciences
Date and type of the meeting	1 st							
	2 nd							
Partner responsible for organizing the meeting	1 st							
	2 nd							
Partner members responsible for organizing the meeting	1 st							
	2 nd							

Date of meeting and partner details	Meeting	FUNDECYT	The Malopolska Region	CCI Molise	SVRK, RDA Ljubljana	Municipality of Kozani	Pannon Novum	Regional Council of Häme, Häme University of Applied Sciences
Registered attendees	1 st							
	2 nd							
Number of attendees participating in the meeting	1 st							
	2 nd							
Completed evaluation forms received								

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Appendix A - Updated list of key regional stakeholders

The following table contains an updated detailed list of key stakeholders per partner, extension of stakeholder group, considering Action Plan implementation and COVID-19 pandemic situation.

FUNDECYT	
GOVERNMENT OF EXTREMADURA Regional Ministry on Agriculture, Rural Development, Environment and Energy (GOBEX)	GOBEXDG de Agricultura y Ganadería GOBEXDG de Desarrollo Rural GOBEXDG de Medio Ambiente GOBEXDG de Industria y Energía GOBEXDG de Empresa y Actividad Emprendedora
LOCAL COUNCILS	Diputación Badajoz Diputación Cáceres
WASTE MANAGEMENT	GESPESA (Gestión de Ecoparques)
ACADEMIC & RESEARCH INSTITUTIONS	University of Extremadura Centro Tecnológico FEVAL CICYTEX INTROMAC CTAEX
REGIONAL INNOVATION AGENCIES	Extremadura AVANTE AGENEX AGEDREX (Asociación de Gestores de la Dehesa) REDEX
CHAMBERS OF COMMERCE	Cámara de Comercio de Badajoz Cámara de Comercio de Cáceres

ANDALUSIA	
COMPANIES	<p>PEPSICO</p> <p>ENCE (ENergy & CELLulose)</p> <p>DEUTZ</p> <p>RESILUX</p>
ANDALUSIA	
MUNICIPAL GOVERNMENTS	<p>Seville</p> <p>Malaga</p> <p>Cadiz</p> <p>Granada</p> <p>Cordoba</p>
INDUSTRIAL PARKS	<p>Agro-industrial Park of Jerez</p> <p>Andalusia Technology Park (PTA)</p>
COMPANIES	<p>Alestis Aerospace</p> <p>Cruzcampo</p>
MALOPOLSKA	
LOCAL COUNCILS	<p>The City of Kraków</p> <p>The Commune of Zabierzów</p>
ACADEMIC & RESEARCH INSTITUTIONS	<p>The Mineral and Energy Economy Research Institute of the Polish Academy of Sciences</p> <p>AGH University of Science and Technology in Krakow</p>
REPRESENTATIVES FROM MALOPOLSKA'S LARGEST HEAVY INDUSTRIES	<p>Polska Grupa Energetyczna</p> <p>Fiat Auto Poland</p> <p>Fablok</p>

	Polskie Zakłady Lotnicze Mielec).
OTHERS	<p>Krakowski Holding Komunalny (Kraków Municipal Holding)</p> <p>Zakład Przetwórstwa Tworzyw Sztucznych (Plastics Processing Plant) in Kłaj</p> <p>Representatives from Malopolska's SMEs that collaborate with the regional industrial sector.</p>
MOLISE	
REGIONAL AND LOCAL COUNCILS	Regional Government of Molise
REGIONAL DEVELOPMENT AGENCIES	<p>Sviluppo Italia Molise (regional development agency)</p> <p>Finmolise (regional financial Institution)</p>
ASOCIATIONS	Associazione Industriali del Molise (Industrial Association of Molise)
CHAMBERS OF COMMERCE	Unioncamere (Association of Italian Chambers of Commerce)
ACADEMIC INSTITUTIONS	University of Molise
COMPANIES	<p>Smaltimenti Sud (company)</p> <p>Green Eco (company)</p> <p>Energonunt Hera (company)</p>
OTHERS	Biocompost Cluster

SVRK, RDA Ljubljana	
PUBLIC BODIES	The regional and local intermediary Bodies (IBs) responsible for the implementation of the OP below the national level.
ACADEMIC INSTITUTIONS	The three public universities
REGIONAL DEVELOPMENT AGENCIES	The national innovation agency SPIRIT
CHAMBERS OF COMMERCE	The Chamber of Commerce and Industry of Slovenia The Chamber of Craft and Small Business of Slovenia
FUNDING INSTITUTIONS	SID bank (Slovenska izvozna in razvojna banka) Eco Fund Slovene Enterprise Fund
KOZANI	
LOCAL COUNCILS	PEDDM - Regional Association of Local Governments of Western Macedonia
COMPANIES	Public Power Corporation S.A. Hellas
REGIONAL INNOVATION AGENCIES	Technical Chamber of Greece - Western Macedonia Region

	Centre for Research & Technology Hellas
CHAMBERS OF COMMERCE	Chamber of Commerce of Kozani
PA-NOV	
PUBLIC BODIES	Managing Authority for Environmental Programmes, Deputy State Secretariat of Environmental and Energy Efficiency Operational Programmes, Ministry of National Development Ministry for Innovation and Technology
REGIONAL INNOVATION AGENCIES, BSO	INNONET- Innovation and Technology Centre Zala County Foundation for Enterprise Promotion
COMPANIES, SOCIAL ENTREPRENEURS	West Pannon Regional Development Plc., IMRO DDK, Változó Világért Alapítvány
CHAMBERS OF COMMERCE	Chamber of Commerce and Industry of County GyőrMosonSopron Chamber of Commerce and Industry of County Vas
ACADEMIC AND RESEARCH INSTITUTIONS	The National Research, Development and Innovation Office (NRDI Office) Széchenyi István University, University of Veszprem - Circular Economy Competence Centre Bay Zoltan Research Institute

OTHERS	PANENERG cluster REKOTECH cluster Members of Hungarian Technology Platform for Circular Economy
HÄME	
LOCAL COUNCILS	City of Forssa City of Hämeenlinna Mane Regional Council of Häme
ACADEMIC AND RESEARCH INSTITUTIONS	Natural Resources Institute Finland Häme University of Applied Sciences
COMPANIES	Häme Regional Organization of the Federation of Finnish Enterprises Envor Group
REGIONAL DEVELOPMENT AGENCIES	Häme Centre for Economic Development, Transport and the Environment Forssa Region Development Centre Ltd
CHAMBER OF COMMERCE	Häme Chamber of Commerce
OTHER	MOTIVA

Appendix B - Template or Registration

Stakeholders will have to register to attend the SYMBI regional stakeholders meetings, by sending a simple registration form via e-mail to the partner organising the meetings. In this appendix readers of this document will find a) a template of the registration form for the meetings and b) the purpose statements that should be inserted in the domain 'Purpose of the meeting' of the registration form by the partners. Purpose statements for semester 1 regional stakeholders meetings should be inserted in the registration form that corresponds to semester 1 meetings and so on.

SYMBI partners can omit the question "Please describe briefly the reasons why you are interested to participate in the stakeholders meetings", found in *Part B: Participant information*, if they believe that stakeholders will find it difficult to provide this information at such an early stage.

Registration form template

Registration form for (rank of meeting) regional stakeholders meeting in (name of region)		
Part A: Information about the meeting (to be filled in by the organising SYMBI partner)		
	Title:	(SYMBI partners will provide the title of the regional stakeholders meeting)
	Date and time:	(SYMBI partners will provide the date and time of the regional stakeholders meeting)
	Online platform:	(SYMBI partners will provide the name of online platform)

	Hosting organisation:	(name of SYMBI partner organisation that organises the meeting)
Description and aims of the SYMBI project:		
<p>Environmental pressures oblige EU regions to gradually replace the resource intensive "take-make-use-dispose" economy. The SYMBI partnership acknowledges the fact that industrial symbiosis and, more general, circular economy is an emerging model that keeps resources in the economy as long as possible. The territorial aspect of industrial symbiosis brings regions to the forefront of the transition towards circular economy; new solutions depend on the absorption capacity and innovation potential of EU regions and cities. SYMBI aims to increase this potential.</p> <p>SYMBI regions need to address multifaceted challenges across the supply and value chains of their economy:</p> <p>Lack of investment (and skills) on infrastructure.</p> <p>Weaknesses in policy coherence (e.g. waste policies and bioenergy).</p> <p>Lack of sustainable procurement incentives.</p> <p>Lack of internalisation of externalities and resource pricing.</p> <p>Lack of waste separation at source.</p> <p>Lack of incentives to improve cross-cycle and cross-sector performance.</p> <p>There is thus a need to share and exchange practices, experiences, and knowledge within this fragmented context. SYMBI organises regional stakeholders meetings to receive feedback in order to: a) lift barriers by following successful examples, b) foster balanced territorial development and reduce disparities, and c) reverse the backwardness of least favoured regions.</p>		

In the project extension SYMBI partners will survey territorial COVID-19 disruptions in industry, manufacturing & waste management businesses (e.g. supply chain interruptions, raw materials scarcity), to identify new Industrial Symbiosis good practices and opportunities for recovery & resilience in SYMBI regions and consult with wide range of stakeholders on pressing territorial needs, complementing survey results and informing workshops.

Purpose of the meeting:

(SYMBI partners will fill in corresponding purpose statement found in part b of this Appendix)

Part B: Participant Information (to be filled in by participant stakeholders)

	Title (Mr., Mrs., Ms., Dr., Prof.):	
	Name:	
	Middle names (if any):	

	Surname :	
	Employment position:	
	Telephone number:	
	E-mail:	
	Name of the organisation:	
	Industry:	
	Type of the organisation : (please tick one box)	
	Public administration	<input type="checkbox"/>
	Corporation	<input type="checkbox"/>
	Association	<input type="checkbox"/>
	Chamber of commerce	<input type="checkbox"/>
Innovation Centre	<input type="checkbox"/>	

	Higher Education Institution	
	Other (please specify below):	
<p>Please describe briefly how do you expect to benefit from your participation in the meeting:</p>		

Purpose statements for each regional stakeholders meeting

<p>Purpose statements</p>
<p>Purpose statement for semester 1 regional stakeholders meeting:</p>
<p>Purpose statement for semester 2 regional stakeholders meeting:</p>

Appendix C – Template for Agenda

The following template corresponds to an agenda where both participatory techniques mentioned in section ..., i.e. public hearings and workshops are applied, and where stakeholders have been categorised into three different categories. Partners are welcome to adapt it to the specific needs of their own regional stakeholders meetings. If partners want to replace the workshop with another round of public hearing they can do so by including in the agenda a second round of public hearings with a similar structure, as the one described below.

Agenda for (rank of meeting) regional stakeholders meeting in (partner country)	
Online platform of the meeting	Name of platform
Chair	Names of moderator(s) of the meeting
Time	Session Topic
09:00	Welcome and introduction by moderator(s) (5')
09:05	Presentation of the theme of the meetings and the point of view and proposals of organisers (15') – Name of speaker(s)
09:20	Public hearings on (theme of regional stakeholders meetings): Questions from attendees on organisers' proposals (10') Answering the attendees' questions (15') Input from attendees from stakeholder category 1 (10') Input from attendees from stakeholder category 2 (10') Input from attendees from stakeholder category 3 (10')

10:15	1 st Coffee break (10')
10:25	Workshop or room sessions on ... (specific aspect of the theme of the meeting) Presentation of workshop procedures (5') Point of view of regulators (10') - Name of speaker(s) Discussion-workshop (30')
11:15	Concluding presentation by the moderator(s) (5')
11:20	End of meeting

Appendix D – Evaluation form

The following template corresponds to the evaluation form that attendees will have to fill in order to complete the survey part of the participation process in SYMBI regional stakeholders meetings. SYMBI partners are welcome to modify it according to the actual topics of discussion that will take place during the meetings.

Evaluation form for (rank of meeting) regional stakeholders meeting in (name of region)							
Name :							
	Public administration	Corporation	Association	Chamber of commerce	Innovation Centre	Higher Education Institution	Other (please specify)
	1 Very Poor	2 Poor	3 Average	4 Good	5 Very Good	n/a	

organisation of the meeting?						
	1 Too little time	2 Not enough time	3 Just enough time	4 Sufficient time	5 Ample time	n/a
	1 Very Poor	2 Poor	3 Average	4 Good	5 Very Good	n/a
	1 Very Poor	2 Poor	3 Average	4 Good	5 Very Good	n/a
	1	2	3	4	5	n/a

How would you rate the quality of the discussion during the workshop?	Very Poor	Poor	Average	Good	Very Good	
	1 Strongly disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	n/a
	1 Strongly disagree	2 Disagree	3 Neither agree nor disagree	4 Agree	5 Strongly agree	n/a
Are there any issues related to the topics of the policies of the meeting that have not been covered in the meeting? Could you please describe them?						



Do you have any suggestions for the organisation of future meetings?

Appendix E - Template for summary report

The following template corresponds to the summary report that partners who organize regional stakeholders meetings will have to prepare and deliver after the end of each regional stakeholders meeting. Partners are welcome to adjust this template if they want to categorise the argumentation provided by stakeholders according to their type (e.g. argumentation from chambers of commerce, argumentation from companies etc.).

Summary report of the SYMBI regional stakeholders meeting held in(name of region)	
Partner details	
Partner-Organiser of the meeting:	
Date of the event	
Location of the event	Online
Meeting details	
Details of the meeting	<p>Number of registered attendees (total):</p> <p>Number of attendees from each set of stakeholders:</p> <ul style="list-style-type: none"> - Public authorities and local governments: - Academic & Research Institutions: - Chambers of commerce: - Cluster organisations: - Regional development/Innovation agencies: - Other business support organization/Association: - Companies:

	<p>- Others (please specify):</p> <p>Number of completed evaluation forms:</p>
Key Performance Indicators (KPIs)	<p>Registered attendees: 15</p> <p>Number of attendees: 8 attendees</p> <p>Completed evaluation forms received: 8 forms</p>
Agenda - Objective of the meeting	
Minutes - Results	
Attendees' argumentation during the meeting (per set of stakeholders if possible/applicable) and any results (comments and feedbacks) (1000 words):	
Evaluation and policy recommendations	

Evaluation results (300 words) - if applicable, based on Appendix 'D' :

Key conclusions and policy recommendations (600 words) :

Attachments - Photos and/or list of participants