“HOw to BiOwaste Club” Playbook

A HOOP guide for planning and conducting local stakeholder board meetings

The HOOP project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement N°101000836

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1. The HOOP Biowaste Club Playbook

1.1. What is the playbook about?

This manual is designed to support you on how to plan and conduct a Biowaste Club Meeting (BCM) in your lighthouse city or region. Thus, the manual will help you to...

- Understand the overall structure and function of the local Biowaste Clubs;
- Plan and conduct effective stakeholder engagement;
- Grasp what tools can be used to facilitate fruitful exchanges at BCMs;
- Adapt meetings to a virtual setting.

This is a first version of the playbook. The contents will be reviewed throughout the project lifetime, adding new tools and integrating learnings from the different events. You can always find the latest version of the playbook on Sharepoint, following this path:

"HOOP Work Packages" → "WP6 Stakeholder Engagement, Awareness Raising and Acceptance of Biobased Products "→ "6.2 Stakeholder engagement through the Biowaste Clubs" → "Biowaste Club guidance"

The Playbook is comprised of four main sections:

1. The HOOP Biowaste Club Playbook, including information on the key steps to consider for running successful BCMs
2. Toolbox
3. Digital Toolbox
4. Templates

If you have any questions, comments, additions to this playbook, please approach Francesca Grossi (francesca.grossi@scp-centre.org) and Dimitra Ioannidou (dimitra.ioannidou@scp-centre.org).

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1.2. The HOOP Biowaste Clubs

1.2.1. WHAT IS A BIOWASTE CLUB?

A Biowaste Club (BC) is an institutionalised platform for multi-stakeholder engagement. Members of the Biowaste Club are all local and regional actors along the biowaste value chain, such as waste management companies, research institutions, public authorities, etc. Biowaste Club meetings take place twice per year, set-up (i.e., participants) and formats can vary, depending on the local needs and thus on the agenda.

► **The main goals of Biowaste Club Meetings within HOOP**

- **Develop a shared local (biowaste) vision:** In the BCs, key actors unite and work on a shared vision and roadmap how to support their city/ region into the transition towards a more circular economy. They ensure that this vision is shared with and taken up in their wider networks and by all societal groups.
- **Foster local leadership:** Through the BCs, ownership of the processes is given to the local actors further motivating them to drive the topic of biowaste recycling on local and regional level on a long-term basis.
- **Sharing of knowledge and experiences:** among the participants of each HOOP BC, across other cities and regions and also across lighthouses and countries.
- **Institutionalised regular exchange:** as part of the long-term engagement process, BCMs will seek to establish and enhance the communication among key actors along the value chain by supporting regular exchanges.
- **Implementing & testing**: the participants of the BCs should be the ones to co-develop and decide upon the implementation of the citizen science interventions and other HOOP pilot actions at a local and regional level. This way, ownership of the pilot actions is given to the local stakeholders, who by supporting the implementation process - together with the HOOP partners – can not only closely monitor the results, but also help shape those interventions to best fit local context needs.
- **Feedback provision**: receive feedback and exchange with key stakeholders on project outputs; understand their needs and perspectives for shaping the BCMs in such a way that they are most useful to participants and ultimately contribute to the development and implementation of pilot actions/processes.
- **Dissemination & outreach:** promote and disseminate project´s outputs on regional and national level and engaging with potential follower cities and regions.

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1.3. Key steps for setting up and conducting the Biowaste Club Meetings

- **Let´s start the planning of our Biowaste Club meeting!**

Now that we have defined what is a BCM in HOOP and what are its key objectives, let's take a look at how to actually plan a BCM, following 6 steps. For each step, you will find a ***checklist of key actions to take up*** and ***bright notes***, which are short reminders of noteworthy or inspiring aspects.

The 6 Key Steps:

1. WHY: defining scope & objectives of your BCM
2. WHO: identifying key stakeholders to engage in your BCM & set an initial time-frame
3. WHEN: Format and duration of the BCM
4. HOW: Preparing the BCM
5. LET'S ENGAGE: The day of the BCM
6. WHAT'S NEXT: Following up

1.3.1. STEP 1 – WHY: DEFINING SCOPE & OBJECTIVES OF YOUR BCM

What is the scope and objective of the meeting?

The BCM scope and key objectives: The key questions you need to ask yourself are when start the planning of a BCM are: *what do I want to achieve with this meeting? What are the goals of this meeting and what should be the outcomes?* Considering these questions is crucial, since the entire planning process will revolve around them.

- ***Checklist:***
  - ✓ **Discuss with your colleagues:** within your organization start defining the overarching goal of the meeting and develop a list of specific objectives to be addressed. Reach out and exchange with other HOOP partners – including the CSCP – and brainstorm together.

An example of a detailed agenda, as well as the HOOP empty agenda template can be found in section 4.2.5.

- ***Bright notes:***

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- *Adjust the scope and objectives to your local needs, while always keeping in mind the broader HOOP project objectives.*

1.3.2. STEP 2 – WHO: IDENTIFYING KEY STAKEHOLDERS TO ENGAGE IN YOUR BCM & ITS TIMEFRAME

Who should be part of the meeting & when should it take place?

Who to invite: Since each BCM will cover different issues during the lifetime of the project, it is clear that not every topic will be relevant to every stakeholder. For this reason, selecting the participants based on the key topics and objectives of the discussion is crucial to have a fruitful exchange.

- ***Checklist:***
  - ✓ **Identify the participants:** start by building upon the developed "stakeholder mapping template". Based on the template, further exchange within your organization as well as with the relevant HOOP project partners to develop the list of participants - from various entities - to be invited to the event.
  - ✓ **Identify a suitable date for the meeting:** this check needs to be done in order to identify a suitable specific period of time to hold the meeting. This does not mean already setting up a precise date, but rather it will help you to define the most suitable two-weeks' time-frame for conducting the meeting.
- ***Bright notes:***
  - ***Spark the interest of stakeholders:*** *when spreading the word about HOOP and your local BCM either face-to-face or via email, please keep in mind to highlight the central role that the stakeholder(s) will play, the importance of their contributions but most importantly* ***how they will directly benefit by their involvement****. We need to build trust and long-term engagement.*
  - ***Update the stakeholder mapping template:*** *When identifying participants for the BCM in close exchange with other local partners, you might identify key stakeholders not yet listed in the "stakeholder mapping template" of your lighthouse city/ region, please make sure to include them. The template is* ***a living document*** *which will have to be continuously updated and revised throughout the HOOP project.*
  - ***Choice of language:*** *Conduct the BCM in the language you believe the majority of stakeholders will be comfortable expressing their opinions and engaging in discussions: which often correspond to their native language.*

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1.3.3. STEP 3 – WHEN: FORMAT AND DURATION OF THE BCM MEETING

When & where are you planning to hold your BCM?

Let´s schedule the BCM: Now that participants have been identified and a date for the meeting has been set, let´s move to the on-the ground practicalities of how to plan the BCM meeting.

- ***Checklist:***
  - ✓ **Decide on the BCM format & duration:** depending on the meeting objectives and identified participants, decide together with the relevant HOOP partners on the format of your BCM: the choice you have to make is mainly between a face-to-face event or an online event, also in view of the COVID-19 restrictions you might encounter. Based on the chosen format and contents of the meeting, the duration can be anything from 2 hours to half or full day event. In case of face-to-face events, make sure to inform the participants in advance about all COVID-19 safety measures that will be taken up during the meeting.
  - ✓ **Develop a preliminary agenda:** at this stage, you have already clarified: 1) the scope/objectives, 2) format and duration, 3) participants. Therefore, you are now in the position to develop a preliminary agenda of the event. Use the template provided in section 4.2.4.
  - ✓ **The "Save the Date":** communicate the date to all stakeholders - you would like to invite - far in advance is important including the kicking-off of the registration process. Your "Save the Date" email should include: 1) the scope and objective of the event; 2) the day, time and place; 3) the registration link to the event; and 4) the consent form about privacy aspects. The email should preferably come around 6 to 4 weeks in advance. An example of "Save the Date" email can be found in section 4.2.2.
  - ✓ **Book the location & catering services:** if the BCM meeting will happen face-to-face start checking the availability of possible locations including catering services (if necessary, depending on the length of the BCM meeting). Among the possible options, book the most suitable for the number of participants as well as for the type of participatory activities you will be running during the BCM meeting (e.g., several rooms for breakout exercises, accessibility of the location via public transport, available parking etc.). Of course, keep in mind your available budget within the project and, in case you are unsure, clarify your budget for events with CETENMA.
- ***Bright notes:***

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- ✷ ***The duration of your BCM:*** *when deciding on the duration of your meeting, please always take into account the availability of your key stakeholders: different groups might have different needs/obligations due to their work commitments. Try to accommodate these aspects as best as possible. Always remember that these actors will be joining the event on a* ***voluntary basis*** *and will not receive renumeration.*
- ✷ ***The registration to the BCM****: this can be done in a variety of ways (e.g., Google docs, ZOOM/Teams links, excel sheet, etc.) just use the most suitable for the occasion. The crucial aspect is to* ***keep track of the number of participants****.*

Online BCM

In addition to the checklist points described above, for online BCM meetings make sure to:

- ► ***Checklist:***
  - ✓ **Select your conference tool(s):** key to any online conference is the platform the meeting is hosted on. Depending on the concept and group size, different applications may be more or less suitable. You can find an overview of functionality, accessibility, pricing, and other aspects of applications included in the ***Digital Toolbox*. HOOP partners, CSCP and Revolve can also help you setting-up the online meetings and/ or host them on their platforms.
- ► ***Bright notes:***
  - ✷ ***Virtual spaces are still spaces:*** *this means they require as much consideration and planning as physical locations when preparing the agenda of the BCM.*
  - ✷ ***Make sure you have the needed license(s) for the chosen tool(s) and are familiar with all functions.***
  - ✷ ***Test all equipment (camera, microphone, recordings etc.) few days in advance*** *to have enough time to involve the IT Department to fix any possible issue.*
  - ✷ ***Keep it minimal:*** *use a minimal number of platforms and software while still incorporating all features relevant to your work.*

1.3.4. STEP 4 – HOW: PREPARING THE BCM

- ► ***Checklist***
  - ✓ **Send a reminder about the event:** depending on when the save the date was sent, follow up with a kind reminder to your initially identified actors excluding those who

already registered for the event. The reminder email, should not only provide again all the information about the event including the registration link, but it should most of all be phrased in such a way that sparks interest in the event.

- ✓ **Finalize the meeting agenda:** building upon the preliminary agenda already developed, finalize it keeping in mind the number of registered participants and the following:
    - **It's all about interaction:** keep in mind that at the heart of any BCMs are the interactions among the engaged stakeholders. Plan your sessions in a way that facilitates discussions and exchanges and make the whole event as interactive as possible. The ***Toolbox*** provides you with a series of key facilitation methods and tools specifically fitting this need!
    - **Plan enough breaks:** during any type of meeting, breaks are important. Some might serve technical purposes or are good for making coffee and refreshing the participants' minds. **Breaks are also usually the time when the participants start to network and discuss topics in depth in small groups** (especially those who are maybe too shy to speak out during the official programme). So especially when participants don't know each other yet and/ or when you feel people are well engaged, use the breaks to encourage more exchange (and distribute your team well across the coffee-tables to listen in).
- ✓ **Develop an internal working agenda:** develop an internal working agenda in which you will capture: 1) a brief explanation of the flow, purpose and envisioned outcomes of each session; 2) who will be responsible for moderating each session and who will be responsible for note-taking; 3) the necessary material, also based on the type of facilitation tools to be used. The template in section 4.2.4 will help you in shaping this document!
- ✓ **Check the moderation material/technical equipment:** it is not very common that a location for an event already has all the moderation material and technical equipment necessary. Make sure to have all the necessary material at the local one day in advance.
- ✓ **Send final information:** roughly 10 to 7 days before the meeting, send out a final email to all registered participants including: final agenda, location details (detailed address, how to arrive, COVID-19 safety measures, etc.) or dial-in details in case of an online event.
- ✓ **Develop a feedback questionnaire:** since BCMs are part of the project's long-term engagement process, it is essential to gather participants´ feedback starting from initial meetings. Accordingly, please revise/adapt the survey template you can find in section 4.2.11 to the extent necessary to reflect the setting of your meeting.
- ✓ **Organize a briefing meeting:** for a smooth running of your BCM meeting organize a briefing with all team members involved in running of the event. Together go through each

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of the planned sessions, revise time slots, roles, responsibilities, and materials to be prepared in advance.

Online BCM: As in the previous stages, online meetings require that a few additional aspects are considered. In addition to the checklist points described above, for online meetings make sure to:

- ***Checklist:***
  - ✓ **Include a brief guidance with the final invitation material:** develop and provide brief guidance to your participants & external speakers: online meetings require a more detailed up-front preparation as well as some additional guidance for both participants and -if applicable- external speakers. This guiding document should include clear explanations on how to join the meeting, how to test the technical equipment up-front, and some tips for the speakers on how to run their intervention. An example of an invitation email can be found in section 4.2.3*.*
  - ✓ **Organize test runs with external speakers:** when asking external actors to present during your online BCM, always kindly require them to do a test run – some days prior to the meeting - during which you will go through the agenda together, specifically reviewing the flow of the specific session they are involved in and answer any possible question/doubt they might still have.
  - ✓ On the day of the BCM also remember to do a quick check of the technical equipment that that external speakers will be using one hour prior to the official start.

1.3.5. STEP 5 – LET'S ENGAGE: THE DAY OF THE BCM

After the planning and preparation phase, it is now time to run the biowaste club meeting. On that day, please make sure to do the following:

- ***Checklist***

  <u>One day before the meeting</u>

  - ✓ **Prepare and check all material & technical equipment:** one day before the meeting (if possible, to access the location) or on the same day of the meeting (ideally 2 hours prior to the meeting) make sure to have all moderation material, as well as technical equipment, ready to be used.

  <u>Starting the meeting</u>

  - ✓ **Participation list & Consent form:** make sure that all attending participants will be signing the participation list (section 4.2.6) and the consent form (section 4.2.7). This form is necessary not only for data privacy purposes, but also to use all shared input within

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HOOP and be able to take pictures during the event. Our advice is to allocate one person at the main entrance of the location responsible for this. (***Please note that the consent form provided here is a preliminary version and still needs to be approved by the lead partner***).

- ✓ ONLY FOR ONLINE EVENTS – **Make sure to record the meeting:** after the initial opening and welcome to the meeting, please make sure to inform participants that the meeting will be recorded (only for project purposes) and only then click the "recording button".

During the meeting

- ✓ **Moderators/Facilitators:** enable a continuous exchange among participants, try to play an active, "ice-breaking" role as much as possible, especially at the beginning of any event, when participants tend to be rather silent. Ideas for icebreakers and warm-ups can be found in section 2.1.
- ✓ **Note-takers:** make sure to capture the key discussion points and especially action items deriving from each session. To ease this process, please refer to the "Event Protocol" template included in section 4.2.8*.* If specific materials, like flipcharts, templates, post-it are going to be used during your session, make sure to also collect them and to take pictures. So, in case something gets lost when moving the material, a back-up option will be available.
- ✓ **Take pictures & post in the HOOP online channels:** allocate the responsibility of taking pictures to one or two persons from your facilitation/moderation team. Post 1-2 pictures and a short caption on LinkedIn and Twitter, linked to the HOOP-channels. (Revolve can help you with this, if needed). If possible, also link the participants of your event in the posts, so they can share it further.

Concluding the meeting

- ✓ **Have a quick but crisp feedback round**: reserve the last 10 min of your meeting to ask participants to provide some feedback on the meeting in a short interactive session. This can be done on Slido or Survey Monkey (both for online and face-to-face events) or a ZOOM poll (mainly for online events) asking participants for 1-word answer questions, such as:
    - *What is your main take-away from today's event?*
    - *Which session did you find to be the most helpful?*
    - *Which topics do you want to follow up with?*
    - *Which session could be extended/ shortened in the next meeting?*

  Brainstorm on similar questions to further engage with the participants, ensuring that their opinions and feedback will be integrated in upcoming meetings. Different tools for collecting feedback are available in sections 3.1.5 & 4.2.11.

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► ***Bright notes***

- ***Nothing is set in stone:*** *BCMs meetings are meant to be* ***flexible*** *so as to allow (and encourage!) participants to discuss and exchange, giving them the feeling that their knowledge and opinions are valued. Therefore, where necessary adopt a flexible moderating style: this will not only lead to exploring relevant issues, it will also help to keep stakeholders motivated*
- ***Stay cool:*** *BCMs are all about stakeholder interaction to achieve meaningful outcomes for the project objectives, but mostly for the stakeholders themselves. Thus, if something doesn't go as planned, don't worry as long as you can facilitate and capture this exchange.*

1.3.6. STEP 6 – WHAT'S NEXT: FOLLOWING UP

The BCM took place, so now what's next: the following up phase of any BCM is a crucial step for the overall shaping of the HOOP stakeholder engagement process in your lighthouse. During a BCM, participants might have requests; potentially important tasks might come up and innovative ideas might require special input by the participants which they might not be able to deliver during the meeting itself. Following up on these processes, open tasks, and questions is central to incite the organising process of the next meeting and to keep the partners and stakeholders up to date.

► ***Checklist***

- ✓ **Use the momentum and keep the motivation high:** one week after the BCM send a *"Thank you e-mail"* to all participants with: 1) the presentations; 2) for online meetings, the recording of the event (optional); 3) key next steps and action items. This will contribute to keeping participants interested and engaged and enhance the feeling of being part of a group of experts. If some participants left the meeting before its conclusion, take this occasion to also re-share the link to the feedback questionnaire inviting those who haven´t had the chance to fill it out – make sure to highlight the importance of their feedback!
- ✓ **Organizing notes & transcribing discussion outcomes:** this is crucial to enable a deeper analysis of the discussed points, draw the connections to the bigger HOOP-project activities and to the other lighthouses, to discover open tasks or topics, and provide the participants with all necessary follow up information. In order to harmonize this process across all Lighthouse Biowaste Club Meetings, please use the template included in section 4.2.9***.*** To make sure that you have collected all necessary materials

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after the BCM and to identify what still needs to be shared in your organization, within the HOOP consortium, and with the event's participants you can use the checklist provided in section 4.2.10.

- ✓ **Save all outcomes:** Make sure all event documentation is saved in Sharepoint, including 2-3 photos.
- ✓ **Plan the next activities in your lighthouse, together with your stakeholders and the HOOP partners:** After the BCM is before the next BCM. The outcomes and feedback from the BCM should be the best basis to plan the next concrete pilot activities in your lighthouse. Use the momentum and involve the BCM-participants in these activities right away. Align with other relevant HOOP partners in planning and implementing next steps.
- ✓ **Have a de-briefing with other HOOP partners:** After the BCM, make sure to have a meeting with the BC supervisors and other relevant HOOP partners to exchange on what tools were used that were useful (or not!): e.g., if you faced any communication challenges; what can be improved in the upcoming meetings, and most importantly, how HOOP partners can further support you best when organizing and running the next meetings.

► ***Bright notes***

- ✶ ***Memory is not always reliable:*** *So, do not wait too long to recap and transcribe the outcomes of BCM!*
- ✶ ***Sharing is caring:*** *if no confidential aspects have been discussed, encourage participants to share the received materials and next steps with those colleagues who have not participated in the BCM. This will help the dissemination of the HOOP knowledge among key stakeholders even further and also support their long-term engagement.*

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Chapter 2: Toolbox

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2. Toolbox

2.1. Overview

The workshop tool section introduces multiple helpful exercises and formats that can facilitate more interactive Biowaste Club sessions. Each tool will be introduced by a table, giving a brief overview, followed by a step-by-step process covering the most important aspects for the implementation of the tool. The sorting of formats and techniques into categories allows to quickly grasp the idea of each tool and showcase possible combinations between formats and techniques.

Plenary Setting Tools	*Keynote speech* *Panel exchange*
Group Discussion Tools	*Dynamic Facilitation* *Open Space* *World Café*
Analytical Discussion Tools	*Action Plan Development* *Business Canvas* *Mind Map* *The Persona Design* *The PESTLE Analysis* *The SWOT Analyis*
Feedback Gathering Tools	*Prototype Testing* *Mentimeter: a quick survey tool*

Bright notes

- *While the presented workshop tools introduce different approaches to having a fruitful exchange, getting started isn't always as easy as it seems. Using icebreakers can help to successfully engage participants. Depending on the group and situation, different icebreakers are more suitable. The links below lead to overviews of different tools:*
  - *Setting up virtual icebreakers and adjusting to different contexts.*
  - *Group-size optimised icebreakers.*
- *To have an interactive meeting, it is best to use at least one tool from each section.*

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2.2. Plenary Setting Tools

Plenary setting tools are helpful when introducing a topic before going into further discussions and group exercises. Think of them as the basis for the initial session of a Biowaste Club meeting.

2.2.1. KEYNOTE SPEECH

Overview

Objectives	A keynote speech is a great way to provide background knowledge to participants and can be used to set a frame for the meeting.
Time needed	Generally, the time can be adjusted. Speeches between 10-30 minutes are common. These are always followed by a Q&A of approx. 15 minutes.
Number of speakers	Depends on the length of the whole session.
Materials	• *Beamer/Smart Board* • *Speaker's presentation (if any)*
Moderators & note-takers	1 main moderator 1 key note-taker

General Preparation Checklist

- Based on the key scope and objective of the session, look for expert(s) in the field and invite them;
- Organize a short talk with the expert(s) to explain the scope and running of the session and understand if they would need any support;
- Ask expert(s) to share a short paragraph for their introduction in advance as well as their presentation(s): at least 2 days in advance.

Face-to-face Biowaste Club Meeting Checklist

- Before the start of the session make sure that all technological aspects (e.g., connection to the beamer, screens, microphone etc.) are working;
- Especially for the first session of your meeting, invite the speaker(s) to arrive at least 30 minutes before the official starting time, to check last-minutes details.

Online Biowaste Club Meeting Checklist

- Invite speaker(s) to have a test run a few days before the Biowaste Club meeting to make sure that all technical aspects are clear and functioning;
- On the day of the Biowaste Club meeting, especially for the first session, ask the speaker(s) to join at least 30 minutes prior to the start of the Biowaste Club meeting to makes sure everything is working.

Process

STEP 1: Introduction (3-5 minutes)

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- Briefly introduce the speaker to the audience and grant the floor.

STEP 2: Keynote presentation (10 – max 20 minutes)

- The speaker will give their keynote speech in their own creative style.

STEP 3: Q&A (10-15 minutes)

- After all presentations, leave some space for questions from the audience.

Bright notes

- *A keynote speech can raise the interest of participants on a specific topic and can therefore be a great opening tool for the first session of a Biowaste Club meeting.*

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2.2.2. PANEL EXCHANGE

Overview

Objectives	A panel discussion is a great tool to simultaneously have multiple experts exchanging about relevant issues. This format can be used to set the basis for an interactive discussion in a plenary setting.
Time needed	Recommended between 45 minutes to 1 hour: however, the length is flexible & dependent on the number of involved experts
Number of panellists	Between 3 - 6 for an optimal discussion
Materials	• *Chairs (on stage)* • *Microphones (if necessary, depending on the size of the room)* • *Beamer/Smart Board (optional)*
Moderators & note-takers	1 main moderator 1 main note-taker

General Preparation Checklist

- Based on the key scope and objective of the session, look for expert(s) in the field and invite them;
- Organize a short talk with the expert(s) to explain the scope and running of the session and understand if they would need any support;
- Prepare key questions in advance and share them with the invited experts a few days before the meeting;
- Ask experts to prepare input speeches (3 to 5 minutes depending on the total number of experts) and to share a short paragraph for their introduction.

Face-to-face Biowaste Club Meeting Checklist

- Ensure the venue provides microphones and chairs, if necessary, depending on the size of the room and number of participants.

Online Biowaste Club Meeting Checklist

- Invite speaker(s) to have a test run a few days before the Biowaste Club meeting to make sure that all technical aspects are clear and functioning;
- On the day of the Biowaste Club meeting, especially for the first session, ask the speaker(s) to join at least 30 minutes prior to the starting of the Biowaste Club meeting to make sure everything is working;
- It can be more complicated to have a natural feeling panel exchange in a virtual session. Therefore, depending on the conference tools, guide the participants (beside the moderator and the panelists) to turn off their camera and hide non-video participants. In this way, participants will see the panelist and the moderator on screen. If participants have questions, invite the former to pose the questions in the chat so the Q&A time is used efficiently.

Process

STEP 1: Introduce the experts (20 minutes)

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- Briefly introduce all of the experts and moderate the series of input speeches. Depending on the number of invited experts calculate 5 minutes to introduce the session format and scope including a few words about each panelist.

STEP 2: Discussion (from 20 to 25 minutes)

- Start with the “input speech” of each panelist. If the discussion develops organically into the right direction, the moderator can observe and intervene less. Otherwise, the moderator will have to steer the discussion more.

STEP 3: Q&A (from 10 to 15 minutes)

- Invite participants to ask questions to what they just heard to engage the whole audience into the discussion.

Bright notes

✷ *The moderator does not always have to strictly follow the prepared questions and can also bring a more organic and spontaneous element to the discussion.*

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2.3. Group Discussion Tools

These tools are interactive, group-focused formats that could help to better understand challenges, opportunities, new perspectives and developments. These formats can be adapted in many ways to suit a specific purpose and they can easily be combined with any of the analytical discussion tools.

2.3.1. DYNAMIC DISCUSSION

Overview

Objectives	It enables a structured group discussion where the feedback, opinions and challenges of the stakeholders can be recorded concerning specific topics.
Time needed	Recommended between 1 hour - 1 hour & 30 minutes: time varies depending on the number of selected/discussed topics
Number of participants	Flexible: recommended between 6 to max 10 participants per discussion group
Materials	• *4 large posters/flipcharts* • *Pens/Markers* • *Sticky notes & dots of different colours*
Moderators & note-takers	1 main moderator 1 moderator & 1 note-taker for each discussion topic IT support for online setting

Face-to-face Biowaste Club Meeting Checklist

- Assign one main moderator for the whole exercise/session;
- Assign one moderator & one note-taker to each topic who is responsible for the 4 flipcharts/posters and guiding the discussion as well as for capturing the key outcomes;
- For each topic to be discussed, prepare 4 posters/flipcharts with the following titles:
  - Challenges
  - Solutions
  - Concerns
  - Necessary information
- Decide on the total time to be allocated to the whole session and to each step of the process;
- To have a balance distribution of participants across each selected topic, assign a specific number of participants by e.g., preparing the following:
  - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
  - Or pre-assign participants during the registration process via coloured sticky dots;
- Prepare all allocated rooms for the group discussions: arrange chairs in a circle setting; distribute markers and sticky notes, etc., to save time when conducting the exercise.

Online Biowaste Club Meeting Checklist

- For each topic to be discussed, using an online tool (see section 3.1.4) prepare 4 posters/flipcharts with the following titles:

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  - Challenges
  - Solutions
  - Concerns
  - Necessary information /tools
- Decide on the total time to be allocated to the whole session and to each step of the process;
- Make sure there is one moderator & one note-taker assigned to each topic responsible for the 4 flipcharts/posters to guide the discussion and to capture the key outcomes;
- Make sure to have a person responsible for IT to support the organization of the breakout groups as well as the rotation of participants in case this option will be applied;
- Create breakouts groups corresponding to the number of topics and allocate a set number of participants to each to have a balanced distribution.

Process

STEP 1. Introduction of the exercise (10 minutes)

- Briefly introduce the aim(s) and the flow of the session to participants including the presentation of the various topics;
- Ask participants to join the assigned groups or does a random alternate counting to allocate them. For online setting the allocation of participants can be done manually or randomly by the technical support when the moderator is introducing the exercise.

STEP 2. Reflection phase (10 minutes)

- Let the participants reflect individually about the four guiding areas in regard to the topic and have them record their thoughts on the sticky notes;
- Ask participants to place their sticky notes on each of the 4 areas.

STEP 3. Discussion (from 40 minutes to 1 hour)

- Kick-off the discussion based on the provided reflections/comments/ added by participants via their sticky notes. Follow this flow:
  - Challenges
  - Solutions
  - Concerns
  - Necessary Information/tools
- Take between 8 to 15 minutes of discussion time for each area on the basis of the time available for the whole session and also on the complexity of the selected topics;
- The main moderator keeps track of time and informs each moderator when 15, 10 and 5 minutes are left;
- Each moderator then returns to the plenary with their group.

STEP 4. Sharing key discussion outcomes (3 minutes per topic/group) OPTIONAL

- The main moderator asks each group moderator or willing participant to summarize the whole exchange via 3 most inspiring outcomes/highlights.

Bright notes

✶ *Step 4 in the process depends on the time available for the whole session and on the number of discussion groups. Please note: if time is limited, it is always better to dedicate it to the actual discussion and skip the sharing of outcomes which can be also done in a written form following the event.*

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2.3.2. OPEN SPACE

Overview

Objectives	The open space facilitation tool enables participants to identify and exchange on aspects/topics directly identified by them in a flexible manner, thus also providing an overview of the participants interests at the end of the exchange.
Time needed	Recommended between 1 hour - 1 hour & 30 minutes: time varies depending on the number of selected/discussed topics.
Number of participants	Flexible
Materials	• *Posters/flipcharts* • *Pens/Markers* • *Sticky notes & dots of different colours* • *Large pin boards/flipcharts for each topic*
Moderators & note-takers	1 main moderator 1 moderator per topic/question IT support for online setting

General Preparation Checklist

- Identify an initial set of possible topics to be discussed with the participants including a set of guiding points/questions participants should focus on for each topic;
- Assign one main moderator for the whole exercise/session;
- Assign one moderator/note-taker per topic;
- Identify 2/3 additional moderators should the participants suggest additional topics for discussion not included in the initial set.
- Decide on the total time to be allocated to the whole session and to each step in the process.

Face to face Biowaste Club Meeting Checklist

- Ensure that the location of your Biowaste Club meeting allows for enough spatial separation between the various discussion groups either in the same large room or in different rooms;
- Write the initial set of identified topics that are to be discussed on large pieces of paper including the guiding points/questions and pin them to the boards/walls/flipcharts;
- Distribute the boards throughout the room, though still close enough to the audience to allow for initial introduction for each topic.
- Prepare an empty set of boards/flipcharts for the inclusion of possible additional topics identified by participants;
- To have a balanced distribution of participants across each selected topic, assign a specific number of participants by e.g., preparing the following:
    - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
    - Or pre-assign participants during the registration process via coloured sticky dots;
- Prepare all allocated rooms for the group discussions: arrange chairs in a circle setting; distribute markers and sticky notes etc., to save time during the running of the exercise.

Online Biowaste Club Meeting Checklist

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- Using an online tool (see section 3.1.4) create different posters for each pre-identified topic to be discussed including the guiding points/questions;
- Using the same online tool also create 2 to 3 blank posters to be used in case participants should suggest additional topics;
- Create breakout rooms in the conferencing platform for each of the topics to be discussed.
- Make sure to have a person responsible for IT to support the organization of the breakout groups, allocation of participants to each group/topic as well as the rotation of participants in case this option will be applied.

Process

STEP 1. Topic selection (15 to 20 minutes depending on the number of topics)

- Briefly introduce the aim(s) and the flow of the session to participants;
- Ask each moderator responsible for one topic to deliver a pitch of 3 minutes to explain the selection of the topic and its related key guiding points/questions. During this time, distribute 3 sticky dots to each participant;
- Give participants the opportunity to ask urgent clarifying questions;
- After all pitches, ask participants whether they would like to include and hence to discuss any additional topics. If yes, make sure to capture those on an empty flipchart and include the name of the person(s) who suggest them;
- Ask participants to vote for their top 3 favourite topics they would like to discuss during the session.

STEP 2. Discussion Phase (from 40 minutes to 1 hour)

- Capture and communicate the results of the voting process and thus define the selected topics up for discussion;
- Ask participants to freely join one of the discussion groups;
- Each moderator will lead his/her group towards the designated spot in the room or to another room and will kick-off the discussion by presenting the key topics and related guiding questions/points. If new topics have been selected ask the supportive moderator(s) to take them up and organize their group discussion;
- Each moderator will ask participants to reflect on the guiding points/questions and to capture their comments/thoughts on the sticky notes to be placed on the posters/flipcharts. Depending on the number of guiding points/questions give participants between 5 to 10 min;
- Each moderator is also tasked with recording the main discussion points/outcomes;
- Participants are free to move from one discussion group to another whenever they want and how often they want;
- The main moderator keeps track of time and informs each moderator when 15, 10 and 5 minutes are left;
- Each moderator then returns to the plenary with their group.

STEP 3. Sharing key discussion outcomes (3 min per topic/group) OPTIONAL

- The main moderator asks each group moderator or willing participant to summarize the whole exchange via 3 most inspiring outcomes/highlights.

Bright notes

- *Encourage participants at the beginning to move around/ switch breakout rooms and also emphasize that they can re-join one group discussion;*

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- *This tool can be used to identify & discuss hot topics which are a priority from the participants perspective. It can also be combined with a SWOT (see section 2.4.6) or PESTLE (see section 2.4.5) analysis;*
- *Step 4 in the process depends on the time available for the whole session and on the number of discussion groups. Please note: if time is limited, it is always better to dedicate it to the actual discussion and skip the sharing of outcomes which can also be done in a written form following the event.*

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2.3.3. WORLD CAFÉ

Overview

Objectives	It is a flexible format that allows to engage medium to large groups in interactive discussions around predetermined topics/set of questions.
Time needed	Recommended between 1 hour – 1 hour & 30 minutes: time varies depending on the number of selected/discussed topics.
Number of participants	Flexible: recommended between 6 to max 10 participants per discussion group
Materials	• *Multiple rooms/tables* • *Posters/flipcharts* • *Pens/Markers* • *Sticky notes*
Moderators & note-takers	1 main moderator 1 moderator & note-taker per topic IT support for the online setting

General Preparation Checklist

- Identify topics for discussion including key guiding points/questions;
- Allocate one main moderator as well as assign 1 moderator & 1 note-taker for each topic/discussion group;
- Decide on the total time to be allocated to the whole session and to each step of the process;
- Choose between a stationary approach, where groups stay at the same table the whole time, or a rotating approach, where groups move from one discussion topic to another. For both options, templates are provided (see section 4.1.1);
- Only for the rotation setting: decide on the rotation flow of the various groups from topic to another to avoid confusion and delays when participants move from one group to another.

Face-to-face Biowaste Club Meeting Checklist

- Ensure that the location of your Biowaste Club meeting allows for enough spatial separation between the various discussion groups either in the same large room or in different rooms;
- Write down each of the identified topic on a poster/flipchart including the guiding points/questions and pin them to the boards/walls/flipcharts;
- To have a balanced distribution of participants across each selected topic, assign a specific number of participants by e.g., preparing the following:
    - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
    - Or pre-assign participants during the registration process via coloured sticky dots;
- Prepare all allocated rooms for the group discussions: arrange chairs in a circle setting; distribute markers and sticky notes, etc. to save time during the running of the exercise.

Online Biowaste Club Meeting Checklist

- Using an online tool (see section 3.1.4) create different posters/templates for each pre-identified topic to be discussed including the guiding points/questions;

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- Create breakout rooms in the conferencing platform for each of the topics to be discussed.
- Make sure to have a person responsible for IT to support the organization of the breakout groups as well as the rotation of participants in case this option will be applied.

Process

STEP 1. Introducing the exercise (10 minutes)

- The main moderator provides a brief introduction explaining the objectives and flow of the exercise to all participants;
- The main moderator asks participants to join the assigned groups or does a random alternate counting to allocate them. For online setting the allocation of participants can be done manually or randomly by the IT support when the moderator is introducing the exercise.

STEP 2. Discussion Phase (20 minutes depending on number of groups)

- Each moderator will lead his/her group towards the designated spot in the room or to another room and will kick-off the discussion by presenting the key topics and related guiding questions/points;
- Each moderator will ask participants to reflect on the guiding points/questions and to capture their comments/thoughts on the sticky notes to be placed on the posters/flipcharts. Depending on the number of guiding points/questions give participants between 5 to 10 min;
- Only for the rotation setting: at the end of the first round, the group moderator will quickly summarize the results and invite participants to join the next discussion group;
- The main moderator keeps track of time and informs each moderator when 15, 10 and 5 minutes are left;
- Each moderator then returns to the plenary with their group.

STEP 3. Sharing key discussion outcomes (3 min per topic/group) OPTIONAL

- The main moderator asks each group moderator or willing participant to summarize the whole exchange via 3 most inspiring outcomes/highlights.

Bright notes

- *All topics should cover sub-categories that contribute to an overarching redline among the various selected topics;*
- *Step 4 in the process depends on the time available for the whole session and on the number of discussion groups. Please note: if time is limited, it is always better to dedicate it to the actual discussion and skip the sharing of outcomes which can be also done in a written form following the event.*

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2.4. Analytical Discussion Tools

As the name suggests, these tools are interactive approaches to analyse specific topics by using a determined design. They can be used in combination with the group discussion tools or as stand-alone elements

2.4.1. ACTION PLAN DEVELOPMENT

Overview

Objectives	The objective of this tool is to create a clear action plan from the status quo situation towards a specified goal. Action plans usually work best as a follow-up of a session e.g., feedback collection, scoping of challenges or opportunities…
Time needed	Recommended 1 hour & 20 minutes + the optional time for sharing the discussion outcomes of each breakout group
Number of participants	Flexible: recommended between 6 to max 10 participants per discussion group & maximum of 20 persons in a plenary discussion setting
Materials	• *Print-out/Draw Action plan template* • *Pens/Markers* • *Sticky-notes*
Moderators & note-taker	1 main moderator + X moderators for each breakout discussion groups 1 note-takers for plenary discussion setting; X note-takers depending on the number of breakout groups

Face to face Biowaste Club Meeting Checklist

- Decide on what goals/objectives one wants to achieve; what kind of actions to implement; what kind of barriers to overcome;
- Based on the previous aspects prepare the action plan template (see section 4.1.2) and print it large scale or draw it on posters/flipcharts;
- If necessary, ensure that the location of your Biowaste Club meeting allows for enough spatial separation between various discussion groups either in the same large room or in different rooms;
- Depending on the number of participants, assigned a specific number of participants by e.g., preparing the following:
    - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
    - Or pre-assign participants during the registration process via coloured sticky dots;
- Prepare all allocated rooms for the group discussions: arrange chairs in a circle setting; distribute markers and sticky notes, etc. to save time during the running of the exercise.

Online Biowaste Club Meeting Checklist

- Using an online tool (see section 3.1.4) create the action plan template (see section 4.1.2) to be discussed including the guiding points/questions;
- If necessary, create breakout rooms in the conferencing platform for each group to be formed;
- Make sure to have a person responsible for IT to support the organization of the breakout groups.

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Process

STEP 1. Introducing the exercise (10 minutes)

- The main moderator provides a brief introduction explaining the objectives and flow of the exercise to all participants;
- If necessary, the main moderator asks participants to join the assigned groups or does a random alternate counting to allocate them. For online setting the allocation of participants can be done manually or randomly by the IT support when the moderator is introducing the exercise.

STEP 2. Action Plan Development (between 60 minutes)

- Either the main moderator (if a plenary discussion setting is applied) or each group moderator will lead his/her group towards the designated spot in the room or to another room and will kick-off the discussion by presenting the key guiding questions/points to be discussed;
- A collaborative brainstorm moderation style should be applied in order to identify key action items necessary to reach the goal/objectives/implement a certain action;
- The note-taker(s) supports the main moderator or each group moderator to capture the key discussion outcomes on the Action Plan template;
- Only for breakout group setting: The main moderator keeps track of time and inform each group moderator when 15, 10 and 5 minutes are left;
- Each moderator then returns to the plenary with their group.

STEP 3. Summarizing and closing (10 min)

- The main moderator summarizes the key discussion outcomes by briefly presenting the filled-out Action Plan Template;

STEP 4. Sharing key discussion outcomes (5 min per group) OPTIONAL

- Only for breakout group setting: The main moderator asks each group moderator or willing participant to summarize the key discussion outcomes by briefly presenting the highlights derived from the filled-out Action Plan Template.

Bright notes

- *For this exercise, assign note-taker(s) who is highly knowledgeable about the topic;*
- *In a plenary setting group discussion make sure to have the note-taker recording the inputs for each step that has to be taken on the Action Plan Template*

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2.4.2. BUSINESS CANVAS

Overview

Objectives	This tool supports in understanding the business strategies for the proper development and deployment of specific busines models, strategies, products.
Time needed	Recommended 1 hour & 30 minutes + the optional time for sharing the discussion outcomes of each breakout groups
Number of participants	Flexible: recommended between 6 to max 10 participants per discussion group & maximum of 20 persons in a plenary discussion setting
Materials	• *Print-out/Draw Business Canvas template* • *Pens/Markers* • *Sticky-notes*
Moderators & note-takers	1 main moderator + X moderators for each breakout discussion groups 1 note-takers for plenary discussion setting; X note-takers depending on the number of breakout groups

Face to Face Biowaste Club Meeting Checklist

- Prepare the business canvas template (see section 4.1.3): either by printing it on a large scale or by drawing it on posters/flipcharts;
- If necessary, ensure that the location of your Biowaste Club meeting allows for enough spatial separation between various discussion groups either in the same large room or in different rooms;
- Depending on the number of participants, assign a specific number of participants by e.g., preparing the following:
  - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
  - Or pre-assign them during the registration process via coloured sticky dots;
- Prepare all allocated rooms for the group discussions: arrange chairs in a circle setting; distribute markers and sticky notes, etc. to save time during the running of the exercise.

Online Biowaste Club meeting Checklist

- Using an online tool (see section 3.1.4) create the business canvas template (see section 4.1.3) to be discussed;
- If necessary, create breakout rooms in the conferencing platform for each group to be formed;
- Make sure to have a person responsible for IT to support the organization of the breakout groups.

Process

STEP 1. Introduction to the exercise (10 minutes)

- The main moderator provides a brief introduction explaining the objectives and flow of the exercise to all participants;
- If necessary, the main moderator asks participants to join the assigned groups or does a random alternate counting to allocate them. For online setting the allocation of participants can be done manually or randomly by the IT support when the moderator is introducing the exercise.

STEP 2. Business Canvas discussion (60 minutes)

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- Either the main moderator (if a plenary discussion setting is applied) or each group moderator will lead his/her group towards the designated spot in the room or to another room and will kick-off the discussion by presenting the key guiding questions/points to be discussed;
- A collaborative brainstorm moderation style should be applied in order to discuss in details the different aspects on which the template builds upon;
- The note-taker(s) supports the main moderator or each group moderator to capture the key discussion outcomes on the Business Canvas template;
- Only for breakout group setting: The main moderator keeps track of time and inform each group moderator when 15, 10 and 5 minutes are left;
- Each group moderator gathers back the group discussion participants in the plenary.

STEP 3. Summarizing and closing (10 min)

- The main moderator summarizes the key discussion outcomes by briefly presenting the filled-out Business Canvas.

STEP 4. Sharing key discussion outcomes (5 min per group) OPTIONAL

- Only for breakout group setting: The main moderator asks each group moderator or willing participant to summarize the key discussion outcomes by briefly presenting the highlights derived from the filled-out Business Canvas Template.

Bright notes

- *When using the business canvas, you have to ensure that the stakeholders present are somehow involved in commercializing the product or have voiced an interest in this process.*

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2.4.3. MIND MAP

Overview

Objectives	A mind map is a diagram used to visually organize information. A mind map is hierarchical and shows relationships among pieces of the whole. It is a great tool for collaboratively brainstorming, while also clustering ideas at the same time. It can be used as a stand-alone element in a session, or it can enhance facilitation formats (e.g., by integrating mind mapping into a station for a world café).
Time needed	Recommended between 65 minutes – 1 hour & 20 minutes + the optional time for sharing the discussion outcomes of each breakout group
Number of participants	Flexible: recommended between 6 to max 10 participants per discussion group & maximum of 20 persons in a plenary discussion setting
Materials	• *Print-out/Draw Mind Map template* • *Pens/Markers* • *Sticky-notes*
Moderators & note-takers	1 main moderator + X moderators for each breakout discussion groups 1 note-takers for plenary discussion setting; X note-takers depending on the number of breakout groups

Face-to-face Biowaste Club Meeting Checklist

- Identify the central idea of the mind map (see section 4.1.4). The central idea is the starting point of the Mind Map and represents the topic you are going to explore;
- Prepare the mind map template either by printing it large scale or drawing it on large posters/flipcharts to be pinned;
- Ensure that the location of your Biowaste Club meeting allows for enough spatial separation between various discussion groups either in the same large room or in different rooms;
- Depending on the number of participants, assign a specific number of participants by e.g., preparing the following:
    - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
    - Or pre-assign participants during the registration process via coloured sticky dots;
- Prepare all allocated rooms for the group discussions: arrange chairs in a circle setting; distribute markers and sticky notes, etc. to save time during the running of the exercise.

Online Biowaste Club Meeting Checklist

- Identify the central idea of the mind map. The central idea is the starting point of the Mind Map and represents the topic you are going to explore;
- Using an online tool (see section 3.1.4) create the mind map template (see section 4.1.4);
- If necessary, create breakout rooms in the conferencing platform for each group to be formed;
- Make sure to have an IT responsible person to support the organization of the breakout groups;

Process

STEP 1. Introduction to the exercise (10 minutes)

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- The main moderator provides a brief introduction explaining the objectives and flow of the exercise to all participants;
- If necessary, the main moderator asks participants to join the assigned groups or does a random alternate counting to allocate them. For online setting the allocation of participants can be done manually or randomly by the IT support when the moderator is introducing the exercise.

STEP 2. Mind Map brainstorming/development (45 to 60 minutes)

- Either the main moderator (if a plenary discussion setting is applied) or each group moderator will lead his/her group towards the designated spot in the room or to another room and will kick-off the discussion by presenting to the participants the key guiding questions/points to be discussed;
- A collaborative brainstorm moderation style should be applied in order to discuss in details the different aspects on which the template builds upon:
    - Starting from the central idea start adding branches to the map;
    - Add actors/key roles and responsibilities
    - Include visuals/icons if suitable and possible & add colour coding for the different categories
- The note-taker(s) supports the main moderator or each group moderator to capture the key discussion outcomes in the mind map template;
- Only for breakout group setting: The main moderator keeps track of time and inform each group moderator when 15, 10 and 5 minutes are left;
- Each moderator then returns to the plenary with their group.

STEP 3. Summarizing and closing (10 min)

- The main moderator summarizes the key discussion outcomes by briefly presenting the developed Mind Map.

STEP 4. Sharing key discussion outcomes (5 min per group) OPTIONAL

- Only for breakout group setting: The main moderator asks each group moderator or willing participant to summarize the key discussion outcomes by briefly presenting the highlights derived from the developed Mind Map.

Bright notes

✶ *Mind Map development can be a tricky exercise to conduct as different persons might have a different understanding on how to conduct it. Therefore, make sure to organize briefing meetings with all your moderators/note-takers to make sure that they align on the central idea they will be working with and the whole flow of the exercise.*

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2.4.4. THE PERSONA DESIGN

Overview

Objectives	Personas are a tool to characterize and understand your target group(s) better. The process of creating personas helps to understand the needs, living situations and expectations of the target group. This exercise is a great way to encourage your stakeholders to think about user needs effectively instead of thinking about solutions first.
Time needed	Recommended between 2 hours + time needed to present the developed persona
Number of participants	Flexible: recommended 8 to 12 participants per breakout group
Materials	• *Persona template* • *Sticky notes & dots* • *Pens/Markers*
Moderators & note-takers	1 main moderators + X moderators depending on the number of the breakout groups

General Preparation Checklist

- Define what topic(s), products or technology(ies) you would like to discuss from the perspective of which actors i.e.,:
    - Public authorities/agencies
    - Service providers (Waste collection, treatment plants, waste management etc)
    - Research
    - HORECA sector stakeholders
    - Businesses (SME; entrepreneurs)
    - Consumers
    - NGOs
    - Retail
- Print out on large piece of papers or draw the persona templates (see section 4.1.5);
- Choose which personas you would like to discuss during the exercise. We recommend to pick 2-3 personas, but the amount depends on the amount of time you have and on the kind of stakeholders who will be attending the Biowaste Club meeting.

Face to Face Biowaste Club Meeting Checklist

- Ensure that the location of your Biowaste Club meeting allows for enough spatial separation between various discussion groups either in the same large room or in different rooms;
- Depending on the number of participants, assign a specific number of participants by e.g., preparing the following:
    - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
    - Or pre-assign participants during the registration process via coloured sticky dots;
- Prepare all allocated rooms for the group discussions: arrange chairs in a circle setting; distribute markers and sticky notes, etc. to save time during the running of the exercise.

Online Biowaste Club Meeting Checklist

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- Using an online tool (see section 3.1.4) create the different persona templates (see section 4.1.5);
- Create breakout rooms in the conferencing platform for each group to be formed;
- Make sure to have a person responsible for IT to support the organization of the breakout groups.

Process

STEP 1. Introduce the exercise (15 minutes)

- The main moderator provides a brief introduction explaining the objectives and flow of the exercise to all participants;
- The main moderator asks participants to join the assigned groups or does a random alternate counting to allocate them. For online setting the allocation of participants can be done manually or randomly by the IT support when the moderator is introducing the exercise.

STEP 2. The design of the persona (1 hour)

- Each group moderator will explain in more details the persona template;
- Each group moderator will further separate people in his/her groups into smaller groups (2~4 per group) and give each group 20 minutes to fill out the provided template;
- The group moderator invites each small group to present their developed personas to compare them, discuss patterns, and to align on different perspectives;
- The group moderator invites the group to work together and to repeat the exercise so to collectively build one persona: write down the behaviours of your persona that relate to your project only, so try to be as specific as you can. Nothing too complicated, a simple list is more than enough.

STEP 3. Defining the needs (45 minutes)

- The group moderator gives post-its to the participants and asks them to think about the needs of the developed persona. Invite the group to spend some time brainstorming and to write down one need in each post-it and to share it with the rest of the team;
- Once a good amount of post-its have been developed and presented, the group moderator gives 3 dot stickers to each participant and ask them to vote on the most important needs of that persona;
- For each of the selected needs, invite participants to spend some time further brainstorming how they can serve these needs with the project. Again, use post-its to do this, one idea per post-it;
- After spending some time ideating one need, order the ideas from most relevant to least. Use the voting stickers if necessary, but it should be easy to decide just by having a little chat. Discard the least relevant ones. Repeat this ideation process for each of the 3 most voted needs;
- Each group moderator gathers back the group discussion participants in the plenary.

STEP 4. Sharing the developed personas (5 min per persona) OPTIONAL

- At the end of the breakout group discussion each persona will be fully developed and it could be briefly presented back in the plenary setting.

Bright notes

- Building a persona can take up a lot of time. If you want to just get the bare bones and hit the ground running, plan for at least two hours of brainstorming/sharing of input to build the persona profile;
- During group presentations, ask people to start their presentation with sentences like “I want to introduce my friend/colleague Eric to…”;
- Be prepared to get conflicting answers. Let each group try to clarify any confusion or misunderstanding. If the results still diverge, it’s time for the moderator to accommodate and steer the discussion;

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* Persona design can be a tricky exercise to conduct as different persons might have different understanding on how to conduct it. Therefore, make sure to organize briefing meetings with all your moderators/note-takers to make sure that they align on the central idea they will be working with and the whole flow of the exercise;
* If you repeat the exercise with all your key personas you'll have a better understanding of the persona´s needs in the end and how the project can serve those need thus leading to a good list of project´s functionalities or ideas.

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2.4.5. THE PESTLE ANALYSIS

Overview

Objectives	PESTLE analysis is a framework to analyse macro-factors that have an impact on the project and dissemination of new products. It helps to identify the political, economic, social, technological, legal and environmental challenges and opportunities.
Time needed	Recommended between 45 minutes to 1 hour & 10 minutes + time needed for the sharing of key discussions outcomes
Number of participants	Flexible: recommended 6 to 10 participants per breakout group
Materials	• *Print out/Draw PESTLE template* • *Sticky-notes* • *Pens/Markers*
Moderators & note-takers	1 main moderator + X moderators depending on the number of breakout groups

General Preparation Checklist

- Prepare the topic around which the PESTLE analysis should revolve and adjust the provided template (see section 4.1.6) accordingly;
- Develop a set of guiding questions which will be used by each moderator to steer the discussion in the different breakout groups

Face-to-face Biowaste Club Meeting Checklist

- Print out/Draw the PESTLE template on large piece of paper/flipcharts and distribute those in the respective rooms together markers and sticky notes, etc. to save time during the running of the exercise;
- Depending on the number of participants, assigned a specific number of participants by e.g., preparing the following:
  - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
  - Or pre-assign them during the registration process via coloured sticky dots.

Online Biowaste Club Meeting Checklist

- Using an online tool (see section 3.1.4) create the different PESTLE templates (see section 4.1.6);
- Create breakout rooms in the conferencing platform for each group to be formed;
- Make sure to have a person responsible for IT to support the organization of the breakout groups.

Process

STEP 1. Introducing the exercise (10 minutes)

- The main moderator provides a brief introduction explaining the objectives and flow of the exercise to all participants;

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- The main moderator asks participants to join the assigned groups or does a random alternate counting to allocate them. For online setting the allocation of participants can be done manually or randomly by the IT support when the moderator is introducing the exercise.

STEP 2. Working on the PESTLE template (35 - 60 minutes)

- The group moderator will kick-off the discussion by introducing the guiding points/questions;
- The group moderator invites each participant to reflect on those guiding points and to note-down initial input/ideas on the sticky notes and to place them under the respective category on the template;
- Once an initial number of sticky notes has been place, the group moderator could kick-off the discussion based on the sticky notes;
- Each moderator then returns to the plenary with their group.

STEP 3. Sharing the developed PESTLE analyses (5 min per group) OPTIONAL

- At the end of the breakout group discussion each analytical template will be fully developed and it could be briefly presented by each group moderator.

Bright notes

- *In a virtual environment, some people might be shy. Giving everyone 2-3 minutes to note their own ideas to then talk about them in the group can be helpful to engage everyone.*

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2.4.6. THE SWOT ANALYSIS

Overview

Objectives	The SWOT analysis is a great tool to identify opportunities and challenges, considering external and internal aspects to the identify strengths and weaknesses. It helps to identify internal and external challenges and opportunities.
Time needed	Recommended between 45 minutes to 1 hour & 10 minutes + time needed for the sharing of key discussions outcomes
Number of participants	Flexible: recommended 6 to 10 participants per breakout group
Materials	• *Print out/Draw SWOT template* • *Sticky-notes* • *Pens/Markers*
Moderators & note-takers	1 main moderator + X moderators depending on the number of breakout groups

General Preparation Checklist

- Prepare the topic around which the SWOT analysis should revolve and adjust the provided template (see section 4.1.7) accordingly;
- Develop a set of guiding questions which will be used by each moderator to steer the discussion in the different breakout groups.

Face-to-face Biowaste Club Meeting Checklist

- Print out/Draw the SWOT analysis template on large piece of paper/flipcharts and distribute those in the respective rooms together markers and sticky notes, etc. to save time during the running of the exercise;
- Depending on the number of participants, assign a specific number of participants by e.g., preparing the following:
  - Pick-up of post-its (a certain number of sticky-notes of different coloured is prepared upfront representing all topics under discussion);
  - Or pre-assign participants during the registration process via coloured sticky dots.

Online Biowaste Club Meeting Checklist

- Using an online tool (see section 3.1.4) create the different SWOT analysis templates;
- Create breakout rooms in the conferencing platform for each group to be formed;
- Make sure to have a person responsible for IT to support the organization of the breakout groups.

Process

STEP 1. Introducing the exercise (10 minutes)

- The main moderator provides a brief introduction explaining the objectives and flow of the exercise to all participants;

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- The main moderator asks participants to join the assigned groups or does a random alternate counting to allocate them. For online setting the allocation of participants can be done manually or randomly by the IT technical support when the moderator is introducing the exercise.

STEP 2. Working on the SWOT analysis template (35 - 60 minutes)

- The group moderator will kick-off the discussion by introducing the guiding points/questions;
- The group moderator invites each participant to reflect on those guiding points and to note-down initial input/ideas on the sticky notes and to place them under the respective category on the template;
- Once an initial number of sticky notes has been place, the group moderator could kick-off the discussion based on the sticky notes;
- Each moderator then returns to the plenary with their group.

STEP 3. Sharing the developed SWOT analyses (5 min per group) OPTIONAL

- At the end of the breakout group discussion each analytical template will be fully developed and it could be briefly presented by each group moderator.

Bright notes

- *For participants it is often difficult thinking about the “harmful” side, while also staying positive and constructive. Therefore, motivate your participants to perceive the “harmful” category as a field to identify potential space for improvement and opportunity areas to work on together.*

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2.5. Feedback Gathering

These tools enable a better understanding of participant's perceptions of and opinions towards specific strategies, plans, products etc…

2.5.1. PROTOTYPE TESTING

Overview

Objectives	This tool enables to gather specific feedback on e.g., the functions and usability of the products developed by the HOOP lighthouse cities.
Time needed	60 to 120 recommended: time depends on the number of products to be presented/discussed
Number of participants	Recommended for small groups: 15 to 20 participants
Materials	• *Explanatory material for each product: print-outs; PPTs; videos;* • *Posters/flipcharts* • *Pen/markers* • *Sticky notes* • *Feedback: templates; surveys; posters/flipcharts etc.*
Moderators & note-takers	1 main moderator 1 key note-taker

Face-to-face Biowaste Club Meeting Checklist

- Make sure to have a fitting Biowaste Club meeting location including the equipment necessary to correctly present and test out the product prototypes;
- Assign one main moderator for the session & one key note-taker;
- If necessary, distribute background information/material to the participants upfront so that they are better prepared for the exercise;
- Develop feedback templates/posters/flipcharts for each of the to be presented/discussed products so to gather it properly including key guiding points/questions;
- Set up necessary materials, like pens/markers/sticky notes and developed feedback material.

Online Biowaste Club Meeting Checklist

- Make sure to have the necessary visual material to present the developed prototypes, e.g., videos, PPTs; mock-ups; beta version of digital tools/platforms;
- Assign a main moderator for the session & one key note-takers;
- If necessary, distribute background information/material with the participants upfront so that they are better prepared for the exercise;
- Using an online tool (see section 3.1.4) develop feedback template/posters for each of the to be presented/discussed products including key guiding points/questions.

Process

STEP 1. Introduce the exercise (5 minutes)

- The main moderator briefly introduces the main objectives and flow of the session

STEP 2. Presentation of each product (15 to 20 minutes per products)

- Each speaker presents and/or demonstrates the prototyped product including the kind and type of feedback he/she would like to receive on it and how.

STEP 3. Q&A (5 to 10 minutes per product)

- Following each presentation, the main moderator invites participants to address urgent questions/clarifications that participants might have.

STEP 4. Feedback provision (20 to 25 minutes per product)

- The main moderator together with the respective presenter asks participants to provide feedback following the guiding points/questions;
- Please note: feedback can be provided in different ways. The selection of one approach over another should depend on the presented products and type of feedback. Various tools exist and should be prepared accordingly:
    - Written feedback via template(s)
    - Plenary interactive feedback via sticky notes and posters/flipcharts
    - Quick online or written surveys

Bright notes

- *If possible, let the participants test out the products by themselves to make the exercise more engaging and interactive;*
- *Make sure that the presentation of the prototyped products can also be done online. Please note: even though this tool can be adjusted to an online setting, it is best suited for BCMs taking place face-to-face.*
- *Make sure to develop/use the most appropriate feedback material: for online setting we recommend pre-arrange template(s)/surveys.*

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2.5.2. MENTIMETER: A QUICK SURVEY TOOL

Overview

Objectives	Mentimeter facilitates a quick and interactive way for collecting feedback towards the end of a session/meeting.
Time needed	Flexible: time depends on the number of questions/points on which one would like to gather feedback (see Process). Recommended to plan 3 minutes per question/point to enable participants to reflect on them and enter the most appropriate answer
Number of participants	The format is flexible and can work with any number of participants
Materials	• *Mentimer prepared set of questions* • *Moderation slides*
Moderators & note-takers	1 main moderator

General Preparation Checklist

- Identify key aspects on which you would like to gather participants feedback after a specific session and/or at the end of your Biowaste Club meeting;
- Transfer the identified key questions to Mentimeter;
- Prepare an overview via moderation slides on how the tool works as participants need to interact via their laptop or mobile phones;
- Make sure that there is a stable internet connection.

Process

STEP 1. Introduction to the exercise (5 to 10 minutes)

- The main moderator provides a brief introduction explaining the objectives and flow of the exercise to all participants;
- The main moderator via the slides provides participants with the necessary information to log in.

STEP 2. Keep the attention high (flexible depending on the number of questions/points)

- Input/feedback will start coming in: the moderator can keep an eye and comment on the shared outcomes;
- The main moderator encourages participants to provide as detailed feedback as possible.

STEP 3. Share the key outcomes & engage the audience (15 to 30 minutes depending on the number of questions/points)

- The main moderator will briefly reflect and summarize – also trying to cluster – the gathered feedback from participants by picking up most common/similar/controversial input.
- The main moderator encourages participants to comment further reflect on those points.

Bright notes

✶ *Mentimeter enables to share and export the results for further analysis and even compare data over time to measure the progress of your audience.*

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The Digital Toolbox

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3. Digital Toolbox

3.1. Digital Tools

This section centres on the various digital tools that might be needed to conduct an online Biowaste Club meeting. The following two main sections cover all relevant content:

1. ***Important usage tips***
2. ***List of digital tools***

How it works:

- The tools are categorised based on their use case.
- Since there are many more options for how to digitize the meeting's activities, the presented applications and approaches are supposed to name the most recommendable options to be able to cover most, tools you really need.

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3.1.1. IMPORTANT USAGE TIPS

Tips for using the hosting tools

- Choose the hosting tool in advance of the Biowaste Club meeting. Especially if you are plan on using a tool you are unfamiliar with, make sure to test it to assess whether it really meets the demands.
- Make sure to inform participants in advance if you will be using breakout rooms as in some cases the hosting platform has to be updated to allow for the breakout room function to work properly.
- Take into account that you might want to prepare break out rooms in advance of the Biowaste Club meeting if one of the described tools uses them.
- Remember to send the login details well in advance of the Biowaste Club meeting.
- Let the participants know that they can use the chat to pose questions.

Tips for using online flipcharts

- Familiarize yourself well with the online flipchart tool you will be using before the Biowaste Club.
- Make sure to have the link or access to the online flipcharts available prior to the Biowaste Club meeting.
- Check whether the link or access details work prior to the meeting.
- For every online Biowaste Club meeting plan at least 15 minutes in the agenda to explain the functions of the online flipchart tool.
- After the meeting make sure to save the board created in the online flipchart by exporting the file or taking away the editing rights of all people who have previously received access.

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3.1.2. VIDEO CONFERENCING TOOLS

Videoconferencing tools	Benefits: • *Very familiar to most participants* • *Facilitate a good alternative to face-to-face meetings* • *Breakout-rooms allow for more constructive group exercises* • *Often allow the recording of sessions*	
App	Brief introduction	Pricing & Features
Zoom	Zoom is one of the most popular videoconferencing tools, known for its good video-quality in large meetings.	Free Version up to 100 participants for 40 minutes. Participants don't need to have an account. Pricing and Features Tutorial
Microsoft Teams	Microsoft Teams also provides a good platform for large conferences, while also providing a platform for team communication and coordination outside of meetings.	Free version up to 100 participants for 1 hour. Participants don't need to have an account. Pricing and Features Tutorial
Cisco Webex	Webex facilitates hosting large meetings as well, while also providing a smart contact and coordination interface.	Free version up to 100 participants for 50 minutes. Participants don't need to have an account. Pricing and Features Tutorial

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Lifesize	Lifesize provides an alternative, specialized on hybrid meetings and also capable of hosting large meetings.	Free version up to 10 participants for 40 minutes. Participants don't need to have an account. Pricing and Features Tutorial

3.1.3. VIRTUAL ENVIRONMENTS

Virtual Environments	Benefits • *More dynamic than videoconferencing tools* • *Great for socializing*	
App	Brief introduction	Pricing & Features
Gather.town	Gather enables meeting with participants in a virtual environment, allowing for more natural and engaging online experiences. Gather is an excellent tool for socialising events, to get to know participants or to engage in complicated group exercises that require quick switching between breakout groups.	Free to use for up to 25 users. Participants don't need to have an account. Pricing and Features Tutorial
Wonder	Similar to Gather, Wonder uses a more professional user interface to allow for a fluent and uncomplicated switching between breakout rooms for collaborative and engaging work.	Wonder is free to use. The company plans to introduce usage-based pricing by the end of 2021. Participants don't need to have an account.

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	Wonder is optimised to have a more natural environment for group exercises and collaboration compared to static formats like Zoom, while reducing the interface to the most crucial elements.	Tutorial

3.1.4. REPLACING A FLIPCHART

Replacing a flipchart	Benefits: • *Applications mimicking flipcharts and whiteboards in digital space.* • *Facilitating collaborative exercises*	
App	Brief introduction	Pricing & Features
Google Jamboard	Google Jamboard can be set up and used by everyone with a Google account and facilitates an easy-to-use replacement of flipcharts or whiteboards for collaborative working.	Free to use. Participants need to have a Google account Tutorial
Miro	Miro enables collaborative work on digital whiteboards with a more versatile set of features and pre-sets compared to Jamboard	Free version available with limited features. Participants don't need to have an account. Pricing and Features Tutorial
Presentation apps	Applications for editing presentations like Google Slides or Microsoft PowerPoint Office Online allow to have a similar experience when inviting an invitation link to participants.	Google Slides is free for private use but requires a license for commercial application. Google Slides requires participants to have a Google account. Tutorial

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		Microsoft PowerPoint requires a license. Participants don't need to have an account for Microsoft PowerPoint Office Online. Tutorial

3.1.5. COLLECTING FEEDBACK

Collecting feedback	Benefits: • *Feedback can be collected and saved* • *Participants can provide feedback on the BCM after the meeting*	
App	Brief introduction	Pricing & Features
Survey Monkey	With Survey Monkey you can for example gather online feedback on your BCM by sending the link to participants.	The Basic Plan is free of charge: you are able to create an unlimited amount of surveys, have 10 questions and receive up to 40 responses.
Slido	Slido can be used during your online BCM to collect questions from participants and have live polls.	The Basic Plan is free of charge and allows you to run 5 polls per event. If you would like to conduct more extensive surveys you have to purchase the Engage Plan for example.
Mentimeter	With Mentimeter you can conduct polls, create word clouds or collect questions	The Mentimeter Free version allows two questions and 5 quizzes per presentation

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Templates

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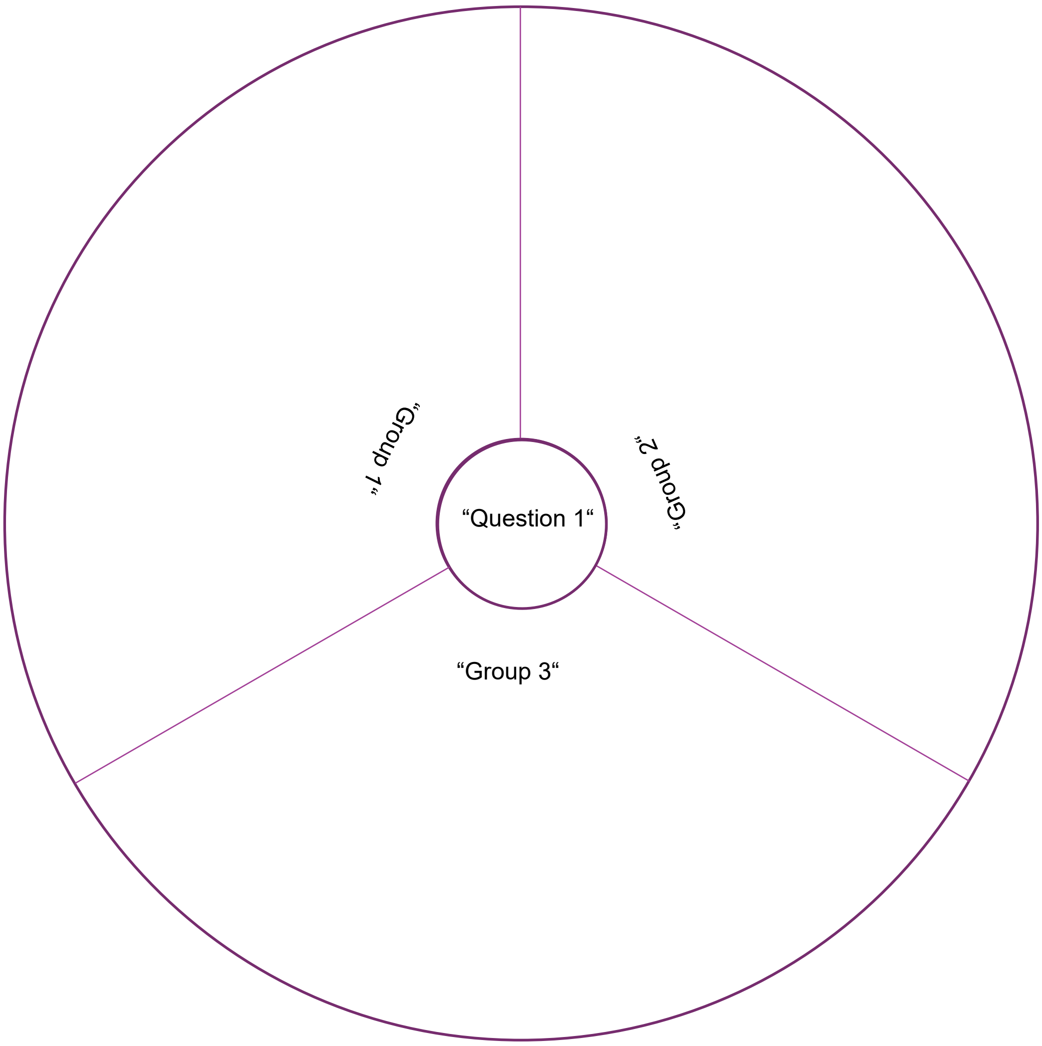
4. Templates

4.1. Templates for Tools

4.1.1. WORLD CAFÉ

Example 1: Rotating groups



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For this template, imagine the groups change place for each question. This way, they can immediately see what the former group did and contribute their additional ideas

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Example 2: Stationary groups

In this format the template can facilitate one group tackling all questions without changing location.

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4.1.2. ACTION PLAN DEVELOPMENT TEMPLATE

Action Point	How much effort is needed (human and financial)?	What could the impact of this action be?	Allies and opportunities for this action?	Potential barriers and risks to the action	Timeframe for implementation	Responsible

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4.1.3. BUSINESS CANVAS

Value proposition

What additional value does biowaste valorisation product have?
What challenges does this product alleviate?

Key partnerships

Who are the most important people to involve in the further development and implementation of the products in the long term)
Which other actors have to be involved?

Key users

Who are the key customers of the product?
What are some potential challenges that could inhibit the widespread uptake of the products?

Key resources and costs

What resources (human, physical) will be needed and what costs might occur when dissemination the developed products further?

Channels

Through which channels can we reach potential customers?
Which channels have worked the best in the past for other products?

Revenue Streams

What are the customers willing to pay?

Key activities

What activities will have to take place to keep the products on the marked?
What do we need to do to ensure their wider dissemination?

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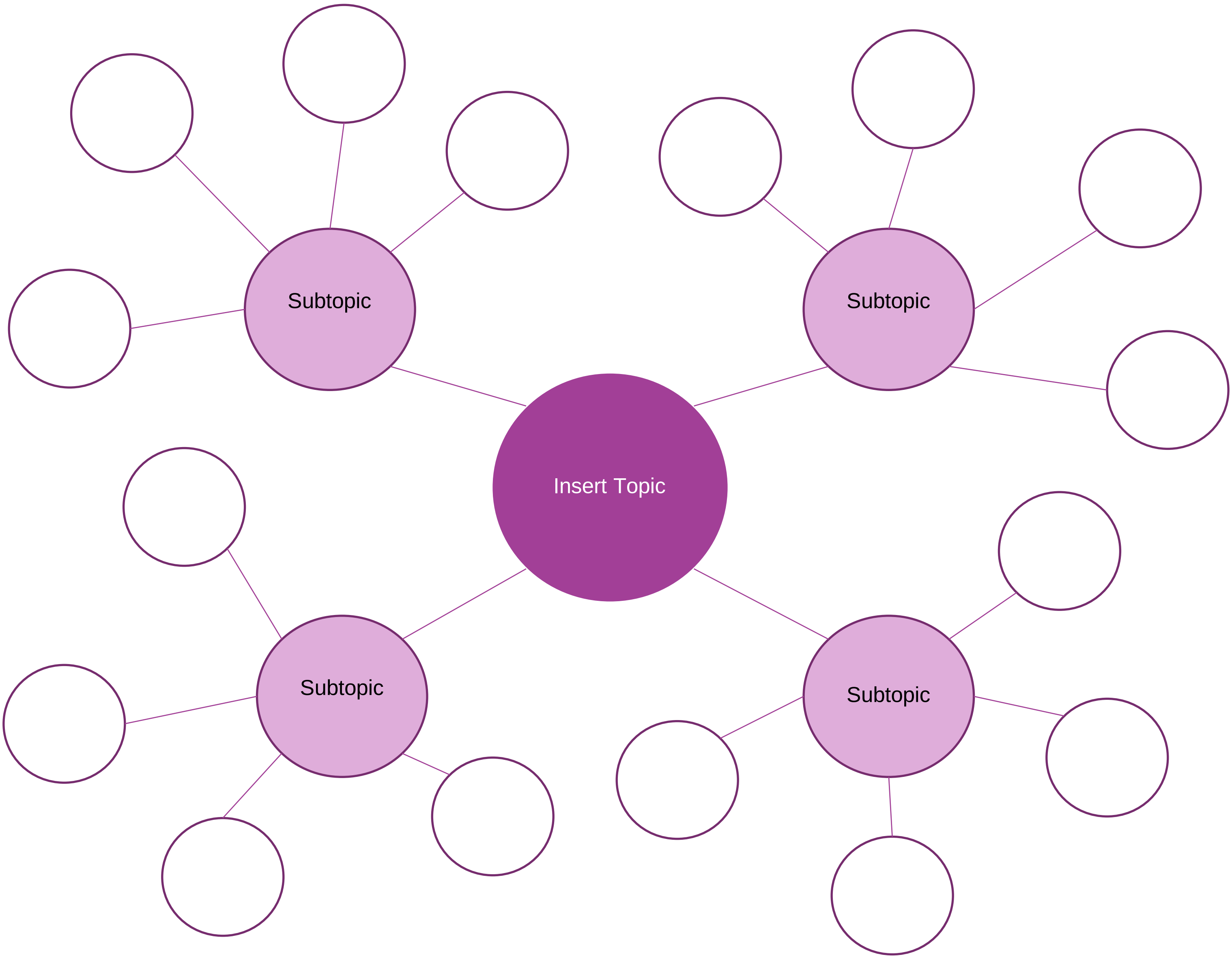
4.1.4. MIND MAP



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4.1.5. THE PERSONA DESIGN

Researcher (s)

Motivation of the stakeholders

Needs of the stakeholders

How can these needs be fulfilled?

Stakeholders from HORECA

Motivation of the stakeholders

Needs of the stakeholders

How can these needs be fulfilled?

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4.1.6. THE PESTLE ANALYSIS

Challenges					
Political	Economic	Social	Technological	Legal	Environmental

Opportunities					
Political	Economic	Social	Technological	Legal	Environmental

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4.1.7. THE SWOT ANALYSIS

<Insert key guiding question/ aspect/ topic that the SWOT analysis will be based on>

Internal	Strengths	Weaknesses
External	Opportunities	Threats

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4.2 General Templates

4.2.1 CHECKLIST

Item	Responsible	Deadline	Status/Comments
WHY			
Set scope and objective of the BCM			
WHO			
Identify and confirm potential external speakers/panelists			
Identify the participants			
Spread the word about the HOOP BCMs			
Identify a suitable date with the participants for the BCM			
WHEN			
Decide on the BCM meeting format & duration			
Develop a preliminary agenda			
Send a save-the-date e-mail to participants			
Book the location & catering services			
For online BCMs:			
Select your conference tool(s)			
Test your selected conference tool(s)			
HOW			
Send a reminder about the event			
Finalize the BCM agenda			
Develop an internal working agenda			
Check the moderation material/technical equipment			
Send final information			
Develop a feedback questionnaire			
Organize a brief meeting with all team members			
For Online BCMs:			

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Include a brief guidance with the final invitation material			
Organize test runs with external speakers			
It's HAPPENING			
Prepare and check all material & technical equipment one day before the meeting			
Have participants sign the participation list & consent form			
Make sure to take notes and pictures during the meeting			
Provide the link to the feedback questionnaire or the paper document to participants at the end of the meeting			
For Online BCMs:			
Make sure to record the meeting			
WHAT'S NEXT			
Send 'thank you e-mail' with next steps			
Organize notes & transcribing discussion outcomes			
Share the meeting outcomes			

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4.2.2 SAVE-THE-DATE

Regardless of whether the BCM is taking place in person or on online, this e-mail should be sent approximately 6 weeks before the BCM.

Subject: Save- the- date to join the HOOP Biowaste Club!

Dear insert name,

we would like to invite you to JOIN THE CLUB!

Insert name of organization is part of the EU funded HOOP project on urban biowaste and wastewater valorisation with the goal of unlocking bio-based investments and deploying local bio-economies in European cities and regions.

Within the HOOP project framework we are launching the insert city name Biowaste Club and would like you to be part of it. The insert 1st, 2nd,3rd etc. Biowaste Club will take place on insert date and Place/over Zoom and time and will bring together all key local and regional actors along the biowaste value chain.

By participating in the Biowaste Club you will be able to support your city in becoming more circular, become (even further) involved in biowaste recycling activities in insert city name and actively shape the development and implementation of the biowaste valorisation solutions developed in the HOOP project. This is your chance to become active in shaping stakeholder engagement and a truly circular bioeconomy in insert city name!

To secure your place, please register for the event by responding to this email by insert date. We will respond to confirm your registration and will update all participants over the coming weeks.

We look forward to engaging and collaborating with you on this journey towards a circular bioeconomy in insert city name!

Kind regards,

Insert name

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4.2.3 INVITATION E-MAIL

Regardless of whether the BCM is taking place in person or on online, this e-mail should be sent approximately 2-3 weeks before the BCM.

Subject: Invitation to the insert 1st, 2nd, 3rd etc, Biowaste Club meeting in insert city name

Dear insert name,

Following up on the save-the-date e-mail sent to you on the insert date we would herewith like to invite you to the insert 1st, 2nd, 3rd etc, Biowaste Club meeting in insert city name, date and time! Since the meeting is approaching fast we would like to share some further details with you.

The Biowaste Club meeting will focus on insert topic of the BCM. The meeting will have the following key objectives:

- *Insert key objectives*
- *…*
- *…*

Attached to this e-mail you can find the agenda which provides a first overview of how the meeting will be structured and what activities you will be able to expect.

Text for live BCMs:

The meeting will take place at the following location: insert location and address.

For reaching the location of the meeting insert description of easiest ways to reach the location by public transport, taxi etc

Text for online BCMs:

The meeting will take place online. Please use the following log-in details to insert Zoom/MS teams:

Insert link

Please join 10 minutes prior to the start of the meeting so that we can solve any technological issues and start timely.

We are looking forward to this Biowaste Club Meeting with you!

Best regards,

Insert name

(add calendar invite with all details as attachment to the mail.)

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4.2.4 INTERNAL AGENDA

<insert date, location, BCM number and indicate whether it is online or in-person>

Goals of the meeting

- *<insert the goals of the BCM>*

BC Meeting (in-person / online)			
Time	**Item**	**Speaker, organisation**	**Responsibilities/session flow/roles**
30’	Participant incoming and registration into the participant’s list // Log in to Zoom		Insert name is responsible for making sure participants sign the participation list and consent form **If applicable Log in details:**
Session 1: Setting the scene (*mandatory*)			
10’	Welcome & introduction to the meeting	Jane Doe, ACME	• *Welcome participants, introduce the aims of the meeting, and agenda* • *Explain housekeeping rules, especially for zoom meetings (i.e. mute yourself, questions in chat etc.* • *If applicable: Insert contact information in case participants are having technical issues*
30’	Introduction to HOOP (project objectives)	John Doe, ACME	
10’	Whole group Q&A		• *Insert name is responsible for moderating the discussion.* • *Insert name is responsible for taking notes*
10’	A brief introduction to BCMs as a stakeholder engagement format	Jane Doe, ACME	
5’	Whole group Q&A		• *Insert name is responsible for moderating the discussion.* Insert name is responsible for taking notes
Break 10’			
15’	Getting to know each other: participant introduction – icebreaker exercise		Insert name will be leading the icebreakers with insert exercise name
Session 2: Input on topic (s) up for discussion			
10’	Introduction to the topic	John Doe, ACME	

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10’	Whole group Q&A		• *Insert name is responsible for moderating the discussion.* • *Insert name is responsible for taking notes*
10’	Introduction to the topic	John Doe, ACME	
10’	Whole group Q&A		• *Insert name is responsible for moderating the discussion.* • *Insert name is responsible for taking notes*
Lunch Break			
Session 3: Interactive session within a predefined context *(mandatory)*			
5’	Brief introduction to the exercise	John Doe, ACME	
40’	Group work		Session flow: Outline who will be conducting the exercise, leading potential groups etc.
15’	Whole group reporting & discussion		• *Insert name is responsible for moderating the discussion.* • *Insert name is responsible for taking notes*
Session 4: Interactive session within a predefined context *(optional)*			
5’	Brief introduction to the exercise	Jane Doe, ACME	
40’	Group work		Session flow: Outline who will be conducting the exercise, leading potential groups etc.
15’	Whole group reporting & discussion		• *Insert name is responsible for moderating the discussion.* • *Insert name is responsible for taking notes*
Wrap up and meeting closure			
15’	Feedback collection *(mandatory)*		• *Insert name is responsible for moderating the discussion.* • *Insert name is responsible for taking notes*
10’	Wrap up & next steps *(mandatory)*	Jane Doe & John Doe, ACME	Provide link to potential online feedback questionnaire: insert link

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4.2.5 EXTERNAL AGENDA

<insert date, location, BCM number and indicate whether it is online or in person>

BC Meeting (in-person / online)		
Time	**Item**	**Speaker, organisation**
30’	Participant incoming and registration into the participant’s list // Log in to Zoom	
Session 1: Setting the scene		
10’	Welcome & introduction to the meeting	Jane Doe, ACME
30’	Introduction to HOOP (project objectives)	John Doe, ACME
10’	Whole group Q&A	
10’	A brief introduction to BCMs as a stakeholder engagement format	Jane Doe, ACME
5’	Whole group Q&A	
Break 10’		
15’	Getting to know each other: participant introduction – icebreaker exercise	
Session 2: Input on topic (s) up for discussion		
10’	Introduction to the topic	John Doe, ACME
10’	Whole group Q&A	
10’	Introduction to the topic	John Doe, ACME
10’	Whole group Q&A	
Lunch Break		
Session 3: Interactive session within a predefined context		
5’	Brief introduction to the exercise	John Doe, ACME
40’	Group work	
15’	Whole group reporting & discussion	
Session 4: Interactive session within a predefined context		

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5’	Brief introduction to the exercise	Jane Doe, ACME
40’	Group work	
15’	Whole group reporting & discussion	
Wrap up and meeting closure		
15’	Feedback collection	
10’	Wrap up & next steps	Jane Doe & John Doe, ACME

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4.2.6 PARTICIPATION LIST

HOOP BCM location:

Date of BCM:

Organisation	First and last name	Signature

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4.2.7 CONSENT FORM

To be filled by HOOP partner:

Participant Nº	
HOOP partner	

To be filled by the event participant:

Location	
Age	

	YES	NO
I have received, read and understood the participation information sheet		
I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason		
I have been given the opportunity to ask questions about the project and my participation		
I confirm I am 18 years old and over		
I confirm that irrevocably and for an unlimited period of time and space all rights for any use and publication of the video material and/or photographic material produced by the HOOP project partners during the Biowaste Club meetings in XXX will be transferred from me to the project partners and may only be used within the scope of the public presentation of the project partners and their projects. I waive any payment of fees in any form and make no claims whatsoever. Naming of the people photographed are at the discretion of the institutions.		

Name of event participant Place, Date

Signature

All data will be kept completely confidential and anonymised. The data collection process conforms with European Data Protection Requirements

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4.2.8 PARTICIPANT INFORMATION SHEET

To be retained by the participant

WE INVITE YOU TO TAKE PART IN THE HOOP PROJECT

Before you decide whether to take part, it is important for you to understand why this project is being done and what it will involve. Please, take time to read the following information carefully. Take time to decide whether or not you wish to take part.

You are free to decide whether or not to take part in this project.

You must be over the age of 18 to take part in this project.

Contact us if there is anything that is not clear or if you would like more information.

Thank you for reading this information. If you decide to take part, you will be given a copy of this information sheet and your signed consent form.

IMPORTANT FACTORS THAT YOU NEED TO KNOW

The HOOP project is supporting 8 lighthouse cities in developing large scale urban circular bioeconomy initiatives that will focus on making bio-based products from urban biowaste and wastewater by providing Project Development Assistance. Through the creation of an Urban Circular Bioeconomy Hub knowledge exchange and replication will be facilitated between cities and regions in Europe to ensure the dissemination of developed solutions.

The HOOP project has been funded under the European H2020 framework. Hence, general data and results obtained will be PUBLIC among the European stakeholders.

Personal information gathered for this study will be kept confidential in line with the European General Data Protection Regulation, and any data bearing your name will be kept in a locked filing cabinet or in a computer pass-worded file. Any data will be kept for the duration of the project October 2020 – September 2024. The results of your participation will be kept anonymous for the final outcome.

You can stop being part of this activity at any time, without giving any reason

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1. Project title

HOOP *(Hub of Circular Cities Boosting Platform)*

2. An invitation to participate

Dear participant.

You have been invited to take part in a European Project entitled "HOOP" (Hub of Circular Cities Boosting Platform). This project, which comprises the involvement of 23 EU partners - including municipalities, research centers, and companies - is funded by the EU Horizon 2020 Framework.

HOOP aims to unlock biobased investments and deploy local bio economies throughout Europe. Through providing Project Development Assistance to 8 lighthouse cities HOOP is supporting the development of concrete investments to valorize organic waste and wastewater in these cities and city clusters.

The project goals are among others to engage citizens and stakeholders along the biowaste value chain, improve citizen understanding about the biowaste separation and to increase the acceptance of products made from this residue.

3. Why are we doing this project

In the EU, over 100 million tons of biowaste are thrown away each year. Currently, 75% of this goes to landfill or in incinerated, causing major environmental problems producing greenhouse gases when it decomposes and contaminates soil and groundwater. Landfilling goes against the principle of a circular economy and is a waste of nutrients, energy and resources for bioproducts.

4. Why am I being asked to take part?

You can participate in the project because you are 18 years old or over, you live and/ or work in the HOOP lighthouse city of *Insert city name* and you have shown interest in your participation in this project. The selection of participants has been performed mainly from the stakeholders who showed interest in participating in the project, in the biowaste club creation, or in raising-awareness campaigns in the selected lighthouses.

Please, take into account that you are free to decide whether or not to take part in this project and that you can stop being part of this pilot at any time, without giving any reason.

5. Activities in which I can participate.

BIOWASTE CLUBS: In order to achieve the local engagement, the creation of biowaste clubs will be carried out as the main tool for active engagement in the lighthouse cities or regions. Biowaste clubs will be composed of 15-25 stakeholders. Part of the biowaste clubs are bi-annual meetings, participatory actions in the pilot cities, the sharing of information, the co-creation of knowledge about the improvement in collection of urban biowaste as well as the development of lighthouse actions to improve the acceptance of bioproducts obtained from biowaste.

WORKSHOPS: The main objective of workshops is to involve citizens in the project in order to achieve solutions that maximize the projects' outcomes and take the quadruple stakeholders perspectives into account. Information will be given to participants.

QUESTIONNAIRES: The aim of questionnaires and surveys is to get information from citizens in order to improve and maximize the quality of biowaste collected and develop and scale up bio-based pilot initiatives at the local, regional, and national level.

6. What do I need to know about the data compilation and how the information gathered is going to be managed?

Personal information gathered for this study will be kept confidential in line with the Regulation (EU) 2016/679 of the European Parliament and of the council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation).

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Any data bearing your name will be kept in a locked filing cabinet or in a computer pass-worded file. The results of your participation will be kept anonymous for the final outcome. Public results will contain information in the form of percentages, statistics and general information, no individual or personal information will be included.

Your detailed responses will be kept confidential, except within the Project Consortium, for which sharing the information is required to achieve the research targets. Only average figures will be made public in the public deliverables, open presentations, public reports and any other communication and dissemination actions aimed to external parties. Every effort will be made by the researcher to preserve your confidentiality including the following:

- Assigning code names/numbers for participants that will be used on all research notes and documents.
- Keeping notes, interview transcriptions, and any other identifying participant information in a locked file cabinet in the personal possession of the researchers.

Your records will be kept confidential and will not be released without your consent except as required by law.

7. Which data will be collected?

The type of data that can be collected in the participation phase of the project include: IP address, mobile telephone number, email and home address, personal identification data, recycling habits and living habits.

Some online meetings may be recorded. Participants will always be informed beforehand and given the opportunity to refuse consent.

8. Demands on participants

Participants should follow instructions given in the information documents as well as in the workshops, visits, etc.

In case of doubt or if further information is needed, participants should contact the person indicated at the end of this document.

9. Risks, discomforts and inconveniences.

You shouldn't experience any risks, discomforts or inconvenience. If this is the case, please contact us and a solution will be found to solve your problem.

10. More information about taking part.

You can stop being part of this pilot at any time, without giving any reason. If you want to withdraw, your information/data will also be withdrawn from the project, unless you consent to us retaining your data/information.

All partners taking part into the HOOP project operate under the regulations of the GDPR. As such, if you have any concerns about your data, you have the right to request access to and rectification or erasure of personal data, and the right to request restriction of processing and portability of data.[1]

11. Contacts for further information

Project Coordinator
Gemma Castejón, CETENMA
gemma.castejon@cetenma.es

Host Biowaste Club (LH)
Insert name & contact info

Biowaste Club
Anna-Carina Diedrich, CSCP
carina.diedrich@scp-centre.org

Data Protection Officer
Miguel Ángel Suárez Valdés, CETENMA
miguelangel.suarez@cetenma.es

[1] You also have the right to lodge a complaint with a data supervisory authority. A full list of the country specific data supervisory authorities can be found at: https://edpb.europa.eu/about-edpb/about-edpb/members_en#member-fi

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4.2.9 TEMPLATE FOR THE EVENT PROTOCOL

Make sure to use the HOOP deliverable template. Only send as pdf-version to the participants.

Main outcomes & points of discussion

Provide a summary of the BCM , it can be structured following the meeting's agenda and capturing the main highlights and outcomes of each session e.g. main take-aways of the discussion, topics particularly interesting to the stakeholders.

Agenda point 1 : XY (e.g. presentation of XY on YZ)
Key messages of the presentation • ***Summarise in bullet points*** **Summary of the Discussion/ Q&A** • ***Summarise in bullet points*** **Main outcomes/ conclusions** • ***Summarise in bullet points*** • *…* • *….*

Key Action Points

Please provide a brief overview of the next steps stemming from the meeting and please indicate, if possible, the responsible organization and timeline for each item.

Action Points	**Responsible & timeline**

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Participant feedback

Summarise the feedback of the participants, especially what their wishes for the next BCMs are.

Stay in the loop!

- *Add upcoming HOOP (or related) events that may be interesting for the BCM participants to attend.*
- *Outline how the participants can stay involved in the upcoming HOOP activities in your lighthouse.*
- *Close the protocol with a big "thank you" and include your contact details*

4.2.10 POST-EVENT MATERIALS CHECKLIST

This is a guiding list indicating all the materials and resources that you need to save or share after the conclusion of the BCM to complete the reporting process.

Material	Save within your organisation	Share on the HOOP Sharepoint for the project partners	Share with the event participants (via e-mail)
Agenda		X	
Completed participant list	X *	(update the stakeholder mapping template by including which actors participated in each BCM)	
Signed consent forms of ALL participants	X *		
Presentations / Materials shared by partners and participants		X	X as pdfs
Background documents		X	
Photos		X also share the best ones with CSCP+Revolve	
Protocol of the event		X	X (use the HOOP word template, send as pdf only)
Transcripts of the used workshop materials (e.g., if participants wrote on white boards or hand-outs during workshop-formats		X ideally also include the main points of these materials directly in the event's protocol!	X include main points in the event's protocol
Results of participant feedback		X ideally also include the main points directly in the event's protocol	X include main points in the event's protocol

** Scan these documents and save them as pdf(s) in a password-protected folder on your organisation's servers/ computers. Make sure to comply with national data protection requirements. If in doubt, please approach CETENMA as lead of WP10.*

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4.2.11 FEEDBACK QUESTIONNAIRES

Option 1: Fast & easy – to be integrated into the wrap-up session/ concluding words of the BCM

Prepare a set of **maximum 5** questions in sli.do, show the QR-code and link to this sli.do-questionnaire in the last 15 minutes of your event and ask the participants to answer the questions while you moderate through the questions and react to the answers in live and - in this way - wrap-up the event.

Use different types of questions, e.g.

- *Multiple choice: which session of the BCM did you find most useful?/ Which topic(s) do you want to discuss in the next BCM? What came too short today?*
- *Ranking: How was the balance between the sessions/ between presentations and discussions? (participants can rank the timing of each session from too little time/ just fine/ too long)*
- *Word cloud (participants can answer freely, but only in a 1-word-answer): How would you summarise today's event in 1 word? How do you feel about the upcoming HOOP Biowaste Club activities? What's your view on the HOOP project?*

Option 2: For more comprehensive feedback, for more complex events

Please adapt the listed questions to the setting and framework of your individual BCM and feel free to add any other questions that you find relevant. Questions that need to be adapted to the BCM setting are marked in **red**.

Make sure to mainly use the rating questions and only include 2 or 3 open answer questions.

This questionnaire can either be made available to participants in paper (make sure they give the filled questionnaires back to you before leaving the event!) or transferred to an online format (i.e. survey monkey: see the digital toolbox for further information).

General Information:

Name (optional):

Organisation (optional):

Have you attended previous HOOP events?

☐ Yes

☐ No

Rating Questions:

1. *How useful did you find today's Biowaste Club Meeting (BCM) for your work?*

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☐ Not at all ☐ Slightly ☐ Moderately ☐ Very ☐ Extremely

2. *Were the objectives of the BCM clear to you?*

☐ Not at all ☐ Slightly ☐ Moderately ☐ Very ☐ Extremely

3. *How adequate were the lengths of the different BCM sessions?*

	Too short	Fine	Too long	I dont know
Insert Agenda point 1	☐	☐	☐	☐
Insert Agenda point 2	☐	☐	☐	☐
Insert Agenda point 3	☐	☐	☐	☐
Insert Agenda point 4	☐	☐	☐	☐

4. *How interesting/ relevant were the different sessions of the BCM to you/ your work? (adjust the corresponding question)*

	Not interesting/ relevant at all	Slightly interesting/ relevant	interesting/ relevant	Very interesting/ relevant	Extremely interesting/ relevant	I dont know
How interesting did you find the keynote speaker(s)?	☐	☐	☐	☐	☐	☐
How interesting did you find the panel speakers?	☐	☐	☐	☐	☐	☐
How interesting did you find the discussions on topic XY?	☐	☐	☐	☐	☐	☐

5. *How did you find the size of the BCM regarding participants?*

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Too small	☐
Fine	☐
Too large	☐

6. *Do you believe the usage of the (insert name of exercise i.e. SWOT analysis, PESTLE, World Café etc.) was effective?*

☐ Not at all ☐ Slightly ☐ Moderately ☐ Very ☐ Extremely

If you found the usage of the exercise ineffective please briefly explain why:

7. *How helpful was the exchange of information/interaction with the other participants for you?*

	Not at all	Slightly	Moderately	Very	Extremely
Information exchange with other stakeholders	☐	☐	☐	☐	☐
Information exchange with BCM organizers	☐	☐	☐	☐	☐
Provision of information by BCM organizers	☐	☐	☐	☐	☐

If you found the level of information exchange insufficient please briefly explain why and what you would like to see done differently for the next BCM?

Open answers questions:

Do you have any other feedback you would like to give?

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What other topics do you feel should have been discussed in the BCM?

Do you have any suggestions for improving the meeting?

Was there any information concerning the BCM that was difficult for you to understand?

Please cite the 3 most valuable pieces of information that you have gained during this BCM:

1.

2.

3.

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