

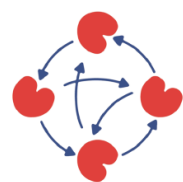
INTERNSHIP REPORT

Week of the Circular Economy



WEEK VAN DE
**CIRCULAIRE
ECONOMIE**

MA 1 - 6 FEB
2021



**CIRCULAIR
FRIESLAND**

presenteert:

- 20 Online activiteiten
- 20+ Organisatoren
- Voor ondernemers, onderwijs, overheden en inwoners
- Gratis deelname

Bekijk het programma via bit.ly/frieseCEweek

At gemeente Leeuwarden
October 2020 - February 2021

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Preface and acknowledgements

Last year around this time I was planning to go on an exchange to Indonesia in September 2020. Due to the coronavirus pandemic, I had to change plans and ended up in Wageningen for the minor International Land and Water Management. Around the time I moved there, I got a message on LinkedIn about the Week of the Circular Economy and whether I would be interested to help organising it in the municipality of Leeuwarden. Perhaps I could make an internship out of it. Sitting in my silent apartment on the 10th floor, following online class and wondering whether social activities would stay this limited, I decided to go for it and move back to Leeuwarden.

The uneasy situation caused by the coronavirus was not the only thing making me want to do the internship. I think I have wanted to do something 'real' for a longer time already. At university, the topic of sustainability remains very theoretical. We do literature reviews and interviews, write reports, provide recommendations, but that is it. We are not actually making an impact. Furthermore, our campus is quite a 'bubble'. Everyone is passionate about sustainability and I believe that we often think 10 steps ahead of others and what is actually realizable nowadays.

With this internship I hoped to see what is currently happening. How far are we with the circular economy in Friesland? What are the barriers? How is a municipality making an impact? Furthermore, I was just very excited to organise the Week of the Circular Economy as I saw it as a chance to come out of the university bubble and engage with citizens and entrepreneurs to explore the topic of the circular economy together.

I would like to thank Nick Boersma for giving me this opportunity, providing me with the right documents and contacts, engaging/informing me about the many diverse tasks around the circular economy and, most of all, for the trust and positive feedback throughout the internship. Furthermore, I would like to thank Heleentje Swart for her energy and effort to bring such a big group of enthusiasts together and her guidance in leading this group. Finally, I am very happy that Niels Faber last minute agreed to be my supervisor, making it possible to use this internship as part of my degree. It was a great experience and I hope you enjoy reading what I have learnt.

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Introduction

The internship was provided by the municipality of Leeuwarden under the department of Area Affairs, Economy and Business Management (Gebiedszaken, Economie en Bedrijfsvoering). My supervisor was Nick Boersma who is advisor for economic affairs, in particular for circular economy, innovation and internationalisation. Furthermore, Heleentje Swart, working at Vereniging Circulair Friesland, also guided me during the internship.

The main assignment of the internship was to organise several activities for the Week of the Circular Economy 2021. This was done in collaboration with other organisations in the province. My tasks included planning and leading meetings, keeping an overview of the events being organised, drafting project ideas and promoting events. All together, we set up over 20 events and reached an estimated 1200 people during the Week of the Circular Economy.

As I worked together with a very diverse group of people and organisations, I got a good understanding of the different roles that organisations in the province have with regard to circularity, in particular the role of Frisian municipalities and provincie Fryslân. Furthermore, I practiced and developed organising, planning and communication skills.

Description of the organisation

Organisational structure of gemeente Leeuwarden

The municipality of Leeuwarden consists of over 123.000 inhabitants. It is the largest municipality of Friesland and the center of Friesland's economy, culture and governance (Gemeente Leeuwarden, n.d.-a). The municipality is therefore a large organisation occupied with a lot of diverse tasks mainly focussed on creating a pleasant living and working environment for Leeuwarden's citizens and companies. Since the organisation is governed by the College van bestuur en wethouders, the tasks are largely determined by political choices.

The organisation's structure is divided into six departments which are then subdivided into several others as can be seen in figure 1. The department of Area Affairs, Economy and Business Management belongs to the physical domain and currently counts 76 employees (Gemeente Leeuwarden, n.d.-b).

Although these distinctions are made, most projects require collaboration among several departments. Especially a topic like the circular economy is not only a matter for economic affairs, but also for 'building, living and environment', 'communication and marketing', 'spatial planning' and 'facility management'. Currently, there are a handful of people working together on the circular economy from diverse departments such as economic affairs, communication and waste management.

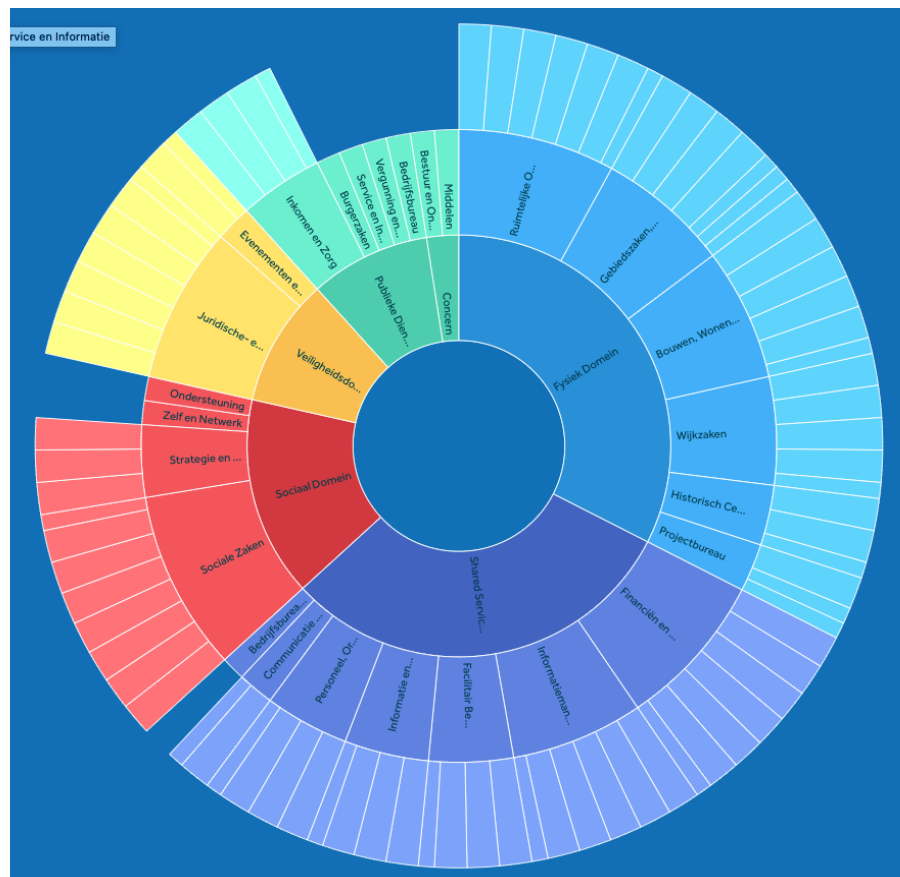


Figure 1:
Organisational structure of gemeente Leeuwarden (Gemeente Leeuwarden, n.d.-b)

Circular ambitions

In the programme 'Volhoudbaar', the municipality of Leeuwarden has adopted the transition to a circular economy as one of the three ways in which a climate neutral and climate resilient society can be realised. The municipality wishes to contribute to the national circular ambitions. Firstly, by reusing and recycling waste flows from households and the organisation itself. Secondly, by supporting strong campuses and living labs. And finally, by being a launching customer, make their procurement fully circular and supporting circular business activities (Gemeente Leeuwarden, 2018).

In 2019, an analysis of raw materials was carried out to get an understanding of the material flows in and out the municipality itself (i.e. through the municipality's own business operations and the projects commissioned by the municipality). Distinction were made between four categories: business operations and facility, urban management and maintenance, area development, and energy. The analysis served as a baseline measurement and included the identification of several bottlenecks and opportunities. Among the things that have already been taken up by the municipality were the purchase of circular laptop sleeves for employees, the treatment of fallen tree leaves with microorganisms to create soil improver, the construction of a circular footpath in the Prinsentuin, and an Innovation fund for entrepreneurs. Points for improvement have to do with organisational challenges such as creating support and enthusiasm for the circular ambitions among employees, as well as specific projects such as introducing material passports, reusing shrubs and crops for bio-based products, and using modular elements for infrastructure (De Graaff, Van der Lee, Van der Leer & Robberegt, 2019).

In december 2020 an implementation program for the circular economy was released, including over 30 specific actions that will be undertaken throughout 2021 and 2022 to stimulate circularity (De Vries, et al., 2020).

Collaboration with others in the province

To realise their goals, the municipality is working closely together with regional partners. They all share the ambition to procure fully circular by 2025, belong to one of the top development regions for circularity in Europe by 2025 and be waste-free by 2050 (De Vries, et al., 2020). In line with the triple helix model, the municipality has established partnerships with other governmental bodies in the region (provincie Fryslân, Wetterskip Fryslân, Veiligheidsregio Fryslân and other municipalities), educational institutions (e.g. Watercampus, Dairy Campus, Energiecampus, NHL Stenden and RUG Campus Fryslân) and the business sector including companies and entrepreneurs (e.g. Omrin, Innovatiepact Fryslân and Circulair Kwartier) to stimulate innovation and change. Additionally, the municipality is one of the 100 members of Vereniging Circulair Friesland (VCF), giving them access to a large network of (to-be) circular leaders in a range of fields (Circulair Friesland, 2020).

Description of the internship

Assignment

My initial assignment was to collaborate with entrepreneurs in the city and set up activities and events with them for the Week of the Circular Economy (CE week). However, due to the uncertainty of the coronavirus and second lockdown, this turned out to be quite impossible. Therefore, we continued the organisation of the CE week in a working group with several other partners in the province. For most of the people in the working group, the organisation of the CE week was an extra thing next to their daily tasks. For me, it was the main assignment for the internship so I could fully devote myself to it.

Tasks

There were two ways in which I contributed to the organisation of the CE week. Firstly, I had an overarching task: it was my role to set meetings, lead meetings, keep an overview of all the events being organised, urge actions that had to be taken and support those working on the communication with putting together the whole programme, checking all details and writing a press release. Secondly, I was expected to organise several events and projects. For this, I worked together with Nick Boersma and Sven Jurgens. Our audience were entrepreneurs. We met several times to brainstorm and then reached out to people that could help with facilitating and organising the events. My main task was to create a draft for an interactive workshop on circular business models and design principles for students and young professionals, discuss the details with the facilitators of this workshop and write promotional materials. Furthermore, I involved students from the Green Office Campus Fryslân into the organisation of an event during the CE week by setting up a working group. I facilitated the brainstorming sessions and meetings, kept an overview and devoted tasks to the students.

Next to the organisation of the CE week, I worked on three other project outlines that we did not manage to carry out this week but can be taken up any other time. Lastly, Nick and I wrote a first draft of the collaboration agenda for circular procurements shared by all governmental institutions in the province. This agenda aims to maximize collaboration in order to learn from each other, make impact on a greater scale, stimulate innovation and employment opportunities and enable new chances for financing from the national government or European Union. This way, it will become easier to achieve the shared goals.

Results and output

A concrete lists of results and outputs that I contributed to:

- Week of the Circular Economy: province wide collaboration for the organisation of the CE Week. This was the first time several organisations worked together for the CE Week so

it was very valuable that this group of people found each other and started this collaboration. Together we set up over 20 events and reached on average more than 50 participants per event. So, we engaged an estimated 1200 people in the circular economy this week.

- Draft, initiation and promotion of the event CIRCO Demo: Hoe doe je duurzaam ondernemen?
- Full organisation of the Panel Discussion Circularity Mentality in collaboration with students from Green Office Campus Fryslân
- Project draft: Circular Exhibition at Campus Fryslân, organised by Campus Fryslân students in collaboration with entrepreneurs and artists from the region.
- Project draft: Inspiration Session for entrepreneurs in the city center of Leeuwarden to spark enthusiasm for circularity and get started with circular themes in working groups depending on the entrepreneurs' interests.
- Project draft: Frisian version of Rotterdam 'Ster in Circulair' awards that can shine light on the diverse circular initiatives and companies that are existing in Leeuwarden to increase awareness on the circular economy among citizens and stimulate circular entrepreneurship in the city.
- Project draft: 'Zwaan-kleef-aan' race that aims to generate as many circular products in one week, involving all citizens, companies, governments and schools in Friesland.
- Draft for a collaboration agenda on circular procurement shared by Frisian governmental institutions.

Evaluation

Reflection on learning goals

1) A clear understanding of the different initiatives and organisations in the region that are already committed to the circular economy.

At first I mainly expected to achieve this learning goal by doing desk-research into the networks of the municipality and VCF and reading up on Frisian policy documents. However, the province-wide collaboration for the CE week gave me the chance to really get in touch with the various initiatives and organisations and the people behind them. The working group consisted mostly of organisations that are taking the lead on circularity in the region (VCF, gemeente Leeuwarden, provincie Fryslân, Friese Milieu Federatie, Antea Group and Biosintrum). Furthermore, for the organisation and promotion of the events, I also got in contact with people from Founded in Friesland and Ynbusiness, and I became aware of the student bodies and educational institutions that support and engage with circularity in the region: Claim Your Future, ZWERMN, Noordelijk Innovatielab Circulaire Economie (NICE), Friese Poort, Friesland College and others.

With regard to businesses and entrepreneurs, I would say that I expected to be more in contact with the people and companies, especially in the city of Leeuwarden. Nevertheless, preparing for the exhibition and the Zwaan-kleef-aan made me look into many different initiatives currently taking place (e.g. Fryslân Fungies, Regverdig, Stadshout Leeuwarden and Hydraloop). Furthermore, I joined a meeting in oktober with entrepreneurs from the Circulair Kwartier who are trying to get the circular economy going in the city center. Although we did not manage to cooperate for the CE week, I got an understanding of their initiative and the related challenges.

Finally, the task of drafting a collaboration agenda on circular procurement gave me the opportunity to dive a bit deeper into the efforts that the province, municipalities, Wetterskip and Veiligheidsregio Fryslân are making for the circular economy.

With these experiences, I can now say with confidence that I have a clear idea of who, where and how organisations are engaging with circularity in Friesland. If I or someone I know would come up with a circular initiative, a problem related to circularity or just a willingness to contribute to the circular economy, I would know who to approach.

2) A deep understanding of transition management in practice and the different roles that the municipality, organisations, entrepreneurs and educational institutions have in it.

This learning goal is an extension of the previous one. Below I try to describe what I learned about the diverse roles from different groups.

Next to Vereniging Circulair Friesland, there is a range of organisations that act as connectors and encouragers for the circular economy such as the Friese Milieufederatie and Antea Group. Some are rather focussed on businesses and others on citizens, supporting them with their network and expertise.

Governmental institutions view their role as being an example and fulfill this by setting common goals and striving for circular procurement. With their large expenditures, governments can really contribute to a shift in the market, stimulating circularity. Furthermore, the regional governments are important for facilitating and encouraging initiatives from citizens and businesses through law regulations and subsidies, as well as by connecting them with the right experts and platforms such as Founded in Friesland and YnBusiness.

Entrepreneurs are the ones actually realising the circular economy. They can get support from VCF and the government but, eventually, the ambition and effort for designing circular products and business models will have to come from them. I have noticed that there is a great willingness in the province and municipality to support entrepreneurs to become more circular as their innovative ideas and practical market insights are simply needed.

Educational institutions play an important role as they have to bring students the skills and knowledge needed for a circular economy. Furthermore, students can already help organisations and companies shift towards circularity through research projects and internships. This is mainly because embedding circularity into business operations still requires research and try-outs, but organisations often lack the capacity to take up such 'extra' tasks. In that regard, there are promising opportunities for collaboration with students. This became most clear to me in the preparation of and during the event 'Samen impact maken!' where an inclusive group of lecturers, entrepreneurs and students discussed how internships can be meaningful. I also contributed to this event with a short presentation and moderating role in a breakout group. Nevertheless, during our meeting with the Circulair Kwartier, entrepreneurs raised the fact that student projects are not always so valuable since good coordination among different student groups and supervisors is still lacking. Companies themselves also lack comprehensive goals, aims and vision for becoming circular, making it hard for students to understand their task. In this regard, the role of students for circularity can still be maximised.

With regard to transition management in general, I have noticed that the circular economy is still very much in the beginning phase. It is definitely not yet embedded into the daily operations of governmental organisations but rather taken up in a few projects. Organisations are still searching for the needed tasks and functions to get the circular economy going, as well as setting up partnerships and creating courses for employees (e.g. Friese Inkoop Academie). Transition management is by far a well-organised and thought-out process, but comes with a lot of challenges and try-outs. Providing tools and information to employees or entrepreneurs does not mean that they are immediately taken up or used. In general, it requires good communication, leadership and perseverance. Nevertheless, the shared ambition and

willingness to achieve a circular society, really makes that the transition is slowly but surely being realized in Friesland. The enthusiasm that I felt among the people I worked with during my internship, seems very much needed in this phase of the transition.

3) An understanding of the existing barriers for entrepreneurs to change to circular business models.

As my task ended up being more about generating ideas, showing what is going well and collaborating with organisations instead of entrepreneurs, this learning goal was a bit less prevalent. Next year, I hope the CE week will include more events organised by companies and entrepreneurs. Nevertheless, reading the book *Duurzaam Organiseren* (Jonger & Faber, 2020) and the (preparation of the) CIRCO Demo gave me a better understanding of ways in which entrepreneurs can design circular products and services, and the possible challenges this brings with regard to cooperation among the supply chain, shifting consumer's preferences from ownership to access/experience and financial barriers such as current low costs for resources but high costs for labour. Furthermore, I got the opportunity to join one of the CIRCO track sessions for members of VCF from the manufacturing industry. This showed the rather technical problems of circularity: how to endure the lifespan of a product, part or material; how to give waste new use. For me, this was quite a realization that becoming circular is not just a matter of organising but also of innovation (chemistry, design, maths, etc.), a field that I am rather inexperienced with.

4) Organisational and planning skills: organising activities for the event CE Week

It was the first time for me organising events outside of Campus Fryslân. I definitely got a better idea on what it takes to set up such a full week of events. For example, I learned how to design and host useful brainstorming sessions, write project briefings including the rationale, aims and goals, create a time plan and devote tasks accordingly, set up meetings with a large group and lead these meetings. However, as it was the first time, I also see a lot of room for improvement still. Most importantly, we did not make a clear time frame of when every organisation had to hand in certain information (e.g. the date/description/promotion material of their events) which led to quite some stress and unclarity at the end. Planning wise, I learned that it is good to start rather earlier than later as working with a large and diverse group makes it hard to plan meetings. Furthermore, there were quite a few ideas and plans that have not been carried out. I think the coronavirus situation definitely played a role in this. Firstly, I sometimes struggled with doing this internship fully online as it is more tiring and less motivating to brainstorm, communicate and get things done online, especially when I do not really know the people that I am working with (compared to classmates who I know well). Secondly, due to the online situation, some people had little time and energy to take up tasks, so we were lacking some capacity and I did not always feel comfortable and experienced enough to take up tasks fully myself (e.g. getting the Zwaan-kleef-aan going).

5) Communication skills: involving and encouraging different partners/organisations/companies in this event and circular economy in general. Furthermore, promoting the circular movement in the city center to a broader audience during the CE Week

Communication played a very important role in making this organisation a success: communicating with the working group, reaching out to people to help facilitate and organise events and promoting the events. What I learned was that asking kindly does not always help but that it is instead important to be very clear and sometimes put pressure behind certain tasks. You also cannot always wait for everyone. Furthermore, I got the opportunity to work on a 'social media plan' for the CIRCO Demo, thus writing several appealing texts for social media platforms in a way that it would attract the young professionals. The collective promotion of the week could have gone better as it was now done very last minute without a clear division of tasks and some information on events still missing. Additionally, I have some doubts with regard to whom we reached out to. Of course, we had hoped to introduce many new people to circularity, but I think we kept it rather in our already-environmentally-conscious bubble this year. More focus on press attention, offline and open events such as workshops or visual arts, as well as starting earlier with the promotion could have helped to reach a broader audience.

Wishes to contribute to the internship organization

With my work for this internship I hope to have contributed to embedding the CE Week into the yearly planning of several Frisian organisations so that the organisation will be initiated by multiple people (not just Nick and Heleentje) the coming years, and collaboration and activities will be expanded. This week can then really be a time for Friesland and Leeuwarden to show what is being done on the circular economy. Furthermore, I hope to have sparked some new ideas with regard to possible future events and stimulating circularity among citizens and entrepreneurs in the city.

Usefulness of knowledge and skills acquired in GRL

The broad approach to sustainability that I have learned in GRL was very useful as the circular economy also entails multiple fields, perspectives and actors. Furthermore, all of the discussions on policies and assignments of policy brief writing had helped with reading and analysing policy plans on the circular economy from cities and regions as well as writing the draft for the collaboration agenda. In addition, the classes on leadership were valuable, in particular because it gave me the mindset that we have to take action ourselves if we want to bring about change. I realised that with such a new and complicated topic as the circular economy, it is mostly only a handful of people that are engaged with it and try to implement it. This requires enormous leadership and personal devotion. The skills that this requires are largely related to project and change management, which I think we have not discussed much in our courses while it will probably be the kind of tasks that we will do in our future jobs. Nevertheless, actually doing projects is the best way to learn I think and this internship definitely contributed to that.

Vision on future career and cooperation

For me personally, I became quite aware that there are still a lot of things that need to be done to transition from a linear to a circular economy. Embedding circularity in governments and educational institutions is an enormous challenge and happens step by step. This sounds a bit negative and has been kind of a reality check compared to the big ideas and visions that we bring forward in our studies. However, it is also motivating. During the internship, I got to know a large group of people that are busy with a similar mission in this region. Beforehand I only knew roughly what was going on in Friesland, but I did not know that there are so many opportunities and that I can actually join and bring a valuable contribution with my motivation, effort and knowledge about sustainability. This has definitely opened up my eyes to some opportunities for a future career. Although I am still quite unsure whether I see myself more in a governmental organisation or non-governmental organisation, working on circular economy or climate adaptation, the internship has definitely given me a better view on the kind of jobs that fit our studies and my interest.

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Appendix 1: Draft Zwaan-kleef-aan estafette

Geen Top 3, maar 2021 Toppers!

Wat gaan we doen?

We gaan met alle burgers, ondernemers, studenten, senioren, ambtenaren, docenten en kunstenaars op zoek naar 2021 concrete circulaire projecten in de Blue Delta!

Omdenken, lef tonen en samen doen - dat hoort een circulaire economie. Niet selecteren wie de beste is, maar uitdagen: wie stapt aan boord? In de week van de Circulaire Economie 2021 gaat de Blue Delta van Nederland op zoek naar evenzoveel concrete projecten die afgelopen jaar of dit jaar zijn of worden uitgevoerd. Deze worden gepresenteerd in een Eregalerij.

Projecten die impact hebben op de 7 pijlers en daarom de transitie richting een integrale circulaire economie versnellen.

Hoe werkt het?

Elk project dat in de digitale eregalerij van de Circulaire Estafette komt, meldt twee nieuwe projecten aan door een paar simpele gegevens achter te laten. Iedereen draagt dus aan, iedereen jureert. Iedereen kan zeggen: dit project bouwt aan kennis en skills voor pijler 1, 2, ... van de Circulaire Economie. Op een speciale webpagina van VCF vind je een heel simpel formuliertje. Hier laat je de volgende gegevens achter:

Naam aanvrager:

Mailadres:

Mobiel tel. nummer:

Naam nieuwe project:

Korte beschrijving:

Naam initiatiefnemer:

Mailadres:

Dit project draagt bij aan de opbouw van kennis en skills van pijler (meerdere opties mogelijk):

0 Circulair ontwerp en/of gebruik van materiaal

0 Waterbesparing, circulair watergebruik

0 Duurzame energie

0 Versterken biodiversiteit

0 Versterken sociale samenhang

0 Versterken gezondheid en welbevinden van personen

0 Circulaire businessmodellen

Ik draag dit project aan omdat (max... woorden):

...



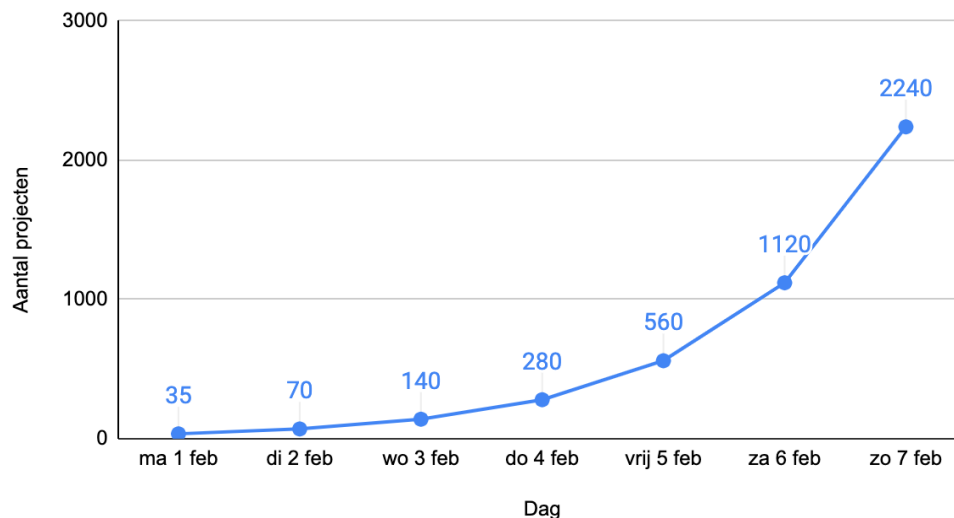
Exponentiële groei van de projecten

We starten zondag 31 januari om 12.00u met de eerste 9 projecten en zondag 7 februari om 12.00u maken we het 2021e project bekend. Het is nodig om zelf projecten aan te vullen.

In 1 week	Elk project draagt 2 nieuwe projecten aan	Op de site vd de Circulaire Estafette zijn zichtbaar:
Dag 0- 31 januari	9 projecten	9 projecten
Dag 1 - 1 februari	18 projecten	27 projecten
Dag 2 - 2 februari	36 projecten	63 projecten
Dag 3 - 3 februari	72 projecten	135 projecten
Dag 4 - 4 februari	144 projecten	279 projecten
Dag 5 - 5 februari	288 projecten	567 projecten
Dag 6 - 6 februari	576 projecten	1143 projecten
Dag 7 - 7 februari	1152 projecten	2021 projecten (....2295)

Of starten met 35 projecten:

Aantal projecten per dag (exponentiële groei!)



Verdere ideeën:

- Dmv filmpjes en andere media worden de projecten al in de aanloop van de Week geïntroduceerd.
- De pers wordt zeer intensief betrokken (Ondernemend Friesland, NDC)

- Overige netwerken worden zeer intensief betrokken (Freonen Fossylfrij Fryslan, FMF Duurzame Dorpen, Energie Cooperaties, studieverenigingen, ondernemersverenigingen, VFG, etc etc)
- Student Sameen/O3/... om kwaliteit te bewaken, mensen te benaderen, etc.
- Elk 100e project wordt gefilmd en extra uitgelicht → check of hier weer nieuwe projecten uit voort kunnen komen (Claim your Future ism Omrop Fryslan?)
- Allen: vanaf heden database aanleggen om projecten/ initiatieven achter de hand te hebben
- Top projecten krijgen een online certificaat/sticker/medaille die ze op social media kunnen plaatsen. Dit is positief voor het project én helpt de bekendheid van de Zwaan-kleef-aan estafette. Bijv. **Een ster in circulair** (Rotterdam)
- Link naar CE als positief virus. Bijv dagelijkse update/onthulling van de CE grafiek waar te zien is hoeveel nieuwe projecten genomineerd zijn. Of een besmettingsgraad/reproductiegetal 'I' wat staat voor innovatie & inclusie.
- De eerste projecten worden geselecteerd door elke Friese gemeente. Twee per gemeente (in het geval van 35 projecten als beginpunt). Wethouder of burgemeester van elke gemeente kondigt de projecten dan aan in een filmpje als kickoff van de Zwaan-kleef-aan.
- Elke dag 2 pagina's in de Leeuwarder Courant claimen waar 50 nieuwe initiatieven/projecten worden uitgelicht met naam, foto en locatie.

Wat moet er NU gebeuren/worden afgesproken?

1. Communicatie:
 - Platform voor eregalerij (wat is daar op te zien, wie gaat het bijhouden gedurende week)
 - Promotie: hoe zorgen we ervoor dat de eregalerij en projecten ook bij breed publiek terecht komen? → Pers, sociale media en andere betrokkenen (Ondernemend Friesland, Duurzame Dorpen, energiecoöperaties, studieverenigingen, etc.).
 - Het benaderen van projecten om andere projecten op te geven.
2. Naam/thema: we kunnen bijvoorbeeld in de communicatie de parallel maken met het positieve CE virus dat door Friesland raast. Of iets met de winter, elfstedentocht en het sneeuwbaaleffect. Lijkt me handig als we hier een algemeen thema voor kiezen.
3. Team voor de uitvoering: wie moet nog meer aansluiten? Wat is de taakverdeling?
4. Tekst met idee kan 'de deur uit', zodat benodigde organisaties en personen betrokken kunnen worden.

Appendix 2: Draft Workshop Circular Business models and design principles

Context: Week van de Circulaire Economie 2021

In de Week van de Circulaire Economie 2021 richten wij ons in Friesland op de toegepaste circulaire economie. We nemen de voorbeelden die er al zijn in de regio als uitgangspunt. Vanuit daar kijken we naar wat ze doen, waarom ze dat doen en hoe ze dat doen. Door ervaringen te delen willen we anderen inspireren en aanzetten ook circulair te denken. Het is daarbij van belang elke sector te betrekken. We spreken van integrale kennisontwikkeling en bouwen zo aan een zelf lerend netwerk rondom de zeven circulaire ontwerpprincipes (Metabolic).

Tijdens de Week van de Circulaire Economie in Friesland worden er vier webinar dagen georganiseerd voor verschillende doelgroepen: ondernemers, overheden, onderwijs en bewoners. Daarnaast gaan we gezamenlijk de Zwaan-kleef-aan Estafette aan waarin we in één week 2021 concrete circulaire initiatieven op de kaart zetten.

Doel van de workshop

Als onderdeel van de webinar dag voor ondernemers op maandag 1 februari, organiseren we een workshop circulair ontwerpen. Afhankelijk van de corona situatie zal deze fysiek of digitaal gehouden worden. In de workshop maken groepen studenten en starters kennis met de principes van circulair ontwerpen en circulaire businessmodellen door praktijkvoorbeelden van koplopers te zien en zelf aan de slag te gaan. Het uiteindelijke doel is om de nieuwe ondernemers op weg te helpen hun (toekomstige) product/dienst circulair te ontwerpen.

Voor wie?

De workshop is bedoeld voor studenten en starters die geïnteresseerd zijn in ondernemen en duurzaamheid. Ze hoeven nog geen business idee te hebben uitgewerkt, want juist dan is er volop mogelijkheid om circulariteit toe te passen en een duurzaam pad in te slaan.

We doelen op zo'n 100 deelnemers. Via Founded in Friesland kunnen we zo'n 800 geïnteresseerden bereiken. Daarnaast communiceren we de workshop naar studenten van NHL Stenden, Van Hall Larenstein, RUG Campus Fryslân en het Friesland College.

Opzet van de dag

Tijdens de workshop staan er 3 activiteiten centraal:

1. Ondernemers inspireren de deelnemers. In presentaties laten zij zien hoe ze circulariteit hebben toegepast in hun product/dienst. Deze praktijkvoorbeelden maken de circulaire principes concreet en tastbaar voor de deelnemers!
2. Deelnemers gaan in werkgroepen aan de slag met het uitwerken van een idee aan de hand van circulaire ontwerpprincipes en businessmodellen. Hiervoor kunnen ze zelf een vraagstuk of business idee inbrengen óf bouwen ze voort op de voorbeelden van de ondernemers. Tijdens deze werkgroep sessie zijn er experts aanwezig die de deelnemers ondersteunen in het proces. Na afloop van de sessie worden de

resultaten kort gedeeld (bijvoorbeeld met een pitch) en is er ruimte voor aanvullingen en feedback.

3. Netwerken. Tijdens een aansluitende borrel of ter introductie van de workshop kunnen de deelnemers elkaar leren kennen aan de hand van een meet & match (en wellicht vervolgspraken maken). Bouwen aan een circulaire economie doen we namelijk samen en moet ook zeker gezellig zijn!

Door wie?

De moderator

De moderator leidt de verschillende activiteiten gedurende de webinar en zorgt voor de juiste setting waarbij participatie en creativiteit van deelnemers wordt aangewakkerd. Dit houdt onder andere in:

- zorgen voor een introductie waarbij deelnemers op een leuke manier geactiveerd worden
- introduceren van de ondernemers
- stand-by staan tijdens de werkgroep sessie om eventuele problemen te behandelen
- de feedback ronde na de werkgroep sessies leiden
- de meet & match in goede banen leiden
- zorgen voor een passende afsluiting.

De experts (Circulair Friesland, CIRCO, docenten RUG Campus Fryslân)

De experts ondersteunen/begeleiden de werkgroepen tijdens de workshop. Ze zorgen ervoor dat de groepen begrijpen hoe ze circulaire principes kunnen toepassen, helpen wanneer een groep vastloopt, geven ruimte voor het genereren van ideeën, etc. Een van de experts zal de methodiek ook introduceren en uitleggen wat er tijdens de werkgroep sessie verwacht wordt.

De ondernemers (Netwerk Circulair Friesland?)

De ondernemers zijn de koplopers die hun bedrijf/product/dienst als praktijkvoorbeeld laten zien. Bij voorkeur zijn dit koplopers uit de omgeving. Ze kunnen daarnaast ook als expert de werkgroepen begeleiden.

Wat is er verder nodig?

- Templates voor de werkgroep sessie.
- Een locatie voor de workshop. Of, in het geval van online, een professionele setting vanuit waar de moderator de sessie kan houden.
- In het geval van online, een geschikte online omgeving en eventueel een technische medewerker die helpt met het opzetten van de online omgeving, de powerpoints beheert, break-out rooms instelt, polls maakt, etc.

Appendix 3: Draft Inspiratiesessie Circulair in de Binnenstad

Onderstaande punten zijn gebaseerd op de aantekeningen van de vergadering met ondernemers van het Circulair Kwartier 18/9/2021

Datum: 26 oktober 2020 Tijd: 18:30 - 20:30 uur

Gerichte uitnodiging naar 10-15 ondernemers (die al enigszins intrinsiek gemotiveerd zijn).

1. Waarom circulair?

- Leeuwarden aantrekkelijk maken voor de lange termijn.
- Connectie met plannen van de gemeente en provincie over duurzaamheid en circulariteit (welke plannen?? → duidelijk doel/visie nodig, bijv. in 2030 circulaire binnenstad).
→ Duidelijk maken waarom ondernemers mee zouden willen werken aan plannen van Leeuwarden.

2. SDGs & Circulaire Economie

- Korte uitleg
- Wat doe je al? (status quo verkennen, kennis niveau testen)
- Waar krijg je energie van?

3. Hoe dan?

Werkgroepen: afval, emissies (energie en mobiliteit), biodiversiteit, welvaart/sociale inclusie. Per werkgroep zouden ondernemers kunnen denken over:

- Doelen: Welke doelen zou je voor je eigen bedrijf op willen stellen? En voor de hele stad?
- Wat heb je hiervoor nodig? Van gemeente/provincie/onderzoek/training
- Hoe kunnen ondernemers in de binnenstad samenwerken dit te bereiken?

4. Aansluiting met studentenprojecten ('Living Labs')

- Ervaring tot nu toe:
 - Opdrachten worden vaker bedacht vanuit de opleidingen dan vanuit de ondernemers. Ondernemers zijn daarom niet altijd goed betrokken bij de projecten wat resulteert in een teleurstellend eindproduct.
 - Tekort aan coördinatie van de projecten. Nieuwe groepen studenten beginnen vaak vanaf scratch. Er zit geen opbouw in de onderzoeken.
 - Weinig focus op het ontwikkelen van circulaire bedrijfsmodellen: studenten projecten gaan vaak over branding, maar de inhoud van bedrijven zelf moeten ook circulair zijn.
- Hoe kan het strakker? Hoe kunnen we er meer uit halen?
 - Algemene coördinator van de projecten (spin in het web)

5. Vooruitzicht: Week van de Circulaire Economie

→ Leeuwarden binnenstad zichtbaar maken als circulaire hotspot door activiteiten, tours, kunst, media aandacht, etc.

Actiepunten:

- Locatie vinden en hapje/drankje regelen: Westerkerk of Campus Fryslân
- Lijst met 10 tot 15 mensen om uit te nodigen
- Organisatiestructuur opstellen: het moet duidelijk zijn voor ondernemers bij wie ze terecht kunnen komen voor vragen/hulp.

Appendix 4: Draft Circularity Mentality EXPO

The general idea

(english)

The Green Office Campus Fryslân together with ConnACT Fryslân organises an exposition during the Week of the Circular Economy (1-6 February 2021).

The **theme** is Circularity Mentality. How does thinking circular differ from our current linear thinking? And what are crucial elements of this mentality? In our experience, keywords are collaboration, creativity, innovation, transitioning and regeneration. But there is more, and we are curious to find out what entrepreneurs, artists, scientists and politicians have to add. Visualising these elements of the circular mindset through innovations and works of art is the starting point of this exhibition.

The **goal** of our exhibition is to introduce the visitor to this new way of thinking. We do so by giving multiple examples of circularity, from dreamy sketches of the circular future to ready-to-use innovative products. It can be the materials used that make the work circular, the purpose of the product that contributes to circularity, or a symbolic visualisation of circularity. By keeping it so broad, we aim to engage a broad range of individuals. The doer, thinker and dreamer; the scientist, artist and business(wo)men.

We are planning to get these artworks and innovations by calling out to different groups (e.g. our students, seniors, regional artists) to share their ideas on circularity. Besides, we ask entrepreneurs to exhibit their innovation during the week of circular economy.

Keywords Circularity Mentality

Collaboration

Creativity

Innovation

Transitioning

Regenerative

Trust

Shared belief/persuasion

Planning for Exhibition & Panel Discussion

When	Activity	Who	Check
December	Reach out to entrepreneurs for innovations <ul style="list-style-type: none"> • Concretize what we expect from entrepreneurs • Concretize what entrepreneurs can get out of the exposition • Write text for newsletter Circulair Friesland & Gemeente Leeuwarden 		
December	Call for artists <ul style="list-style-type: none"> • Sign up for inspiration session • Write text for social media, newsletter, etc. • Come up with deadline for submission • Think of the prize(s) 		
December	Call for essay/story writers <ul style="list-style-type: none"> • Write text for social media, newsletter, etc. • Come up with deadline for submission • Think of the prize(s) 		
December/ January	Create an online platform for the exhibition. → Ask the communication department?		
December/ January	Find speakers for Panel Discussion		
January	Host inspiration session for artists & essay-writers <ul style="list-style-type: none"> • Invite artist • Online: create mentimeter 		
January	Find moderator for opening		
January	Promotion of the exhibition + opening <ul style="list-style-type: none"> • Write invitation • Create poster & flyer • Write press release • Add to https://deweekvandecirculaireconomie.nl/ 		
January	Create a virtual exhibition tour. Needed: <ul style="list-style-type: none"> - 3d camera (via arts/media/communication department of NHL Stenden, Friesland College or Friese Poort?) - Someone with a clear voice - A story 		
January	Prepare Panel Discussion		

Invitation for *Circularity Mentality EXPO*

(english)

In four years the province of Friesland plans to belong to the top 3 of circular regions in Europe. An immense challenge considering the current take-make-waste economy that rules our thinking. To make the transition, not merely progressive leaders with great ambitions are needed, but also the right mindset of us all. This *Circularity Mentality* arises from collaboration, creativity and innovation. It is able to bend our linear systems into an ecosystem where chains are connected and new values are created from previously worthless *stuff*.

Campus Fryslân invites you to explore this mentality in a unique exhibition of circular art and innovations from the region. Dreamy sketches as well as specific solutions ready to use. The doer, thinker and dreamer are all welcome to get inspired. To build on the examples from the entrepreneurs and artists. Drop by and let the *Circularity Mentality* take effect! With this mentality we will seize circular opportunities and build for the Friesland of the future.

The *Circularity Mentality EXPO* takes place from 2-6 February 2021. In an engaging opening on Tuesday evening, a panel discussion will be held where lecturers, students, artists and entrepreneurs start the conversation about the meaning of the *Circularity Mentality*, the barriers to implementing circularity and more!

(dutch)

Over vier jaar wil provincie Friesland tot een van de drie meest circulaire regio's van Europa horen. Een enorme opgave gezien de huidige take-make-waste economie die ons denken overheerst. Om de transitie te kunnen maken zijn niet alleen sterke koplopers met mooie ambities nodig, maar ook de juiste mindset van ons allen. Deze *Circularity Mentality* komt voort uit samenwerking, creativiteit en innovatie. Hij is in staat onze lineaire systemen om te buigen naar een ecosysteem door ketens met elkaar te verbinden en nieuwe waarden uit eerder waardeloze *dingen* te creëren.

In een unieke tentoonstelling van circulaire kunst en innovaties uit de regio neemt Campus Fryslân jou mee in deze mentaliteit. Van dromerige schetsen die je van binnen raken tot concrete oplossingen klaar voor gebruik. De doener, de denker en de dromer zijn allen welkom om inspiratie op te doen en voort te bouwen op de voorbeelden van de ondernemers en kunstenaars. Kom langs en laat de *Circularity Mentality* tot je inwerken. Met deze mentaliteit grijpen we gezamenlijk circulaire kansen aan en bouwen we aan het Friesland van de toekomst!

De *Circularity Mentality EXPO* vindt plaats van 2 tot 6 februari 2021. Op dinsdagavond 2 februari is er spetterende opening met een paneldiscussie. Docenten, studenten, kunstenaars en ondernemers starten het gesprek over de betekenis van de *Circularity Mentality*, de belemmeringen voor de uitvoering van circulariteit en meer!

Reach out to entrepreneurs for innovations

(english)

Are you an entrepreneur with a circular innovation? Would you like to exhibit your innovation to inspire others and bring it further? You get this opportunity during the Week of the Circular Economy!

RUG Campus Fryslân organises the *Circularity Mentality EXPO*: an exhibition of circular art and innovations that introduces visitors to a new way of thinking. A mentality that fosters circularity and can make Friesland a leader in the transition. In order to visualise this mentality, students and inhabitants are asked to translate their ideas into essays and works of art. Additionally, we are looking for innovative products from entrepreneurs that show circularity is possible and profitable! The combination of art and science in the exposition will create an activating source of inspiration for doers, thinkers and dreamers.

What do we expect?

- You are able to lend (a copy of) your innovation between 1-6 February 2021 for the exposition at Campus Fryslân in Leeuwarden.
- You can tell or write something about the innovation and about what circular thinking means to you. This will be used for the exposition.
- You agree to also exhibit your innovation on an online platform that we will set up for this week.

And how do you benefit?

- The exhibition takes place at Campus Fryslân so your innovation gets attention from students, lecturers and young entrepreneurs that are enthusiastic about sustainability and circularity. It would be amazing to come to new joint initiatives or collaborations.
- The exhibition will be promoted by Campus Fryslân, Circulair Friesland and het Versnellingshuis, so it is spread to a broad audience.
- Through the online platform we make your innovation visible for people further away.

Did you get excited to exhibit your innovation? Please contact e.mourits@student.rug.nl. Would you have any specific ideas or wishes, do not hesitate to share them.

(dutch)

Ben jij een ondernemer met een circulaire innovatie? Wil jij jouw innovatie tentoonstellen om anderen te inspireren en zelf verder te komen? Tijdens de Week van de Circulaire Economie is hier kans voor!

RUG Campus Fryslân organiseert de *Circularity Mentality EXPO* waar circulaire kunst en innovaties de bezoeker meenemen in een nieuwe manier van denken. Één die circulariteit bevordert en Friesland in 2025 tot Europese koploper van de transitie maakt. Om circulariteit tastbaar te maken vragen we studenten, bewoners en kunstenaars een circulair kunstwerk in te brengen. Daarnaast zijn we op zoek naar concrete voorbeelden in de vorm

van circulaire innovaties. Dit samen maakt de expositie een activerende inspiratiebron voor doeners, denkers en dromers!

Wat verwachten we?

- Tussen 1 en 6 februari kun jij (een exemplaar van) jouw innovatie uitlenen zodat deze een plek krijgt in de expositie bij Campus Fryslân in Leeuwarden.
- Je kunt iets vertellen of schrijven over de innovatie en over wat circulair denken volgens jou inhoudt. Dit zal worden opgenomen in de expositie.
- Je vindt het goed om je innovatie ook online te exposeren op een platform die wij hiervoor aanmaken.

En wat heb je er zelf aan?

- De expositie vindt plaats bij Campus Fryslân waardoor jouw innovatie bekendheid krijgt onder studenten, docenten en jonge ondernemers die enthousiast worden van duurzaamheid en circulariteit. Het is natuurlijk mooi als hier nieuwe samenwerkingsverbanden uit ontstaan!
- De expositie wordt gepromoot door RUG Campus Fryslân, Circulair Friesland en het Versnellingshuis, waardoor het een breed publiek bereikt.
- Via een online platform maken we jouw innovatie nog zichtbaarder voor mensen van verder af.

Ben je enthousiast geworden? Neem dan contact op met e.mourits@student.rug.nl. Als je nog specifieke ideeën of verzoeken hebt, twijfel niet om ze te delen!

Inspiration session for artists & essay-writers

Tuesday 5th of January between 16:00 and 18:00.

Possible Mentimeter questions:

- Which words describe linear thinking for you?
- What symbolises our current economic system?
- Share as many round/circle-formed things that you know!
- Which themes do you connect with circularity?
- What does our circular society in 2050 look like?

EXPO artwork & information ideas

- Flushing-toilet metaphor
- Creative way to visualize how much waste there is or what sectors contribute most to waste problems
- Portraits of people that practice circularity at home + QR code to video that shows how they do it.
- Interactive exercise that shows the importance of trusting each other: needed to take on this new circular challenge & collaboration is key for circular production chains.

Contactlist: circular minds to reach out to

ARTISTS		
Name	What does (s)he do?	Website
Claudy Jongstra	Worldwide known artists. Natural coloured wool. Has her own farm where all used materials are grown.	https://www.claudyjongstra.com/
Cote Veragua	Leeuwarden city artist.	https://www.cotecreate.com/
Happy van der Heide	Artist using natural materials. Felting, fish leather from fish skin, paper from organic waste.	https://www.hip-happy.nl/
Anna van Dalen	Conceptual artists. Organic process and material choice. The self-built 'kunstkar' was her atelier, gallery, home and vehicle for half a year.	https://www.keunstwurk.nl/profiel/en/anne-van-dalen/
Machiel Braaksma	Artist who uses things from everyday life, disassembles it and creates it into new pieces.	https://machielbraaksma.nl/
Louise Cohen	Designer of the UPCYCLE collection as well as other designs that advocate for the reduction of waste and conscious use of materials.	https://louisecohen.nl/the-upcycle-collection-2/
ENTREPRENEURS → https://roen.cc/		
Name	What is it?	Website
FungiFarm	Cultivates mushrooms from used coffee grounds. Can possibly also give workshops. And sell their product.	https://fryslanfungies.nl/
Kuch	Beer made from leftover bread. Initially meant for the Cultural Capital 2018, not sure if they are still active...	http://kuch2018.nl/
Loofys	No-waste cosmetics.	https://loofys.nl/
Bøckers	Laptopsleeves, backpacks and weekenders from advertisement banners used on festivals.	https://bokers.nl/products
D-sire	Sustainable & circular furniture.	https://d-sire.nl/circulaire-meubel-collectie/
Stadshout Leeuwarden	Cute products from trees that have been cut down in the region and otherwise would have ended up in a wood shredder.	https://www.instagram.com/stadshoutleeuwarden/
CircularLiving®	Rents out sustainable/recycled furniture. Very circular business model.	https://www.circularliving.nl/

UPCYCLE collection	Upcycling single furniture pieces and incomplete series into a trendy whole again. Use of colour families. Designed by artist Louise Cohen.	https://www.theupcyclecollection.nl/
Rayme	Electric mowing machine. Radiographically controlled.	https://machines4green.nl/raymo-electro-maaiers/
Feedtuber	Machine that stores and digests low-value biomass so it can be used for composting and biofuels-production.	https://feedtuber.com/biomassa/