

CEN Workshop: “UNITED CIRCLES”

Workshop description form

- PART A – Workshop Summary
- PART B – Project Plan

PART A – Workshop SUMMARY

1	WS details		
1.1.	Organization	☒ CEN ☐ CENELEC ☐ Joint with ☐ CEN lead ☐ CENELEC lead	
1.2.	Title	CEN/WS" United Circles" (select CEN or CLC or leave CEN/CLC in case of joint WS)	
1.3.	Scope	The scope of the Workshop is to establish an open and consensus-based working environment for the development of the CEN Workshop Agreement, building on the knowledge, experience and results generated within the UNITED CIRCLES project. The Workshop will provide a structured forum where UNITED CIRCLES partners and other interested stakeholders can exchange expertise, discuss needs and expectations, review proposed approaches, and contribute to the development of a common guidance document. By opening the work beyond the project consortium, the Workshop aims to enrich the project-based experience with additional knowledge, perspectives and practical expertise from relevant external stakeholders. This will support the development of a CWA that is robust, useful and applicable beyond the immediate context of the project. The Workshop will therefore serve as a collaborative platform to consolidate project outcomes, gather wider input, build consensus among participants and support the future uptake and replication of the CWA.	
1.4.	Does this WS stem from an EU Research project?	☒ YES Name of the project: UNITED CIRCLES Grant number: 101178798 ☐ End date 31 October 2028 ☐ NO	
1.5.	Financial support	☒ EU Research project ☐ EC/EFTA Grant reference: 101178798 ☐ Other Specify, if needed: HORIZON EUROPE	
1.6.	WS Proposer/Proposed Chairs proposer	Name: Organization: Postal address: Email: Phone: Webpage: Contact person (name and email):	Rembrandt Koppelaar ECOWISE EKODENGE LIMITED WeWork, 184 Shepherds Bush Road, London, England, W6 7NL, United Kingdom rembrandt.koppelaar@ekodenge.com; rembrandt.koppelaar@eco-wise.co.uk https://www.ekodenge.com/ Rembrandt Koppelaar
1.7.	WS Secretariat	Organization: Postal address: Email: Phone: Webpage: WS Secretary name: Email: Phone:	UNI – Ente Italiano di Normazione Via Sannio 2 Milano Sviluppo.progetti@uni.com (+39)0270024439 www.uni.com Andrea Mora Andrea.mora@uni.com (+39)0270024439

1.8.	CEN and CENELEC Management Centre (CCMC) contact	Organization: Postal address: Webpage: CCMC Project Manager name: Email: Phone:	CEN and CENELEC Rue de la Science 23B - 1040 Brussels, Belgium https://www.cencenelec.eu/Pages/default.aspx Claire Van Thielen cwa@cencenelec.eu +3225500831 +32478793545																				
1.9.	Tentative date and place of the Kick-off Meeting	Date: 09 November 2026	Place: Online																				
1.10.	Does the proposed Workshop fall within the scope of existing CEN and/or CENELEC Technical Bodies?¹	☒ YES ☐ NO	YES Specify: CEN/TC 465/WG4 "Industrial Symbiosis for Sustainable Cities and Communities" NO																				
1.11.	Are there other Technical Bodies or Joint Advisory and Coordination Groups potentially interested in the Workshop? ²	☒ YES ☐ NO	YES Specify: CEN/TC 473 Circular economy NO																				
1.12.	Are the following aspects affected?	Safety matters Management system aspects Conformity assessment aspects Security matters	<table border="0"> <tr> <td>YES³</td> <td>☐</td> <td>NO</td> <td>☒</td> </tr> <tr> <td>YES⁴</td> <td>☐</td> <td>7</td> <td>☒</td> </tr> <tr> <td>YES⁵</td> <td>☐</td> <td>NO</td> <td>☒</td> </tr> <tr> <td>YES⁶</td> <td>☐</td> <td>NO</td> <td>☒</td> </tr> <tr> <td></td> <td></td> <td>8</td> <td>☒</td> </tr> </table>	YES ³	☐	NO	☒	YES ⁴	☐	7	☒	YES ⁵	☐	NO	☒	YES ⁶	☐	NO	☒			8	☒
YES ³	☐	NO	☒																				
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YES ⁶	☐	NO	☒																				
		8	☒																				
		Add information/explanations if Management System aspects and Conformity Assessment aspects are affected: Type here																					
2 WS Deliverables																							
2.1.	CWA #1																						
2.1.1	Title	☐ Same as WS title (1.2) ☒ Other: Feasibility to Finance Guidelines for Industrial-Urban Symbiosis within Hubs for Circularity: the UNITED CIRCLES Approach																					
2.1.2	Scope	The CWA developed within the workshop, will defines guidelines for applying the Feasibility to Finance (F2F) framework — a structured, multi-dimensional and context-adaptive methodology designed to support the transformation of Industrial-Urban Symbiosis (IUS) demonstrators into investment-ready projects within Hubs for Circularity (H4Cs). The scope of the CWA is context-adaptive,																					

¹ Part A and Part B of this form shall be sent by the WS secretary to the secretary of the Technical Bodies identified in this section to inform them about the creation of the WS and register any possible objection within 30 days (45 during the holiday period).

² Part A and Part B of this form should be sent by the WS secretary to the Bodies identified in this section to inform them about the creation of the WS.

³ Work on the proposed CEN and/or CENELEC Workshop shall not be initiated.

⁴ The CEN and/or CENELEC Workshop proposal shall be submitted to the CEN/CENELEC BT(s) for decision.

⁵ CEN-CENELEC Internal Regulations - Part 3, Clause 33 applies.

⁶ For projects dealing with security matters the security risk analysis provided in Annex I shall be carried out.

⁷ See Note 2 in CEN-CENELEC Guide 29, Clause 3.

⁸ See Note 2 in CEN-CENELEC Guide 29, Clause 3.

		meaning that the core F2F methodology can be applied across different regional, sectoral and organisational contexts. However, the guidance provided by this CWA focuses particularly on IUS configurations within H4C environments, where multi-stakeholder value chains, stakeholder engagement, shared infrastructure, territorial governance, and symbiotic flows of materials, water, energy, by-products, residues or other resources are central features. The CWA addresses the persistent barriers faced by IUS/H4C projects in progressing towards investment readiness, including difficulties in structuring comparable evidence on project maturity, risks, feasibility, impacts and funding needs. The CWA describes the three-phase F2F model — Exploration, Assessment and Funding — and provides structured decision guidance for progressing projects through an 8-step investment-readiness pipeline. For each step, the guidance identifies decision points and logic, KPIs and evidence requirements, expected benefits, documentation needed and gatekeepers. The framework systematically evaluates multiple dimensions of project readiness, including technical feasibility, economic and financial viability, environmental performance, social impact, stakeholder interdependencies, governance models, maturity readiness, risk identification and quantification, data availability and quality, information-sharing mechanisms and other implementation-related aspects relevant to symbiotic value chains. These elements are particularly relevant to ensuring that investment decisions are supported by reliable, consistent and verifiable information on resource flows and project performance. The CWA provides practical tools, templates and assessment methods, including assessment questions, criteria, indicators, examples and implementation recommendations, to help project developers, H4C leads and relevant stakeholders document project maturity, identify evidence gaps and determine the next steps needed to progress towards financing. Where relevant, the CWA may indicate general regulatory checkpoints that users should consider in relation to specific value chains, including considerations related to waste status, permitting, environmental compliance, secondary raw materials, energy regulation without providing sector-specific regulatory guidance or replacing applicable legal, permitting, procurement, State aid, Do No Significant Harm (DNSH), taxonomy, Life Cycle Assessment (LCA) or other mandatory assessment procedures. The overall goals of the CEN Workshop Agreement are to: a) Provide a structured, harmonised and replicable guidance framework for circular economy project developers, H4C leads and relevant stakeholders to systematically assess and advance IUS projects from feasibility analysis towards investment readiness. b) Provide a common evidence structure to support dialogue among project developers, investors, financial institutions, public authorities and public funding bodies, by organising information on the viability, maturity, risks and expected impacts of IUS projects against consistent technical, economic, environmental, social, governance and risk-related criteria. c) Support the scaling and replication of Industrial-Urban Symbiosis within Hubs for Circularity across Europe by enabling consistent, repeatable and context-adaptive application of the F2F framework across diverse regional, sectoral and institutional contexts. d) Provide practical tools, templates, indicators, assessment questions, stage-gate considerations, criteria, case studies, implementation recommendations, checklists, risk assessment approaches and guidance for documenting investment-related information to help users document project maturity, identify evidence gaps and determine the next steps needed to progress towards financing.
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2.1.3	Does the proposed CWA conflict with a published EN	☐	YES Specify: Type here
		☒	NO In case the answer is 'yes', the development of the CWA shall be stopped

PART B – Project Plan

Abstract

This Project Plan describes the framework for the establishment and operation of a CEN Workshop aimed at developing a CEN Workshop Agreement in the context of the UNITED CIRCLES Horizon Europe project.

The Workshop will bring together interested stakeholders to develop a practical guidance document supporting the transfer, structuring and wider use of project results beyond the consortium. The CWA is intended to provide a common reference for relevant actors and to facilitate the uptake, replication and further development of the approaches addressed by the project.

The Project Plan defines the main objectives, expected participants, working arrangements, timeline and dissemination strategy for the Workshop. The CWA will be developed through an open and consensus-based process, in accordance with the applicable CEN-CENELEC rules

1 Status of the project plan

Draft project plan for public commenting (Version 1.0)

This draft project plan is intended to inform the public of a new Workshop. Any interested party can take part in this Workshop and/or comment on this draft project plan by sending an email to the WS secretary.

All those who have applied for participation or have commented on the project plan by the deadline will be invited to the kick-off meeting of the Workshop on 9 November 2026.

Approved project plan for CWA development will be adopted at the kick-off meeting of the Workshop in November 2026

2 Workshop proposer and potential Workshop participants

2.1 Workshop proposer

Person (and organization) 1: Rembrandt Koppelaar - ECOWISE EKODENGE LIMITED

Short description and interest in the subject: Rembrandt Koppelaar is Chief Operating Officer at EcoWise. ECOWISE EKODENGE LIMITED provides digital solutions in the field of product life cycle intelligence, including product information automation, traceability, circularity services and Digital Product Passport-related technologies. His interest in the Workshop is linked to EcoWise's role in the UNITED CIRCLES project and to the organization's activities in the field of circular economy and sustainability.

Person (and organization) 2: Roberta Nicastrì - ECOWISE EKODENGE LIMITED

Short description and interest in the subject: Roberta Nicastrì is Circular Economy Senior Innovation Project Lead at EcoWise. ECOWISE EKODENGE LIMITED provides digital solutions in the field of product life cycle intelligence, including product information automation, traceability, circularity services and Digital Product Passport-related technologies. Her interest in the Workshop is linked to EcoWise's role in the UNITED CIRCLES project and to the organization's activities in the field of circular economy and sustainability.

2.2 Potential participants

This CWA will be developed in a Workshop, as a temporary body, that is open to any interested party.

The participation of the organisations represented in the UNITED CIRCLES consortium is expected and desired. In addition, participation is open to all interested parties willing to contribute to the development of the CWA within the scope defined in this project plan.

It is recommended that the following categories of potential participants take part in the development of this CWA:

- UNITED CIRCLES consortium partners;
- industry and commerce representatives;
- public authorities and regional development bodies;
- circular economy practitioners;
- Hubs for Circularity and industrial-urban symbiosis initiatives;
- waste, water, energy, construction and resource management stakeholders;
- technology and digital solution providers;
- investors, financial institutions and public funding bodies;
- academic and research organisations;
- standardization bodies, standards users and technical experts;
- non-governmental organisations and civil society organisations.

The Workshop remains open to any other interested party in accordance with the applicable CEN-CENELEC rules for CEN Workshop Agreements.

3 Workshop objectives and scope

The CWA developed within the workshop, will defines guidelines for applying the Feasibility to Finance (F2F) framework — a structured, multi-dimensional and context-adaptive methodology designed to support the transformation of Industrial-Urban Symbiosis (IUS) demonstrators into investment-ready projects within Hubs for Circularity (H4Cs). The scope of the CWA is context-adaptive, meaning that the core F2F methodology can be applied across different regional, sectoral and organisational contexts. However, the guidance provided by this CWA focuses particularly on IUS configurations within H4C environments, where multi-stakeholder value chains, stakeholder engagement, shared infrastructure, territorial governance, and symbiotic flows of materials, water, energy, by-products, residues or other resources are central features.

The CWA addresses the persistent barriers faced by IUS/H4C projects in progressing towards investment readiness, including difficulties in structuring comparable evidence on project maturity, risks, feasibility, impacts and funding needs. The CWA describes the three-phase F2F model — Exploration, Assessment and Funding — and provides structured decision guidance for progressing projects through an 8-step investment-readiness pipeline. For each step, the guidance identifies decision points and logic, KPIs and evidence requirements, expected benefits, documentation needed and gatekeepers.

The framework systematically evaluates multiple dimensions of project readiness, including technical feasibility, economic and financial viability, environmental performance, social impact, stakeholder interdependencies, governance models, maturity readiness, risk identification and quantification, data availability and quality, information-sharing mechanisms and other implementation-related aspects relevant to symbiotic value chains. These elements are particularly relevant to ensuring that investment decisions are supported by reliable, consistent and verifiable information on resource flows and project performance.

The CWA provides practical tools, templates and assessment methods, including assessment questions, criteria, indicators, examples and implementation recommendations, to help project developers, H4C leads and relevant stakeholders document project maturity, identify evidence gaps and determine the next steps needed to progress towards financing.

Where relevant, the CWA may indicate general regulatory checkpoints that users should consider in relation to specific value chains, including considerations related to waste status, permitting, environmental compliance, secondary raw materials, energy regulation without providing sector-specific regulatory guidance or replacing applicable legal, permitting, procurement, State aid, Do No Significant Harm (DNSH), taxonomy, Life Cycle Assessment (LCA) or other mandatory assessment procedures.

The overall goals of the CEN Workshop Agreement are to:

- a) Provide a structured, harmonised and replicable guidance framework for circular economy project developers, H4C leads and relevant stakeholders to systematically assess and advance IUS projects from feasibility analysis towards investment readiness.
- b) Provide a common evidence structure to support dialogue among project developers, investors, financial institutions, public authorities and public funding bodies, by organising information on the viability, maturity, risks and expected impacts of IUS projects against consistent technical, economic, environmental, social, governance and risk-related criteria.
- c) Support the scaling and replication of Industrial-Urban Symbiosis within Hubs for Circularity across Europe by enabling consistent, repeatable and context-adaptive application of the F2F framework across diverse regional, sectoral and institutional contexts.
- d) Provide practical tools, templates, indicators, assessment questions, stage-gate considerations, criteria, case studies, implementation recommendations, checklists, risk assessment approaches and guidance for documenting investment-related information to help users document project maturity, identify evidence gaps and determine the next steps needed to progress towards financing.

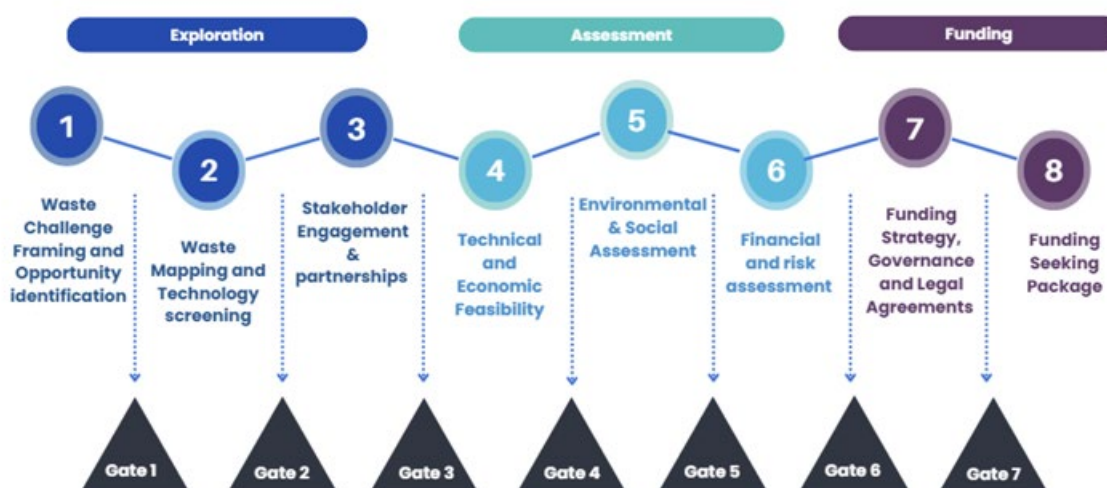
3.1 Workshop background

This Workshop is initiated in response to the need for a harmonised European guidance framework supporting Industrial-Urban Symbiosis (IUS) initiatives within Hubs for Circularity (H4Cs) in progressing from feasibility assessment towards investment readiness. Although circular economy and industrial symbiosis initiatives are increasingly promoted across Europe, many IUS projects still face difficulties in moving from demonstration to implementation and financing. These difficulties are often linked to (i) the complexity and long-term nature of the projects, (ii) the large investment and large risk, and (iii) the lack of fit with financing metrics.

The envisaged CEN Workshop Agreement (CWA) will address this gap by providing practical guidance for applying the Feasibility to Finance (F2F) framework to IUS/H4C contexts. The framework provides a structured

methodology to support H4C facilitators in initiating, developing, and guiding circular value chains, while coordinating the strategic, technical, governance, environmental, and financial dimensions of project development. By providing a common process and decision-making framework, the CWA helps facilitators align multidisciplinary expertise, engage relevant stakeholders, and progressively develop investment-ready projects that can be replicated across H4C ecosystems. This will support informed decision-making and improve the quality, transparency and availability of information for potential investors and funding organisations. The CWA will not certify investment readiness, provide financial advice, establish binding investment criteria or replace investor due diligence.

The market environment already includes several tools, methodologies and guidance documents addressing circular economy, industrial symbiosis, environmental assessment, sustainability reporting, circularity measurement and project financing. However, these approaches are often applied separately and do not provide a dedicated, operational pathway for moving IUS demonstrators within H4Cs from feasibility assessment towards financing. The CWA will therefore differ from existing market tools by focusing on a structured, step-by-step evidence pathway based on the three-phase F2F model — Exploration, Assessment and Funding — and an 8-step investment-readiness pipeline (as shown below)



The Workshop stems from the UNITED CIRCLES Horizon Europe project under Grant Agreement No. 101178798. UNITED CIRCLES aims to promote a circularity culture to tackle generated waste across regions and industrial sectors through collaboration and innovation, with the objective of supporting zero-waste cities and decarbonised industries. The project focuses on industrial-urban symbiosis value chains related to urban food waste, municipal solid waste from sewerage, and municipal construction and demolition waste.

The CWA is informed by the activities and outputs of UNITED CIRCLES, in particular Task 2.3, and is intended to support the wider replication and scaling of IUS solutions across European H4C contexts. The UNITED CIRCLES approach is based on transforming urban waste into resources and integrating sustainable processes between process industries and cities. The CWA will help translate this project-based methodology into a replicable guidance document that can be used beyond the project consortium.

The legal and policy environment relevant to the CWA includes the European Green Deal and the EU Circular Economy Action Plan, which promote the transition towards a climate-neutral, resource-efficient and circular economy. Relevant legal frameworks may also include Directive 2008/98/EC on waste, as amended by Directive

(EU) 2018/851, particularly where IUS value chains involve waste prevention, recovery, reuse or secondary raw materials. Depending on the specific project and value chain, users may also need to consider the EU Taxonomy Regulation, the Corporate Sustainability Reporting Directive, and other relevant EU legislation concerning sustainable investment, environmental performance and reporting obligations.

The standards landscape already includes relevant documents and activities in the areas of industrial symbiosis, circular economy, circularity measurement and sustainable development in communities. Relevant references may include CWA 17354:2018 on Industrial Symbiosis, the ISO 59000 family on circular economy, including ISO 59004, ISO 59010 and ISO 59020, and ISO 37101 on sustainable development in communities. The activities carried out within the Workshop will also be aligned, where relevant, with the ongoing work of CEN/TC 465 “Sustainable Cities and Communities”, and in particular with the activities of its Working Group 4 on industrial symbiosis.

The CWA is intended to complement, and not duplicate, these existing standards and guidance documents by focusing specifically on the application of the F2F framework to IUS projects within H4C environments. To ensure consistency with ongoing standardisation activities and avoid duplication, the Workshop will take into account the existing liaison between UNITED CIRCLES and CEN/TC 465/WG 4. Additional interaction with relevant CEN, CENELEC or ISO bodies may be considered during the Workshop where and if needed, particularly in relation to industrial symbiosis, circular economy, sustainable cities and communities, circularity measurement, environmental assessment and project-readiness methodologies.

4 Workshop programme

4.1 General

The Workshop will be organized in accordance with CEN rules and procedures for the development of CEN Workshop Agreements (CEN GUIDE 29).

The initiation phase will start with the submission of the Workshop Description Form and the circulation of the draft Project Plan to CEN/TC 465 “Sustainable cities and communities”. Since this phase is expected to take place during the summer period, the consultation period with the Technical Body is planned to last 45 days.

Following the Technical Body consultation, the draft Project Plan will be made available for public commenting for 30 days. All interested parties will have the possibility to comment on the draft Project Plan and/or apply to participate in the Workshop. The Workshop will be formally constituted at the Kick-off Meeting, which is tentatively planned for November 2026. During the Kick-off Meeting, the Workshop participants will discuss and approve the Project Plan, confirm the Workshop structure and working arrangements, and agree on the detailed work programme for the development of the CWA.

After the Kick-off Meeting, the CWA development phase is expected to last approximately six months. During this period, Workshop meetings and web conferences will be organized to discuss the content of the CWA, collect contributions from Workshop participants, review draft versions and progressively build consensus.

An optional public commenting period on the draft CWA may be organized for approximately one month, depending on the progress of the work and the decision of the Workshop participants. After the commenting phase, the comments received will be reviewed and the final draft CWA will be prepared for approval by the Workshop participants.

The working language of the Workshop will be **English**. The CWA will be drafted and published in **English**.

4.2 Workshop schedule

Initiation phase — August 2026 to October 2026

- Workshop Description Form submission and Technical Body response period: end July/August 2026 to September 2026
The consultation period with the relevant Technical Body/ies is expected to last 45 days, due to the summer period.
- Open commenting period on the draft Project Plan: September 2026 to October 2026
The draft Project Plan will be made available for public commenting for 30 days.

Operation phase — November 2026 to July 2027

- Kick-off Meeting: November 2026
- CWA development: November 2026 to May 2027
The CWA will be developed through Workshop meetings and web conferences over an estimated period of six months.
- Optional open commenting period on the draft CWA: May 2027 to June 2027 (Not mandatory)
A public commenting period of approximately one month may be organized, if considered appropriate by the Workshop participants.
- Finalization and approval of the CWA by Workshop participants: June 2027 to July 2027
Comments received will be reviewed, the final draft will be prepared, and the CWA will be submitted to the Workshop participants for approval.

Publication phase — July 2027 to September 2027

- CWA publication: tentatively by September 2027

Table 1: Workshop schedule (preliminary)

CEN Workshop	M01 Aug 2026	M02	M03	M04 Nov 2026	M05	M06	M07	M(...)	M(...)	M12 Jul 2027	M13	M14 Sep 2027	...
Initiation													
1. Workshop description form submission and TC response													
2. Open commenting period on draft project plan (mandatory)													
Operation													
3. Kick-off meeting													
4. CWA(s) development													
5. Open commenting period on draft CWA(s) (optional)													
6. CWA(s) finalized and approved by Workshop participants													
Publication													
7. CWA(s) publication													
Dissemination (see 6)													
Milestones				K	V	V	M	V			M- V/A	P	D



Legend

- K** Kick-off
- M** Workshop meeting
- V** Virtual Workshop meeting
- A** Adoption of CWA
- P** Publication of CWA
- D** Online distribution of CWA

4.3 Work already delivered by the Workshop

This list includes a number of documents (deliverables) produced within the Horizon Europe United Circles project that may be useful for the development of the future CWA. All deliverables listed below are publicly available including forthcoming deliverables that will be completed during the duration of the Workshop. Publicly available project results and further information on UNITED CIRCLES can be accessed through the [project website](https://unitedcircles.eu/) (<https://unitedcircles.eu/>). Relevant documents will also be shared with or indicated to Workshop participants as they become available.

Deliverable Number	Deliverable title
D2.3	Feasibility to Finance framework for Circular Infrastructure
D2.4	Social Impact Assessment Analysis framework
D2.6	Integrated Waste mapping and collection methodology
D4.2	GRETA: Life Cycle Sustainability Assessment Tool
D5.2	IUS network scenarios waste mapping and options screening
D5.6	IUS network Life Cycle Sustainability Analyses
D5.7	IUS infrastructure financing briefing & progress

5 Resource planning

The Workshop will be financed within the framework of the Horizon Europe research project [United Circles](#) Grant agreement: 101178798

6 Workshop structure and rules of cooperation

6.1 Participation in the Workshop

The Workshop will be constituted during the kick-off meeting. By approving this project plan, the interested parties declare their willingness to participate in the Workshop and will be formally named as Workshop participants, with the associated rights and duties. Participants at the kick-off meeting who do not approve the project plan are not given the status of a Workshop participant and are thus excluded from further decisions made during the kick-off meeting and from any other decisions regarding the Workshop.

As a rule, the request to participate in the Workshop is closed once it is constituted. The current Workshop participants shall decide whether any additional members will be accepted or not.

Any new participant in the Workshop at a later date is decided on by the participants making up the Workshop at that time. It is particularly important to consider these aspects:

- expansion would be conducive to shortening the duration of the Workshop or to avoiding or averting an impending delay in the planned duration of the Workshop;
- the expansion would not result in the Workshop taking longer to complete;
- the new Workshop participant would not address any new or complementary issues beyond the scope defined and approved in the project plan;
- the new Workshop participant would bring complementary expertise into the Workshop in order to incorporate the latest scientific findings and state-of-the-art knowledge;

- e. the new Workshop participant would actively participate in the drafting of the manuscript by submitting concrete, not abstract, proposals and contributions;
- f. the new Workshop participant would ensure wider application of the CWA.

All Workshop participants who approved the publication of the CWA or its draft will be named as authors in the European Foreword, including the organizations which they represent. All Workshop participants who did not approve the publication of the CWA will not be named in the European Foreword.

6.2 Workshop responsibilities

The Workshop Chair is responsible for content management and consensus building. The Workshop Chair is supported by the Workshop Vice-Chair (if any) and the responsible Workshop secretariat, whereby the Workshop secretariat will always remain neutral regarding the content of the CWA(s). Furthermore, the Workshop secretariat shall ensure that CEN-CENELEC's rules of procedure, rules of presentation, and the principles governing the publication of CWA(s) have been observed. Should a Workshop Chair no longer be able to carry out her/his duties, the Workshop secretariat shall initiate the election of a new Workshop Chair. The list below covers the main tasks of the Workshop Chair. It is not intended to be exhaustive.

- Content related contact point for the Workshop
- Presides at Workshop meetings
- Ensures that the development of the CWA respects the principles and content of the adopted project plan
- Manages the consensus building process, assesses when the Workshop participants have reached agreement on the final CWA, on the basis of the comments received
- Ensures due information exchange with the Workshop secretariat
- Represents the Workshop and its results to exterior

The Workshop secretariat, provided by a CEN and/or CENELEC Member, is responsible for organizing and leading the kick-off meeting, in consultation with the Workshop proposer. Further Workshop meetings and/or web conferences shall be organized by the Workshop secretariat in consultation with the Workshop Chair. The list below covers the main tasks of the Workshop secretariat. It is not intended to be exhaustive.

- Administrative and organizational contact point for the Workshop
- Ensures that the development of the CWA respects the principles and content of the adopted project plan and of the requirements of the CEN-CENELEC Guide 29
- Formally registers Workshop participants and maintains record of participating organizations and individuals
- Offers infrastructure and manages documents and their distribution through an electronic platform
- Prepares agenda and distributes information on meetings and meeting minutes as well as follow-up actions of the Workshop
- Initiates and manages CWA approval process upon decision by the Workshop Chair
- Interfaces with CEN-CENELEC Management Centre (CCMC) and Workshop Chair regarding strategic directions, problems arising, and external relationships
- Advises on CEN-CENELEC rules and brings any major problems encountered (if any) in the development of the CWA to the attention of CEN-CENELEC Management Centre (CCMC)
- Administrates the connection with relevant CEN or CENELEC/TCs

6.3 Decision making process

The CEN Workshop Chair is responsible for ensuring that the development of the CWA follows the principles and content of the project plan described in this document and the requirements of CEN-CENELEC Guide 29. The CEN Workshop Chair may take decisions on the conduct of the CEN and Workshop on the basis of the comments expressed by the participants and of CEN-CENELEC Guide 29.

Decisions shall be taken based on consensus of the WS participants.

7 Dissemination and participation strategy

The dissemination and participation strategy will rely primarily on the communication channels of the UNITED CIRCLES project and, where appropriate, on the communication channels of the project partners.

Information on the Workshop, the open commenting phases, the possibility to participate in the Workshop and the publication of the final CWA will be disseminated through relevant project communication tools, including the UNITED CIRCLES website, newsletters, social media channels and project events.

In addition, UNI may support dissemination through its institutional and social media channels, in its role as Workshop Secretariat. Relevant stakeholders, standardization bodies, technical experts and potential users of the CWA may also be informed directly, where appropriate, to encourage their participation and contribution to the Workshop activities.

After publication, the CWA will be made available through the official CEN website and may be further promoted through the UNITED CIRCLES project channels, partner communication channels and relevant standardization, research and stakeholder networks.

