

1. Project title: **JustGreen Indicators**

1. Partnership presentation

JustGreen is a consortium that gathers 4 municipalities from different countries, 1 European Network, 23 social economy organizations that work in their local and regional territories and 4 social economy organisations whose mission' are to promote the development of social and solidarity economy sector or circular economy (see list of partners in annexe). There are 6 countries represented in this consortium: Belgium, France, Hungary, Italy, Poland and Portugal.

JustGreen stands for the aim of working to support the green transition of social and solidarity economy organisations so that "nobody is left behind". It recognises social and solidarity economy potential to foster a transition that is not only sustainable, but also just and socially fair.

The JustGreen name derives from a first project financed by COSME Programme (COS-SEM-2020-4-01; Grant Agreement number 101015873) held from February 2021 to January 2022. Throughout exploring three main topics of the green transition during 12 months (circular economy, decarbonisation and short food supply chains), these partners have learned with experts and practitioners, shared experiences and practices and debate concerns and worries.

Forty-four practices from consortium partners were collected in a data base and shared. These practices are, as expected, a very heterogeneous set. Some focus on the delivery of services to different target groups, such as women, elders and children, and others focus on the promotion of local economy, social economy organisations and vocational training. Regarding the green transition aim, these practices include the areas of food production, distribution and consumption; disassembly or reuse of obsolete electronic equipment; recycling and waste reduction; clean energy and soft mobility; digital technology applied to energy efficiency; energy efficiency in building and housing sector; renewable energy communities. More than half of these practices include work opportunities for vulnerable groups.

The JustGreen consortium as achieved several important results and outputs:

- Learnings on green transition matters such as strategies and practices to enhance circular economy, decarbonisation and short food supply chains; strategies and practices to enhance social and solidarity economy and to develop the collaboration among municipalities, social economy organisations and other territorial stakeholders.

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- Networking and interregional European cooperation. The increased awareness of the relevance of networking; new contacts for future collaboration; new project ideas.
- A document on political guidelines focusing on what municipalities can do to support the development of social economy organisations (and especially WISEs) active in the "Green transition". Initiatives that derives from consortium partners' practices and knowledge such as promotion of citizens' dialogue, organizational and financial support, or the increase and improvement of public procurements for green transition actions with social clauses/reserved contracts.
- A set of common needs to enhance the just and green transition and conjoint project ideas. Namely five key topic were identified: participatory methodologies for strategic planning in the different territories, especially on short food supply chains; awareness and communication tools for the green and fair transition; impact measurement for municipalities and social economy sector; developing green competencies and skills; promoting public procurement social clauses/reserved contracts.

Another important result from this project is the high level of satisfaction of consortium members with the exchange and mutual learning that was started. A consortium that wants to keep deepening their network of European interregional cooperation, by developing new projects targeting their common needs.

2. Partners features and experience

The **municipalities** of this consortium are of different sizes and territorial backgrounds. The territories are quite distinct from each other, having different population sizes, cultural and social traditions, as well as different economic activities.

Vila Nova de Famalicão (131,484 inhabitants) is a municipality in the north of Portugal with 1639 workers. It occupies a favourable geostrategic position within the region, with good access to transport systems, close to industrial and academic clusters, as well as to Porto, the second largest city in Portugal. It combines a rural landscape, with diffuse industrial activities and a medium size city, regarding Portuguese standards. With a strong entrepreneurial tradition, its companies fall into different economic sectors, such as textiles, footwear, automobile components and agro-food sector. Famalicão vision for 2025 is to become a global techno-industrial community, with a green and multifunctional territory. The Municipality develops several policies, projects and initiatives that follow the aim of promoting a green and just transition, either related to urban planning, to civil society participation or to sustainability. Having participated as partners or promoters in several European projects, some of their core experiences are related to circular economy (such as the rehabilitation of the local market into a circular economy centre and a short circuit



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hub) as well as participatory strategic planning (with the “Yellow Couch” methodology adopted in 2014 for the Famalicão 2025 strategic plan).

Gmina Świętochłowice (50,012 inhabitants) is a municipality in the Silesia region of Poland with 210 workers. The local government and the community are still struggling with the consequences of the former industrial activity. Gmina Świętochłowice is part of the Upper Silesian Industry Centre (steel, car production, chemical, LTS) and is still recovering from the recession. The main policies of the municipality regarding green transition are the Low-emission economy plan for the years 2021-2030, the Local Revitalization Plan of Świętochłowice Municipality and the Development Strategy of Świętochłowice Municipality, both in action until 2023.

The Comune di Mozzo (7,365 inhabitants) is a satellite town next to Bergamo with 30 workers. The presence of the Parco dei Colli, one of the largest parks in the Lombardy region, has limited intensive building over time and allowed the Municipality of Mozzo to maintain its vocation in the agricultural production and care of natural areas. The municipality is involved in different projects to promote actions to protect and enhance the agro-environmental, naturalistic and historical-cultural heritage, valorising the role of third sector's organisations, such as the Parco Regionale dei Colli di Bergamo (the largest of the Lombardy region), the BioDistrict of Social Agriculture, the Environmental Ethics Centre, the Social Solidarity Economy District of Bergamo (DESS) and the Porta del Parco community space. Mozzo brings a strong experience in the sustainability in agro-food systems as well as in the collaboration between local and regional authorities and the social and solidarity sector.

The Municipality of Terézváros (38,541 inhabitants) is one of the 23 municipalities that runs the city of Budapest having as economic activities its night-life, cultural activities, educational institutions and business and embassies headquarters. The main policies of the municipality regarding green transition are the farmers' market renovation within a short food supply chain concept, introducing traffic calming, planting trees, have opened a community garden and opened up recycling opportunities for the public (collecting glass, cooking oil and most lately, composting). There is also the SECAP action plan, with a courtyard greening program, promoting cycling, and organizing various courses in sustainability (composting, permaculture in an urban setting).

ENSIE is an umbrella organisation representing the interests of national and regional networks of ‘Work Integration Social Enterprises’ (WISEs) striving for more inclusive and integrated forms of employment at European level. WISEs are defined by three identifying pillars: they are enterprises whose main objective is the social and professional integration of disadvantaged people, they are at the core of the economic system and present a strong pedagogical dimension. ENSIE gathers 30 national and regional networks, representing 24 countries across Europe (21 EU countries as well as Azerbaijan, Moldova and Serbia). Overall, it represents more than 2,860 work integration social enterprises, and about



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225,000 salaried people, pursuing the goal of social and professional inclusion of disadvantaged people.

The **23 social economy organisations** include from small organisations with a couple of full time workers to large cooperatives with hundreds of members. These organisations are focused on social services, integration of vulnerable groups, education and work integration. Other organisations are production and distribution cooperatives, networks between producers and consumers through solidarity purchasing groups or local markets, energy communities.

The stakeholders from Portugal are, most of them, Particular Institutions of Social Solidarity with 50 to 100 workers. These are mature organisations, with 20 or more years of existence, and their focus is mainly on the social services sector and education. The Social Economy sector recognition in Portugal is recent. There is already a substantive legal and political recognition of the sector at the national level, although there is no legal framework for WISEs. Social Economy organisations play a very important role in Portugal providing public social services. The municipality of Famalicão develops, since more than 20 years, a strong networking activity between social economy organisations and between these and other local organisations in the fields of training, education, health or employment. These partners have relevant practices regarding the green transition in the field of sustainable food production, prevention of food waste, automation systems for energy efficiency, electronic and furniture collection and reuse.

From Poland we have small organisations that work closely with the municipality. They are mostly young institutions with at most 25 workers. Even though these are small and relatively young organisations they already reach a coverage of hundreds of people from their region. The municipality is very active in the promotion of local organisations and is an active agent of incubation and support of the social economy institutions that take part of this consortium. The tradition of social entrepreneurship in Poland has its roots in voluntary association of citizens and grassroots initiatives, as well as in cooperative movements and organizations existing before World War II. Entering EU was a key event for social entrepreneurship in Poland and to form new organisational forms. These legal and organisational forms can be grouped in the three models of social enterprise: cooperatives and social cooperatives; entrepreneurial non-profit organisations such as foundations, associations and other voluntary organisations; and work and social integration social enterprises such as social enterprises for the disabled or social enterprises for wider group of persons threatened by social and economic exclusion.

The Italian stakeholders are a mixture of social cooperatives and small social economy organisations and present a big gap in their work force, from small enterprises with a few full-time workers to big cooperatives with 250 people. They are also mature institutions with many years of service and a big coverage, reaching thousands of people from the Bergamo province In Italy there is a strong Social Economy with legal recognition of the social economy and a rich history of partnerships and networking in all sectors of economic



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activity. In the Lombardy region WISE's have a crucial role in the work integration, especially the Social Cooperatives of Type B that include vulnerable people as members. In the Lombardy Region there are 578 Social Cooperative B type with 16.000 workers and 5.900 job placements for vulnerable people. Alongside this network, there is another one - smaller and more recent: RIES (Rete Italiana di Economia Solidale - Italian Solidarity Economy Network) was founded on 18 January 2020 and has around 30 members. It connects experiences, local networks and solidarity-based social economy districts that emphasise the relational and value (as well as economic) links between members and work to spread mutuality and participation with a bottom up approach.

The stakeholders from Hungary are a very heterogeneous group. They focus on ecological transports, ecological agriculture, and work integration. They are all small organisations with a relatively young lifespan. In Hungary social enterprises are mostly involved in labour market reintegration, improvement of the situation of socially disadvantaged groups, local development and environmental protection. They are often involved in alternatives to mainstream economy such as farmers' markets, shopping communities, community gardens, eco-villages, community-based agriculture, social farms, local currencies and microcredit programs. 3.5% of social enterprises pursue explicitly environmental protection goals.

From Belgium (Wallonia region), Groupe Terre is an example of a successful social economy organisation with almost 70 years of existence and a myriad of activities in several economic sectors, with a strong dedication to recycling sector. Fédération Meti-Tresse, from France, is a social economy organisation from La Réunion that focus on local development of their economy and its social economy organisations. They focus already on various ecological activities and work integration.

Beyond social economy organisations that work in the several described territories, **four more organisations** form part of this consortium and are experienced in facilitation methodologies, project design and European projects and cooperation. They are from Portugal, Poland, Italy and Hungary.

A3S is a non-profit association from Portugal founded in 2006. It provides consulting, evaluation, action-research, education & training services for the consolidation of sustainable, participatory and inclusive development alternatives. Its mission is promoting social entrepreneurship and the development of social and solidarity economy. A3S focus on five specific topics: work integration of vulnerable people; capacity building and organizational development; inclusion through art; education and training for social and solidarity economy and cooperation and development with Portuguese speaking African countries.

Solidarius Italia is a small social enterprise that works since 2009 as no-profit entity with social bodies, micro-enterprises, institutions in order to accompany and facilitate the economic, social, environmental transformation forward a sustainable and solidarity local development. It works at national and international level, participating in different networks,



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doing: training, researching, networking, publishing, social planning, supply chains analysis. The main fields of intervention are social solidarity economy, community cooperation, participatory local development, social inclusion.

Circular Economy Portugal (CEP) is a non-profit organization which aims to contribute to the acceleration of the transition to a circular economy in Portugal. Our vision is a society without waste, so that natural resources are preserved and ecosystems regenerated. To achieve this vision, CEP develops and implements projects that apply in practice the principles of circular economics, focusing on Reduce & Reuse.

Foundation of a Regional Employment Promotion Agency (FRAPZ) is a non-profit organisation that since 2002 actively participates in the social and economic life of the region and pursues its statutory goals through, among others, training, consulting, job counselling and charitable activities. FRAPZ cooperates with public administration bodies, institutions supporting entrepreneurship and the job market, as well as with other NGOs. Its flagship project is Social Economy Support Centre that provides advisory services for existing social economy entities and train people interested in setting up a social enterprise or economizing their NGO.

Galileo Progetti Non-profit Ltd. is a non-profit enterprise based in Budapest, aiming to promote well-being, social inclusion, development, and to increase international cooperation. The main objectives are the development of the social economy and social sector in general and the inclusion policies. Galileo also aims to develop the feeling of civil participation and European citizenship and works with particular attention for the inclusion of disadvantaged people or at risk of social exclusion, such as Roma minorities and disabled people. Galileo provides good practice exchanges that can increase the local development and the competences of the local organisations, such as the sharing and adapting of well-functioning training and working processes in the social sector.

3. Description of the Project. What is the rationale of this project, in terms of territorial and organizational needs to be addressed and aims to pursue?

Communication is necessary for every interaction. We communicate with each other every day. But much can go wrong in the process. Our consortium, through the work developed in 2021 within the JustGreen project, has come to the conclusion that both municipalities and Social Economy Organisations (SEO) need help to effectively communicate what they do and to be able to answer a question: what measurable/tangible impact do our actions have? How far are we on the road towards green transition?

The issues connected with external communication are of particular importance especially during the green transition. For example, the Agenda 2030 calls on all actors in the economy to contribute to sustainable and inclusive development. As all sectors take steps to plan, implement, and assess their impact strategies, SEO and municipalities are also under



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increasing pressure to demonstrate their value added to society. According to OECD, the green transition depends on the development and diffusion of new technological, economic, social, behavioural and business model innovations in many, if not all, sectors of the economy. This also applies to SEO and the public sector, represented i.e., by municipalities, who – as anyone else – need tools that help to generate more transparency and provide a tangible way to report on their performance (including their activities in accelerating green transition). However, a proper communication process requires better identification of the people to whom the messages will be addressed, that is stakeholders. Therefore, our project is twofold.

First, it looks at Social Economy Organisations, for whom creating positive impact (either social or environmental) is the essence of their existence. That is why they must be able to identify, understand and capture the full value of the impact of their activities. At the same time – despite its obvious benefits – only few organisations measure this impact in a planned and formal way. Therefore, it is important to note, that understanding, measuring and communicating impact is crucial and can be used in many purposes, such as: (1) marketing purposes and building the organization's image, (2) winning new contracts and securing existing funders and customers, (3) building relations with municipalities in order to tender for public sector contracts or selling goods and services. Measuring impact is also central to an organization's strategy as it enables us to understand mission and vision in the long-term and helps to turn plans into action. It is also important to understand reasons why SEO are not active in the field of green transition. For example some of them think that they are already doing enough by being a social enterprise and don't see the point of being more involved. Therefore, the aim of this project is also to address this matter by developing specific checklists for SEO that would enable them to measure how "green" they are and what road they have ahead of them. This is also of particular importance as there is an emerging risk that SEO will be overtaken by regular enterprises as it becomes more interesting to work in the field of green transition.

Our project also focuses its attention on municipalities who also need help with making sense of their decision-making, strategic planning processes and their path toward green transition. Especially because – as the representative of the local government – municipalities are the closest to citizens and often face the challenge of strengthening, if not regaining, the trust of citizens they should have in public institutions. Citizens like to be reassured that someone is paying attention to their needs and rightfully expect that elected and appointed officials will collect and monitor facts or figures, and will ensure that quality public service is provided. Therefore, a good sense of performance measures is a vital tool for building accountability of a municipality. Similarly to SEO, municipalities also need tailored checklists for SEO that would enable them to measure how "green" they are and what road they have ahead of them.



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Taking the above in consideration, we want to embrace and accelerate the green transition, but we acknowledged several weaknesses in our territories and organization, being:

1. There is general understanding regarding the need to measure and communicate results, however the consortium lacks necessary skills.
2. SEO implement sustainable practices that are respectful towards human needs and the environment, however these practices need to be measured and communicated through tangible indicators.
3. There are business opportunities for SEO in the field of the green transition, but organisations need more tools in order to build their image and win new or secure existing funders and customers.
4. Municipalities need new methods of governance in order to encourage participatory citizenship. However, in order to achieve a more participatory society, it is necessary to be more transparent and clearly report on performance.
5. Both SEO and municipalities need not only to be able to assess how far they are on the road to green transition, but also how to move forward and how to reach a certain score. This can be done through mutual learning as there are different paths that reach the same goal.

Target groups and participants

- Municipalities (managers & staff responsible for reporting)
- Social Economy Organizations (board/managers & staff responsible for reporting)

Project objectives and activities

Objectives

General objective

- To establish common indicators/metrics for SEO and municipalities to measure social and environmental impact
- To establish tailored checklists for SEO and municipalities that would enable them to measure how "green" they are and what road they have ahead of them.

Specific objectives

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- To learn how to use stakeholder analysis in order to identify key local actors to whom external communication will/should be addressed
- To explore existing methodologies and tools at European level aimed at measuring social and environmental impact
- To define which methodologies and indicators are the most suitable for participating organisations
- To design strategies to implement these methodologies and set of indicators
- To create checklists for SEO and municipalities that would enable them to measure how “green” they are and what road they have ahead of them
- To build build capacity in the Social Economy sector and in municipalities

Activities

Diagnosis of needs (online meetings)

- This activity aims at identification of
 - good practices that already exist in the field of external communication as well as using specific indicators
 - good practices that already in the field of green transition that can be replicated or creatively utilised within the consortium
- Similar organization can partner and learn from each other (also because some countries are more advanced in terms of SEO than others)
- As result of this meetings database of practices will be created so we know in which direction we want to move forward (including both external communication and practices in the field of green transition)

Online working groups

- This activity aims at gradual diagnosis of existing frameworks/tools aiming at measuring impact as well as identification of existing practices that help moving up the ladder towards green transition
- Common methodology for consortium is needs in order to be able to compare progress, results and impact

International workshops and mutual learning

- 3 days workshop organized by each partner to learn from each other about how other municipalities and SEO communicate what they do to stakeholders, how they measure their impact and how they assess how “green” they are and what road they have ahead of them.



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- During this workshop one day will always be dedicated to acquiring new skills through training with external professionals/experts, such as: a) stakeholders analysis (to whom we communicate what we do?), b) possible tools and channels of communication

Communication campaign

- Campaign targeted at consortium members and external stakeholders throughout the project in order to raise awareness and provide information on external communication and the path toward green transition (project website, project newsletters, promotional materials,

Project duration: 2 years.

Results, outputs and impacts

Results

- Raised awareness of decision-makers regarding the importance of external communication and the road towards green transition
- Improved capacity of SEO and municipality workforce
- Improved level of collaboration between partners in the consortium (both between entities within a consortium and at the level of each country)

Outputs

- A report being a collection of case studies/reports/testimonies/good practices regarding how our consortium partners communicate effectively with stakeholders and what practices they implement in the field of green transition
- After analyzing existing tools for measuring impact, we will come up with the manual OR guidelines consisting of a large list of indicators which can easily be used and adopted for external communication (which will in turn make external communication easier). We will also come up with useful tailored checklist for municipalities an SEO that would enable assessing the level of "greenes" and help planning future activities in that area
- At the end of the project each partner will create an Action Plan comprising communication strategy with the public, including a list of indicators to be tracked and measured on a regular basis



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- In the more distant future Annual reports for each country partner and stakeholders will be developed. This aims at enabling benchmarking between SEO and other SEOs, as well as municipalities and other municipalities

Impacts

- Improved stakeholders' analysis skills and – in turn - external communication strategy with stakeholders
- Higher share of municipalities and SEO that use indicators in order to communicate what measurable/tangible impact do their actions have
- Contribution to debate on external communication, indicators and impact measurement and being an active traveller on the path towards reën transition
- Enhanced level of interregional cooperation



JustGreen CONSORTIUM - LIST OF PARTNERS

Country	Organisation
Portugal	Município de Vila Nova de Famalicão Centro Social e Cultural de São Pedro de Bairro ENGENHO - Vale do Este Local Development Association Centro Social Paroquial de Ribeirão Centro Social de Calendário Cooperativa de Ensino de Vila Nova de Famalicão, CRL – EPCIOR REFOOD 4 GOOD Associação A3S
Italy	Comune di Mozzo Alchimia cooperativa sociale Biodistretto dell'agricoltura sociale di Bergamo Rete Cittadinanza Sostenibile infoSOSostenibile Il Sole e la Terra Societa' Cooperativa di prodotti biologici Mercato&Cittadinanza APS Solidarius Italy
Poland	Gmina Swietochlowice Center for Social Integration Social Cooperative Banderaza Local Welfare Centre in Świętochłowice - Local Activity Section and Community Centre "PROMYK" Silesian Certification Committee for Social Economy Entities Eco Value SP. Z.O.O. Stowarzyszenie Wolnej Herbaty - LiberTea Association FRAPZ - Foundation of the regional employment promotion agency
Hungary	Budapest Fovaros vi. Kerulet Terezvaros Onkormanizata Banyaerdő Social Enterprise MASTIFF Ltd. Kockacsoki Nonprofit Nonprofit Kft Galileo Progetti
Belgium	Groupe Terre
France	Fédération Meti-Tresse
EU	ENSIE - European Network of Social Integration Enterprises