



Just Green

Methodological Guidelines

for partnership mutual learning and networking

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OUTLINE¹

- I. Description of the deliverable: what is the output Just Green Methodological Guidelines?
- II. Just Green – the project
- III. The methodology of mutual learning and networking – general framework
 - iii.1. Good practices exchange – the Just Green approach
 - iii.2. Workshops for sharing and learning
 - iii.3. Working groups for strategy and project design
 - iii 4. Project communication and dissemination
- IV. Monitoring and evaluation
- V. Annexes
 1. Just Green short presentation for stakeholders
 2. Just Green Glossary
 3. Template n°1 - Participant identity card
 4. template n°2 - Good practice
 5. Template n°3 - Country and local/regional identity card
 6. Workshop 1 draft program
 7. Template n°4 – Concept note template

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I. Description of Deliverable

What are Just Green Methodological Guidelines?

Just Green is a project that aims to promote the transition of social economy organisations into a greener and fairer economy and society, following the United Nations Sustainable Development Goals slogan of *leaving no one behind*. To promote this transition by implementing networking, mutual learning and project design activities among European partners, leading to increasing European interregional cooperation. The overall concept underpinning the project is based on a bottom-up approach to green transition, whereby solutions are rooted in the territory and follow a participatory path in which social economy organisations must play a central role.

Just Green methodological guidelines are the first output of the project. The objective of this output is to develop guidelines on project work methodology as a way of facilitating the linkage between all project objectives, activities, responsibilities and outputs elaboration. It establishes a detailed work program designed to support this project, aiming also to future replication and adaptation to subsequent projects based on networking and mutual learning approaches.

The next section of this document is dedicated to a short presentation of the project as it was designed in the application. The following section is dedicated to detail project' approach and methodological guidelines to implement core activities – good practices exchange, workshops, working groups, communication and dissemination activities. The fourth section is dedicated to clarify project monitoring and evaluation functions as fundamental components of the overall methodology. External evaluator terms of reference are defined.

The annexes of the document include all the relevant templates that were created to establish a common framework to participants and facilitators, at the starting point of the project. Among other improvements, it is foreseen that the implementation of this methodology will lead to develop more templates according to project development needs in a *work in progress* basis.

This output is developed by A3S Association, the Portuguese subcontractor supporting the project's promoter, Vila Nova de Famalicão Municipality. The methodology (namely section 3 of this document) will be implemented and further developed with the collaboration of other subcontractors in the partnership, with support and facilitation assignments.

The present version of this output is to be reviewed at the end of the project, incorporating the experience from implementation and contributions from all participants.



II. Just Green - the project

Aims and basic assumptions

Just Green is about boosting social economy into a greener and fairer economy and society. It aims to support the green transition of social economy organisations so that "nobody is left behind". To support transition by promoting networking and strategic thinking on key topics, by facilitating project planning and European interregional consortia cooperation, and by developing political guidelines. Leaving no one behind, namely by fostering social entrepreneurship, by targeting unmet social needs and by work integration of vulnerable groups.

The project fundamental idea is based on the recognition of the social economy and WISEs (work integration social enterprises) potential to foster a transition that is not only environment and economic sustainable, but also just and socially fair.

Promoters and target-group

The Project is financed by the European Union through the COSME program, and coordinated by the Municipality of Vila Nova de Famalicão, from Portugal. Over the course of one year (02.2020 to 01.2021), Just Green gathers a partnership with four other partners. Three are municipalities - Comune di Mozzo, from Italy, Gmina Świetochłowice, from Poland, and Budapest-Terézváros, from Hungary - and one other partner is a European network. ENSIE - European Network of Social Integration Enterprises - is an umbrella organisation whose goals are the representation, maintenance and development of networks and federations for work integration social enterprises (WISEs).

Each partner invites a group of stakeholders that will be active participants in project activities (see annex 1 - Just Green short presentation for stakeholders). These stakeholders are social economy organisations that are based in the local/regional territory of the consortium partners, comprising:

- more traditional organisations dedicated to charity, care and social support;
- organisations with a strong social innovation and entrepreneurial orientation;
- organisations, projects or networks related to employability of vulnerable groups.

Objectives

The project assumes four main objectives.

- i) To enhance and strengthen bridges between the social economy and the circular economy;





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- ii) To promote way for the decarbonisation of the social economy activities;
- iii) To develop strategies to foster short food supply chains and agro ecology within the social economy;
- iv) Transversal to these three main axes is the objective of not leaving anyone behind. Leaving no one behind means namely taking into consideration principals such as the following: promoting work opportunities as a factor of integration and dignity; targets unmet needs and the quality of services dedicated to regular populations left behind (people with disabilities, the elderly, people in poverty); the promotion of social entrepreneurship and innovation, based on its' promotion through the green transition that can create new market opportunities.

Core activities and outputs

Activities	Outputs
3 Workshops	<ul style="list-style-type: none">• 1 Methodological Guidelines for partnership mutual learning and networking
3 Working Groups (6 online work sessions each) <ul style="list-style-type: none">• Circular Economy• Decarbonisation• Short Food Supply Chains	<ul style="list-style-type: none">• 21 Good practices reported• 4 newsletters• 3 Concept notes for future projects• Guidelines for local and regional policy on a just green transition
Dissemination activities	

Foreseen impacts

Just Green aims to contribute to:

- create new consortia of European inter-regional stakeholders to develop joint projects and apply to new EU funding programmes, as well as others national or international, public or private;
- sketch long medium and term strategies in order to set social economy organisations path for the green transition and their integration in European networks and interregional consortia;
- develop a political institutional ecosystem to promote the green transition of the social economy, which is strategically organized and able to mobilize relevant stakeholders;





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- develop policy recommendations on the role of regional/local policies to enhance the social economy transition into to a greener and digital ecosystem, taking at the same time, work integration of vulnerable groups as a transversal goal.

Partners specific responsibility

Projects coordination (work package 1) is assumed by the five partners and led by the municipality of Famalicão. Beyond coordination leadership, the municipality of Famalicão is in charge of Workshop 1 (working package 2), dedicated to Circular Economy subject.

Gmina Świetochłowice and Comune di Mozzo municipalities assume the specific task of organizing one Workshop each, respectively Workshop 2 and 3 (work package 3 and 4). The first dedicated to decarbonisation and the second to short food supply chains.

The other two partners are in charge of the communication and dissemination (Work package 5). Budapest-Terézváros municipality will elaborate the newsletters and ENSIE is responsible for elaborating political guidelines for local and regional policies.





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Project timetable

WP - Working Package	2021 Feb	Mar	Apr	May	Jun	Jul	Agt	Spt	Oct	Nov	Dec	2022 Jan
WP 1 Project Administration and Finance Coordination	■	■	■	■	■	■	■	■	■	■	■	■
WP1 Methodological Coordination		■	■	■								■
WP1 Evaluation					■			■		■	■	■
WP2 - WORKSHOP 1 Bridging social economy and circular economy			■	■	■							
WP2 - WORKING GROUP on circular economy					■	■			■		■	
WP2 - Concept note on circular economy									■		■	
WP3 - WORKSHOP 2 Decarbonisation of the social economy								■	■			
WP3 - WORKING GROUP on Decarbonisation of the social economy						■			■		■	
WP3 - Concept note on Decarbonisation of the social economy									■		■	
WP4 - WORKSHOP 3 Foster short food supply chains and agroecology									■	■		
WP4 - WORKING GROUP on Short food supply chains and agroecology						■			■		■	
WP4 - Concept note on Short food supply chains and agroecology									■		■	
WP5 - NEWSLETTERS						■			■		■	■
WP5 - POLITICAL GUIDELINES									■		■	■





III. Mutual learning and networking methodology – general framework

Principles

The cross-cutting principle assumed by Just Green is to 'leave no one behind'. To do so by aiming to have results and impacts at the level of transition to a greener and fairer economy and society, and aiming to involve the most vulnerable groups through the participatory and empowering principles of the social and solidarity economy. Leaving 'no one behind', also within the partnership and the project's direct stakeholders, promoting a quality and empowering work process. The partnership's mutual learning and networking methodology is therefore the core set of tools for involving the participants.

Thus, participation, sharing, exchange, collaboration and cooperation among participants are key values that guide the assumptions of the work methodology to be implemented.

To facilitate the project's communication, a glossary of the core concepts of Just Green has been elaborated (see in annex 2).

Objectives

1. Create the conditions to involve the group of participants in an enriching process of sharing and mutual learning favouring the establishment of bonds and contacts and having in sight the cooperation between different types of stakeholders from different countries and regions.
2. Empower participants for a just and greener transition.
3. Elaborate an itinerary of co-construction of project ideas that ensures short and medium term strategies of interregional European cooperation.

Participants and facilitators

The project gathers a partnership of 4 municipalities in 4 European countries - Portugal, Italy, Poland and Hungary - and one European Network. It involves 24 social economy stakeholders as direct participants of project activities. In the overall it will actively involve a group of approximately 30 people as the core group of participants.

Portuguese, Polish and Italian partners will invite 6 stakeholders each, corresponding approximately to 3 groups of 8 participants per country (1 by each stakeholder and 2 for the municipality). Hungarian partner will invite 3 stakeholders, corresponding to a group of 5 participants. ENSIE will invite 2 or 3 stakeholders from their network, including additional countries in the overall group, and adding approximately 4 people more to the core group of participants. For the purpose of facilitating networking, a participant identity card was created (see annex 3 - template n°1).





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Moreover, Just Green will involve also other stakeholders such as an external evaluator, experts on project specific subjects, academics and other relevant stakeholders.

The project involves a great diversity of social, cultural and economic, national and regional backgrounds. It involves social economy organisations with more and less experience in European projects, and more and less experience in the field of green transition topics. It is therefore necessary to ensure that this participation is facilitated in a way that values everyone, also ensuring that no participant is left behind.

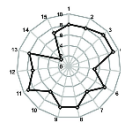
To facilitate the itinerary of networking, mutual learning and project design of this group of 30 people, is the assignment of 4 subcontracted organisations, each supporting one of the municipalities in the partnership. Thus, subcontractor profile includes a set of skills such as experience with social economy, participatory methodologies, project design and funding, and European networking projects. Following the methodology principles and enhancing the networking potential, these Just Green methodological guidelines propose that the four subcontractors develop a close work team dialogue.

Structure

From the point of view of the project implementation methodology the COSME 'Social Missions' call foresees, besides the use of participative methodologies, the collection and sharing of good practices and the organization of 3 workshops. Each workshop involving a set of 25 social economy organisations, called stakeholders, also called as third parties regarding budget matters.

Thus, the good practices and a program of 3 workshops are the first two structural elements of the work methodology. To these elements the Just Green design adds two more structural elements. One is the set of 3 working groups with the objective of elaborating concept notes for future interregional cooperation projects. The other is related to communication and dissemination activities, based on the elaboration of newsletters and political guidelines as tools to enable participants for further networking and for advocacy and lobbying purposes. Thus, Just Green methodology is founded in 4 key elements:

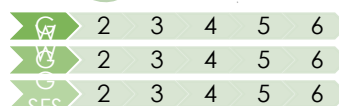
iii.1. Good practices



iii.2. Workshops



iii.3. Working groups



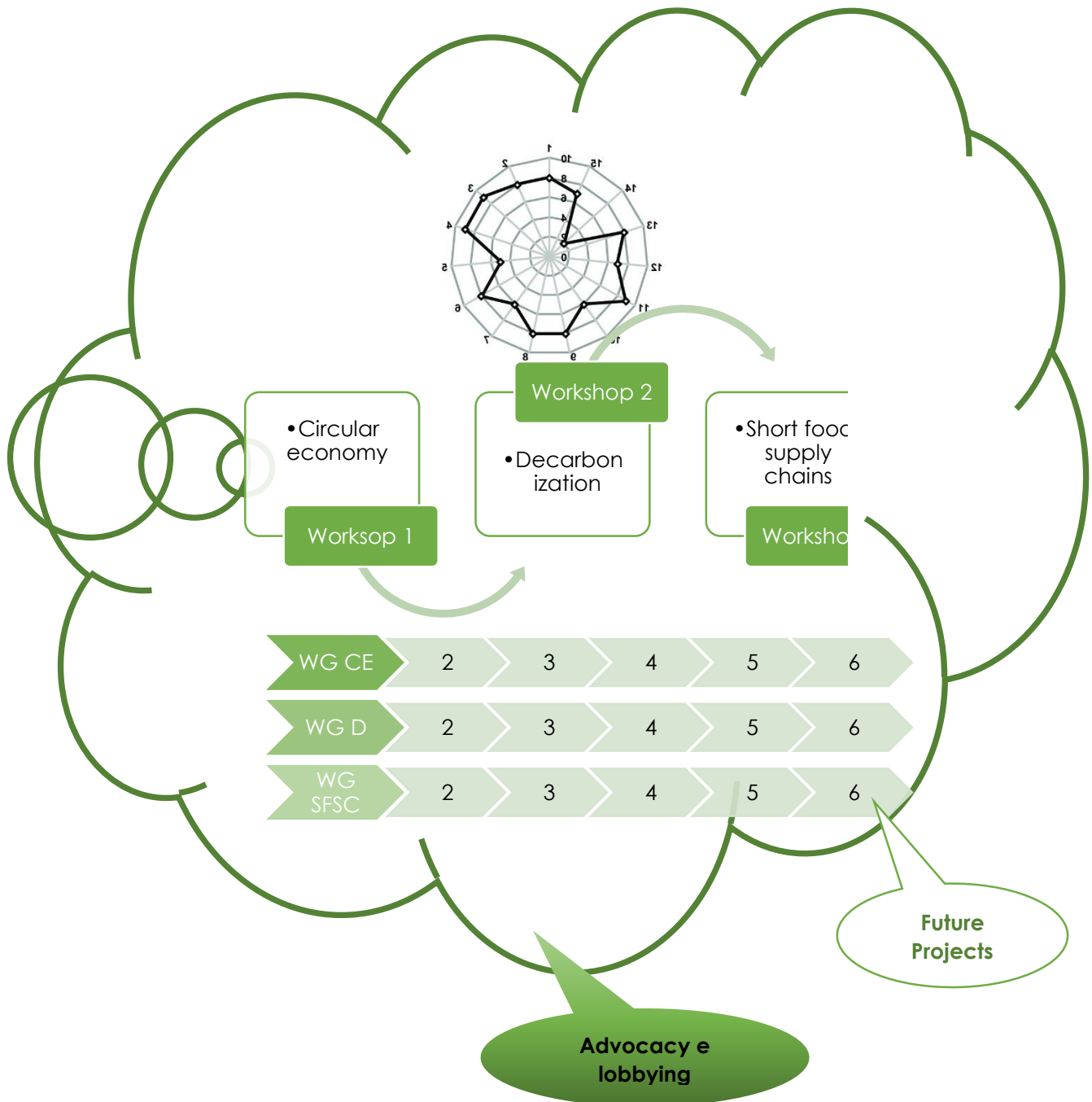
iii.4. Communication and dissemination





Just Green

Mutual Learning and Networking Methodology





iii.1. Good Practices: The Just Green approach

What are good practices?

Good practices are powerful instruments for learning and inspiration that lead to the development of new approaches and the dissemination of practices considered appropriate for today's cooperation and development challenges. It is an instrument that has been used intensively as a means of networking, benchmarking, and other mutual learning approaches. The trivialization of the concept of good practices leads them to sometimes have an excessively simplistic or generalist use, leaving room for multiple interpretations that can undermine their high potential. The pedagogical potential, aggregating knowledge in creative ways, or providing the exchange of experiences in non-formal and peer-to-peer settings. Defining what these practices are in the specific context of the project's objectives is thus an essential first step.

In other words, it is worth first distinguishing which practices are important to share, discuss, and analyse in Just Green, and only afterwards debate what allows us to define practices as 'good'. First define the criteria for eligibility of a practice as relevant in the context of Just Green, and then define the criteria for classifying the practice as 'good'.

What are the practices that Just Green proposes to share and analyse?

Just Green aims to create interregional cooperation projects and networks with the ultimate purpose of promoting the transition from the social economy to a greener and fairer economy. Within the green economy, the project focuses on three sub-themes - circular economy, decarbonization, and short food circuits. The main protagonists of the project are local authorities and social economy organizations.

In this context the practices to be shared, discussed and analysed within the project are practices that meet the following **eligibility criteria** (see annex 4 template n°2):

- Practices developed by social economy organizations, which are promoters or proactively involved in missions, projects, initiatives or actions that have as objective or that fit substantively in the project's themes - circular economy, decarbonization and short food circuits
- Practices developed by local or regional authorities which are promoters or proactively involved in missions, projects, initiatives or actions that have as an objective or that fit substantively with the themes of the project - circular economy, decarbonisation and short food circuits - and which involve social economy organisations in these activities.





What are the criteria for classifying a practice as 'good'?

Just Green proposes to build a joint and participatory path between all partners and stakeholders, leading to the elaboration of common projects for the future.

To pre-define, in a closed way, the criteria of a good practice would be a limitation to this approach that is intended to be collaborative. In this sense, and in order not to leave anyone behind, the idea is to start first with an inventory of practices by all participants. Their practices and/or practices from other organisations that constitute a reference for the participants. The template for collecting good practices started from the EISMEA template and includes a few more topics (see template 3 in annex). Together with template 1 – Identity card template -, these templates will be use as a passport for project on boarding facilitation activities.

From the sharing, analysis and debate of this inventory of practices, the idea is to jointly define the criteria for classifying a good practice, that is, a practice that comes close to a desired ideal from some point of view.

The analysis and weighting of these criteria are thus a way to debate the issues and to co-build a vision of the practices that are understood to enable the transition the social economy into an economy that is intended to be greener and fairer.

By defining several criteria, ideal types are being built at the same time. Thus, the approach we propose to develop is guided by this idea of, on the one hand, surveying existing practices and good practices in the partnership and stakeholders and, at the same time, diagnosing the background of the participants with regard to the topic in question. On the other hand, to build ideals of the kind that simultaneously inspire organisations to design projects that aim to come closer to these ideals and substantiate a vision of what is intended to be achieved in the medium and long term. The preparatory work and the subsequent discussion during the first workshop should make it possible to achieve this result: ideals of good practice for a greener and fairer transition of the social economy.

While it is true that the set of criteria to be considered is open, there are, however, some guidelines already pre-defined by the design and objectives of the application. The first of these is the assumption of a criterion of 'good' practice as unavoidable: the integration of vulnerable people in the labour market. The premise of leaving no one behind runs through the concerns of Just Green in all its dimensions, from the active participation of all partners and stakeholders, to the equation of all opportunities for social inclusion of people at greater risk of vulnerability. Thus, the integration through work of vulnerable people appears as an unavoidable criterion.

That said, it should be stressed that not all good practices to be considered in Just Green necessarily include this objective or concern. Other criteria may also allow practices to be classified as 'good'. Moreover, there may be practices that stand out precisely because they accumulate one or more criteria. Examples of criteria to be considered could be of various kinds such as the following:

- social criteria such as special attention to decent work conditions, or contribution to local development;
- green criteria such as innovative solutions in the fields of circular economy, decarbonisation, short food supply chains;





- management criteria such as sustainability (duration in time) or impact evaluation.

These are just examples that will be debated among others considered relevant by the participants.

How to operationalize the criteria definition?

The mutual learning sessions programmed for the first workshop as well as on the working groups, shall be guided by this objective.

How the good practices will be reported?

A first collection of practices will be the raw material to debate criteria that defines practices as good. At the end of the first workshop at least 7 good practices of circular economy shall be described and reported to EISMEA. At the end of workshop 2 and 3, 7 good practices of decarbonization and 7 of short food supply chains shall also be reported.

Good practices reports will be published by the coordinator at the Social Economy Community collaborative website, providing a major input of the project for shaping future policies in the field of social economy following a bottom-up approach.

Good practices are also relevant contents to consider in the newsletters.





iii.2. Workshops for sharing and learning

The role of Workshops in the Just Green Work Program

The workshops are the privileged moments for all participants to meet. The moments where the 30 participants are together at the same time in the same event and where they also meet other stakeholders. Stakeholders from outside the project, such as experts on the topics under discussion, academics, entrepreneurs or other agents that can bring added value to the Just Green objectives. These are also privileged moments to deepen knowledge and debate on each of the three specific themes of the project.

The workshops are therefore moments of primary dedication to two central dimensions of the project: networking and capacity building of each person and each organization for a greener and fairer transition.

Initially intended to be an onsite program of activities, the workshops were subjected to the constraints of the pandemic framework, forcing at least the first workshop to occur in an online format. The decision on the possibility of onsite meeting for the second and third workshops will be made on an ongoing basis, depending on the evolution of the pandemic.

Regardless of the onsite or online format, the workshops should respond to the same set of objectives and guidelines, some of which were already stated in the application.

The organization and report of each workshop is the responsibility of different partners. Each partner will propose to the partnership its own program based on the current framework.

Workshops program general objectives and structure

There is a guideline that links project activities inviting participants to an itinerary. Each workshop develops under a general question that is built upon the previous, regarding the challenge of the green and just transition for social economy organisations:

workshop 1 - *Where are we at the Just Green partnership?*

workshop 2 - *Where do we want to go?*

workshop 3 - *Which pathways do we want to follow?*

There are also common objectives, activities and tools and resources that cross the three workshops program.





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Objectives	Activities	Tools and resources
Provide contexts for establishing contacts and mutual knowledge that enhances conditions for the launch of collaborative and cooperative relationships	Networking	Facilitation methods and techniques Project online wall (Trello/paddle, or other...) Online repository/drive with workshop documentation, videos, templates, etc. which can be accessed by all participants
Create mutual learning contexts through the exchange of knowledge about the background of each participant from different European regions and good practices exchange	Mutual learning	Onsite visits to the country host good practices if the pandemic situation allows and/or virtual visits to participants' good practices by video Practices sharing sessions, roundtables, world café, among other pedagogical approaches
Organize debate and knowledge sharing sessions on the project's themes	Seminars	Invitation for experts' collaboration Open to other project stakeholders namely invited by all participants
Develop and share the working groups results in the plenary of participants	Working groups	Methodology and program of the working groups (see next section of this guide)
Monitor project performance and intermediary results	Evaluation	Questionnaire on google forms

Specific objectives of each workshop

Each of the three workshops assumes specific objectives. Two of these objectives are the same to all workshops. One regarding the general question that guides it and one regarding the specific subject under the green transition umbrella.

Workshop 1. Circular economy in the value chain of social economy organisations - where are we at the Just Green partnership?

The first workshop is about sharing information and experiences on each national and local background (see annex 5 territory presentation template n°3) and practices. It aims to answer to questions such as the following:

Where are we at the just green partnership regarding the green and just transition? Who are the participants? What are the features of our territorial backgrounds? What practices do we already develop? What do we already know about the green transitions challenges?





EUROPEAN INNOVATION COUNCIL AND SMES
EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

The first workshop will last more days than the following, as it is the opening of the project for the group of participants, and has three specific objectives:

- On boarding for all participants to Just Green project objectives and challenges
- Kick-off meeting of online working groups
- Capacity building for all participants on circular economy

Regarding the specific subject, this workshop addresses the specific objective of bridging between the social economy and the circular economy. To do so in order to reduce the ecological footprint of these organisations, by promoting the efficient and circular use of material and immaterial resources. Increasing the circularity rate of social economy organisations will also help local authorities to achieve their environmental targets.

On the one hand, the workshop proposes to debate on the social responsibility of social economy organisations in the entire life cycle of the products and resources they consume. For instance, using purchasing power to choose socially responsible goods and services, implementing measures to reduce waste production, or using their educational role for stimulating and empowering people on circular economy practices.

On the other hand, it entails a component of incentive to entrepreneurship whereby new initiatives of social economy may emerge or be strengthened, for instance related to repair, reuse and upcycling, promoting local value chains, sharing assets, and regenerating derelict land or buildings.

The draft work program of the first workshop can be accessed in annex. All networking and mutual learning sessions of this program will be organized and facilitated by project subcontractors, led by the partner responsible for the workshop.

Workshop 2. Decarbonisation and opportunities for the social economy. Where do we want to go?

Workshop 2 is guided by the question *where do we want to go?* On project itinerary the idea is to put focus on elaborating objectives and strategies.

Built upon workshop 1 experience and results, the responsible partner shall elaborate the program proposal. The organisation of the workshop is strongly dependent on the online or onsite format. The duration of Workshop 2 and 3 is previewed for 2 full days in an onsite format. If the format has to be turned into online this must be adapted.

Regarding the specific subject, this workshop addresses the specific objective of promoting the decarbonisation of the social economy, exploring new responses to social needs and the use of new





EUROPEAN INNOVATION COUNCIL AND SMES EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

technologies and (digital) social innovations as an opportunity to improve the quality of services provided by social economy organisations.

It aims to explore social innovations to address social needs (aging, disabilities, poverty), promoting a better quality of life, innovative jobs and upgraded knowledge and skills – such as opportunities for alternative, cleaner sources of energy, adopting more sustainable means of transport (e.g. alternative and sharing public/private transportation solutions), sustainable consumption, etc.

Among these fields, digitalisation opens up new opportunities to the social economy that are still under-explored. There is some evidence that the automation and reduction of administrative processes through digitalisation allows staff to increase their productivity and to dedicate more time to care-related tasks (Eurofound 2020). Furthermore, digital technologies may contribute to an increased sense of safety for users, for instance enabling older people to continue living in their own homes for longer.

Workshop 3. Roles of social economy in Short food supply chains - Which pathways do we want to follow?

Workshop 3 is guided by the question *which pathways do we want to follow?*

On project itinerary it is the final stage of Just Green work program and the starting point of new opportunities for interregional cooperation. Project ideas should then be debated and defined in coordination with the concept notes elaboration developed within the working groups. It is also the moment for the debate on political guidelines.

Regarding the specific subject, this work shop focus on short food supply chains. The agri-food sector is increasingly recognised as an essential sector, both from the perspective of the sovereignty and resilience of local ecosystems (which have been particularly exposed by the current Covid-19 pandemic), and from the perspective of the protection of the environment and biodiversity. Current global food systems fail to provide good wages to farm workers, to provide healthy and affordable food to large proportions of the population, and to contribute to the targets of zero-carbon economy.

This workshop addresses the specific objective of exploring strategies to foster short food supply chains and agroecology within the social economy, as a way to increase sustainability and bringing new economic opportunities and local development. Such strategies draw on the role of social economy organisations in fostering sustainable and local development through its consumptions in the agrifood sector, contributing to the dignity of work of those who farm and promoting local sustainability and valuing the products and knowledge of biodiversity.

At the same time, they may integrate an entrepreneurship component, integrating the care and cooperative dimension of the social economy with short, local chains connected to regional farms, for instance, by establishing social canteens/ catering, or community restaurants.





EUROPEAN INNOVATION COUNCIL AND SMES EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

This workshop will thus explore the role of the social economy to bring about food self-sufficiency, food sovereignty and decent work in order to promote a just green transition.

Workshops outputs

Each workshop will generate the following outputs:

- One report that includes the 7 selected good practices on the three Just Green specific subjects. The reports will be published by the coordinator at the Social Economy Community collaborative website, providing a major input of the project for shaping future policies in the field of social economy following a bottom-up approach.
- One newsletter.
- One ongoing evaluation report that will provide specific indicators on project results and outcomes evaluation.
- Workshops will also generate other information useful for the accomplishment of project objectives. Templates will be filled and shared among participants.





iii.3. Working groups for strategy and project design

Working groups objectives

Just Green working groups were thought as smaller groups to deepen the work developed in workshops and to focus on project design methodologies to support concept notes elaboration. Thus the main objective is the development of new project ideas and participants' common strategies. As for whole project, participatory methodologies are required, including mutual learning and networking.

Subcontracted facilitators play a major role on the methodological approach and implementation of the working groups, assuring the quality of the work processes as well as the quality of the outputs. The following guidelines must therefore be debated and further developed with the facilitators team.

Group composition

From the overall group of 30 participants, 3 groups of 10 to 12 people maximum will be defined. Each group will have at least one participant for each country.

After the first session that will occur on the last day of the workshop 1, participants will apply for one group. The stability of the groups is advisable to promote a more in deep work.

Guidelines for working groups program

The program comprehends the minimum of 6 work session with the duration of 2 hours. The program follows the workshops itinerary. A fist proposal to be debated by facilitator is presented below and supported by a concept note template as the final output to achieve.

Session 1 - What practices do we have? What are good practices? What is our vision?

Session 2 – What are the territorial and organisations needs to address?

Session 3 – What project ideas do we have for 2022? What are our goals for 2030?

Session 4 – Which are our short and medium term objectives?

Session 5 – Which are the core ideas for our project design?

Session 6 - Final Concept notes - revision of the strategic vision and agendas

Working groups outputs

Each working groups will deliver one concept note on its specific subject (template 4). The concept notes aim to integrate stakeholders' ideas, motivations and skills in order to sustain future transnational applications for funding and a European dimension of collaboration among regions. At the same time, it expects to inspire national and local projects and be assimilated on participants' medium and long-term strategies.





III.4. Communication and dissemination

Just Green communication and dissemination tools

Beyond day-to-day emails and online meetings between the partnership and its stakeholders, project communication and dissemination tools previewed in the application are of three different kinds: online sharing platforms, newsletters and one document of political guidelines bridging social economy and green transition.

Participants sharing room for European interregional cooperation

Microsoft Teams is the selected platform to use as the main IT tool to support project implementation. It will be used for coordination and management with restrict access to project partners. It will also be used to support project main objectives and activities with direct participants creating a shared room.

The platform will hold the virtual space for communication and document sharing among participants. Other complementary virtual tools can be used, such as google jamboard or padlet, being Teams the place to hold project meetings and congregate common work documents. In this way, Teams will perform two functions: project sharing drive and to support real-time communication - namely online workshops (the first one and if necessary the following), working groups and other project meetings. Additional IT tools can be used if more complex networking activities emerge.

The shared drive will hold all the relevant information including folders such as: participants Identity cards data base (template 1); good practices - data base (template 2); workshop 1 and circular economy; workshop 2 and decarbonisation; workshop 3 and short food supply chains; working groups work in progress and its related concept notes; newsletters; political guidelines.

The sharing of this information is understood as an asset also for further contacts and networking activities beyond Just Green strict work program, enhancing the final aim of promoting interregional cooperation and future joint activities.

Newsletters for sharing at local and regional levels

Newsletters are a tool that targets mainly the communication and networking between participants and their own stakeholders, in their own organisations, countries and regions. It focuses on the dissemination of project achievements outside the group of direct participants. For this reason, they will be translated and available in six languages: English, Hungarian, Italian, Polish, Portuguese and French. Considering that French is one of the official languages of ENSIE, this partners will be responsible for the translation.

Newsletters shall provide a memory function of the project and at the same time include the most relevant contents for facilitating networking and advocacy on the social economy green and just transition. Thus there is also an important role at the internal level of project communication involved





EUROPEAN INNOVATION COUNCIL AND SMES EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

in the elaboration process of the newsletters. The selection of what to communicate and how to communicate is a task that involves a strong participation in all project activities and a relevant role in the whole project debate. To fulfil this aim, the partner responsible for this task and its subcontractor are invited to prepare and present a specific work plan to debate with other partners and coordinate with the other project activities.

The work program to be developed by the responsible partner should take in consideration some guidelines such as the following: each newsletters should have around 3 to 4 pages; it should be edited in a PDF format so that it can be printed or shared digitally; it should have sections such as partners and stakeholders' presentation; good practices; learnings; and guidelines and strategies for a green and just transition.

Political guidelines for advocacy and lobbying

As a European Network, ENSIE will be responsible for two tasks. One is the elaboration of one document of political guidelines to promote the green and just transition by local and regional authorities as well as by social economy organisations. ENSIE will participate in all project activities and debates, including subjects as the background of partners' countries and regions regarding the green transition (template 1 and 2), criteria that define the practices as good, strategies developed by participants to design new project applications, among other. To develop the political guidelines ENSIE is invited to propose debates and draft versions of the political guidelines so that all participants can contribute to the deliverable, and so that these debates, at the same time, help the overall group to expand its strategic thinking. The responsible partner is thus invited to present a specific work plan to coordinate with the other project activities, taking in consideration also that at the third workshop a draft version shall be debated and a final version is to be completed by the end of the project.

The second task is external communication and the dissemination of Just Green at European level. One segment of dissemination is the network itself. ENSIE gathers 27 national and regional networks, representing 21 countries across Europe, which represents more than 3,150 work integration social enterprises, and about 270,000 salaried people, pursuing the goal of social and professional inclusion of disadvantaged people. On one hand, 2 to 3 members of the network will be invited to be part as of the Just Green group of active participants, opening the consortium for other European countries and regions. On the other hand, Just Green project's, results and outputs will be disseminated in internal meetings and general assemblies of the network.

Another segment is related to ENSIE core mission in the representation of the WISEs interests at the European Level, as it takes part of several fora with European Institutions (European Parliament; European Commission) and expert groups (the Social Economy Intergroup; the GECES - Expert group on social economy and social enterprises). Political guidelines are an asset to address the needs for the development of the European ecosystem to accelerate and enhance the role of social economy.

Other Just Green participation in European conferences and events can also be part of this task of project dissemination at the European level.





IV. Monitoring and evaluation

Project **monitoring** is a task developed by the project promotor and the consortium partnership. It is focused on performance indicators, included in a set of different data collection tools, and structured in two main activities.

- Partnership trimestral reports and meetings, led by project coordinator and dedicated to monitor administrative and financial performance, as well a qualitative balance of the overall activities. The coordinator has developed a trimestral report template including several management dimensions. Namely, staff allocation declarations; timesheets; prof of month payment to each staff member; expenses; subcontractor public procurement process; working group memorandum and list of participants.
- EISMEA report templates' writing is led by the project coordinator. Intermediary reports - project progress template and project workshop template - and project final report template. Templates include fields such as working packages achievements; good practices report; work plan deviations, coordination and management tasks preformed and achievements; project results and foreseen impacts.

The set of performance indicators that project coordination has to account for are the following:

- 1 Just Green Methodological Guidelines for partnership mutual learning and networking
- 21 good practices template (7 on circular economy, 7 on decarbonisation and 7 on short food supply chains);
- Participants attendance to workshops (34 participants are foreseen in the overall) and working groups (average of 10 to 12 participants);
- 4 newsletters;
- 3 concept notes;
- 1 document of Political Guidelines
- 1 external evaluation report.

These activities shall also be informed by intermediary and final reports delivered by an external evaluator.





EUROPEAN INNOVATION COUNCIL AND SMES EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

Project **evaluation** shall be developed by an external evaluator. The terms of reference for the external evaluator are described below.

An evaluator from outside the group of project participants and facilitators will be invited to perform the role of project 'critical friend'. A 'critical friend' understood as one that develops a learning approach to the evaluation activities in order to enhance promoter and partners' learnings from project overall experience. It is also a friend that provides critical thinking to project methodology, results and outputs, in order to strengthen project ideas and future European interregional cooperation among local authorities and social economy organisations.

Some of the core **evaluation questions** that should guide this role are the following:

- Is there any major deviation in project activities that compromises its objectives?
- What is the quality of the work methodology perceived by participants? How did the project accomplish the aim of leaving no participant behind? Were their concerns and actions implemented in order to assure proper participation for all stakeholders?
- What is the quality of project outputs? Do the outputs include different stakeholders' contributions?
- What is the quality of the project's final concept notes? Do these concept notes comprise concerns and objectives targeting the more vulnerable groups?
- How can the networking and mutual learning methodology be improved?
- How can project results and impacts be strengthened?

Evaluation methodology must include a set of collection data techniques combining quantitative and qualitative approaches and a set of indicators identified in project application.

- One online questionnaire to be filled by all participants in the closure moment of each of the 3 workshops. The questionnaire can include questions on workshop preparation, workshop activities and results. There are four mandatory indicators to include:

*percentage of partners that are satisfied or very satisfied with the workshop;

*percentage of partners that are satisfied or very satisfied with the working groups;

*percentage of stakeholders that are satisfied or very satisfied with the workshop;

*percentage of stakeholders that are satisfied or very satisfied with the working groups.





EUROPEAN INNOVATION COUNCIL AND SMES EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

The goal established in the application is that 70% of participants² are satisfied or very satisfied with workshops and working groups.

- One final evaluation online questionnaire to all project participants that had a meaningful relation with project activities. This questionnaire is focused in final results and impacts (effective and/or foreseen). There are several mandatory indicators to include:

*Participants level of satisfaction with the methodology of networking on the overall project. The average of 7 in a scale of 1 (minimum score) to 10 (maximum scale) is the defined goal

* Percentage of partners and stakeholders that is satisfied or very satisfied with the concept notes outputs. 70% is the defined goal.

*Percentage of participants that acknowledge the increasing of learnings, new ideas, contacts and/or other relevant results. 85% is the defined goal.

*Participants level of satisfaction with the overall project. The average of 7 in a scale of 1 (minimum score) to 10 (maximum scale) is the defined goal

Other two components of the evaluation methodology must also be considered:

- Project documents and outputs analysis;
- Interviews, focus group or other qualitative approach targeting partners at one hand, and facilitators on the other hand

Evaluation outputs include:

- 3 reports on workshops evaluation questionnaire results, including recommendations to project implementation. Reports to deliver in the maximum time of two weeks following each workshop, so that these data can be reported by partners in the workshop template report to deliver to EISMAE one month after the workshops. The deadlines are 1st week of July, 1st week of October and 1st week of December 2021.
- 1 final external report with recommendations to enhance project results and impacts. The deadline is 31 January 2022.

² Being the N= 34 considering partners staff and stakeholders list.





EUROPEAN INNOVATION COUNCIL AND SMES
EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

Annexes





Just Green

Short presentation

Aims and basic assumptions

JustGreen is about boosting social economy into a greener and fairer economy and society. It aims to support the green transition of social economy organisations so that "nobody is left behind". To support transition by promoting networking and strategic thinking on key topics, by facilitating project planning and European interregional consortia cooperation, and by developing political guidelines. Leaving no one behind, namely by fostering social entrepreneurship, by targeting unmet social needs and by work integration of vulnerable groups.

The project fundamental idea is based on the recognition of the social economy and WISEs (work integration social enterprises) potential to foster a transition that is not only environment and economic sustainable, but also just and socially fair.

Promoters and target-group

The Project is financed by the European Union through the COSME program, and coordinated by the Municipality of Vila Nova de Famalicão, from Portugal. Over the course of one year (02.2020 to 01.2021), JustGreen gathers a partnership with four more partners. Three are municipalities - Comune di Mozzo, from Italy, Gmina Świetochłowice, from Poland, and Budapest-Terézváros, from Hungary - and one other partner is a European network. ENSIE - European Network of Social Integration Enterprises - is an umbrella organisation whose goals are the representation, maintenance and development of networks and federations for work integration social enterprises (WISEs). ENSIE gathers 27 national and regional networks, representing 21 countries across Europe, which represents more than 3,150 work integration social enterprises, and about 270,000 salaried people, pursuing the goal of social and professional inclusion of disadvantaged people.

Each partner invites a group of stakeholders that will be active participants in project activities. These stakeholders are social economy organisations that are based in the local/regional territory of the consortium partners, comprising:

- more traditional organisations dedicated to charity, care and social support;
- organisations with a strong social innovation and entrepreneurial orientation;
- organisations, projects or networks related to employability of vulnerable groups.

Objectives

The project's assumes four main objectives.

- v) To enhance and strength bridges between the social economy and the circular economy;





EUROPEAN INNOVATION COUNCIL AND SMES EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

- vi) To promote way for the decarbonisation of the social economy activities;
- vii) To develop strategies to foster short food supply chains and agro ecology within the social economy;
- viii) Transversal to these three main axes is the objective of not leaving anyone behind. Leaving no one behind means namely taking into consideration principals such as the following: promoting work opportunities as a factor of integration and dignity; targets unmet needs and the quality of services dedicated to regular populations left behind (people with disabilities, the elderly, people in poverty); the promotion of social entrepreneurship and innovation, based on its' promotion through the green transition that can create new market opportunities.

Core activities and outputs

Activities	Outputs
3 Workshops	<ul style="list-style-type: none">• 1 Methodological Guidelines for partnership mutual learning and networking
3 Working Groups (6 online work sessions each) <ul style="list-style-type: none">• Circular Economy• Decarbonisation• Short Food Supply Chains	<ul style="list-style-type: none">• 21 Good practices reported• 4 newsletters• 3 Concept notes for future projects• Guidelines for local and regional policy on a just green transition
Dissemination activities	

Foreseen impacts

JustGreen aims to contribute to:

create new consortia of European inter-regional stakeholders to develop joint projects and apply to new EU funding programmes, as well as others national or international, public or private;

- sketch long medium and term strategies in order to set social economy organisations path for the green transition and their integration in European networks and interregional consortia;
- develop a political institutional ecosystem to promote the green transition of the social economy, which is strategically organized and able to mobilize relevant stakeholders;
- develop policy recommendations on the role of regional/local policies to enhance the social economy transition into to a greener and digital ecosystem, taking at the same time, work integration of vulnerable groups as a transversal goal.

Coordinator contact

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Just Green Glossary

Social Economy

A significant part of the European economy is intended to generate profits for people other than investors or owners. Known as the 'social economy', it includes cooperatives, mutual societies, non-profit associations, foundations, and social enterprises. They operate many commercial activities, provide a wide range of products and services across the European single market, and generate millions of jobs. Social enterprises are also the engine of social innovation. The social economy plays an essential role in the European economy, creating and maintaining jobs, strengthening social, economic, and territorial cohesion, generating social innovation and environmental sustainability, promoting active citizenship, solidarity, and an economy with democratic values, putting people first place.

European Commission (2021), *Social Economy in the EU*.
https://ec.europa.eu/growth/sectors/social-economy_en

Agência para o Desenvolvimento e Coesão (2021), *O Papel da Economia Social na Implementação do Pilar Europeu dos Direitos Sociais*. <https://www.adcoesao.pt/content/o-papel-da-economia-social-na-implementacao-do-pilar-europeu-dos-direitos-sociais>

WISE

Work Integration Social Enterprises (WISE) fulfill the general interest mission of allowing access and integration of disadvantaged people in the labor market. Given the usual accumulated difficulties faced by these people, social labor insertion companies assume a strong pedagogical dimension to increase skills and empower company workers through personalized and individualized social monitoring.

WISE's are enterprises focused on the social integration of individuals in a state of exclusion offering such individual the opportunity to prepare themselves for their integration into the labour force.





EUROPEAN INNOVATION COUNCIL AND SMES EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

They are at the core of the economic system and are faced with concrete situations and their inherent pressures, all the actors involved in WISE's are forced to overcome the challenges of productivity and, by this fact, of integration.

They have a strong pedagogical dimension with educational programs designed based on existing potential within the enterprise and covering dimensions such as socialization, rights and privileges, training, integration on the workplace, dealing with problems, and citizenship.

ENSIE (2021), *What is a WISE?* <http://www.ensie.org/new-page>

ENSIE (2021), *Active labour market measures and Work Integration Social Enterprises.* <http://www.ensie.org/wises>

Green Deal

The European Green Deal is a new growth strategy that aims to transform Europe into a just and prosperous society, with a modern, competitive economy and efficient use of resources. It aims to protect, conserve, and improve the European Union's natural capitals and to protect the health and well-being of citizens against risks related to the environment. "The European Green Deal - Communication from the commission to the European parliament, the European council, the Council, the European economic and social committee and the committee of the regions."

European Commission (2019), *The European Green Deal*. Communication from the Commission to the European Parliament, the European Council, the Council, the European economic and social committee, and the committee of the regions.

https://eur-lex.europa.eu/resource.html?uri=cellar:b828d165-1c22-11ea-8c1f-01aa75ed71a1.0002.02/DOC_1&format=PDF

Just Transition

The idea that justice and equity should be an integral part of this transition to a low-carbon world. In addition to recognizing employment as a source of security and dignity, the just transition focuses on a broader view of issues, such as the type of jobs we will have in society.

UNRISD (2018), *Mapping Just Transition(s) to a Low-Carbon World*.

[https://www.unrisd.org/80256B3C005BCCF9/httpNetITFramePDF?ReadForm&parentunid=9B3F4F10301092C7C12583530035C2A5&parentdoctype=book&netitpath=80256B3C005BCCF9/\(httpAuxPages\)/9B3F4F10301092C7C12583530035C2A5/\\$file/Report---JTRC-2018.pdf](https://www.unrisd.org/80256B3C005BCCF9/httpNetITFramePDF?ReadForm&parentunid=9B3F4F10301092C7C12583530035C2A5&parentdoctype=book&netitpath=80256B3C005BCCF9/(httpAuxPages)/9B3F4F10301092C7C12583530035C2A5/$file/Report---JTRC-2018.pdf)

Circular Economy





Production and consumption model which aims to eliminate waste by keeping resources in use for as long as possible. It is realized through strategies such as eco-design, sharing, reuse, repair, and waste-as-resource.

OECD (2019), *Waste Management and the Circular Economy in Selected OECD Countries: Evidence from Environmental Performance Reviews*, OECD Environmental Performance Reviews, OECD Publishing, Paris, <https://doi.org/10.1787/9789264309395-en>

Decarbonization

Process of achieving a carbon-neutral economy, in which greenhouse gases emissions are in line with the absorbing capacity of carbon sinks (soil, forests and oceans). This process requires lowering the current level of emissions, through energy efficiency, substituting renewable energy sources for fossil fuels, and changes in consumption patterns.

European Parliament (2020), *What is carbon neutrality and how can it be achieved by 2050?* European Parliament News, <https://www.europarl.europa.eu/news/en/headlines/society/20190926STO62270/what-is-carbon-neutrality-and-how-can-it-be-achieved-by-2050>

Short Food Supply Chains

Food products' distribution systems in which the place of consumption is located within a short distance of the place of production (< 50 km, for example), and/or in which no more than one intermediary is involved.

Mottershead, D. and Schweitzer, J.-P. (2018), *Short food supply chains*. Briefing for the report: Unwrapped: How throwaway plastic is failing to solve Europe's food waste problem (and what we need to do instead). Institute for European Environmental Policy (IEEP), Brussels. A study by Zero Waste Europe and Friends of the Earth Europe for the Rethink Plastic Alliance. https://zerowasteurope.eu/wp-content/uploads/2019/11/zero_waste_europe_report_short-food-supply-chain-fact-sheet.pdf

Networking

A network is a form of cooperation between entities, even if they are in different regions or countries, they collaborate based on common development objectives expressed in a cooperation agreement / contract. The entities decide to add their forces, share information, and create synergies to become more innovative, maintaining their autonomy without constituting a new legal entity. This cooperation model is suitable for any type of activity and sector.





EUROPEAN INNOVATION COUNCIL AND SMES
EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

ECORYS (2014), *Business Networks*. Final report for DG Enterprise and Industry.
<https://ec.europa.eu/docsroom/documents/5563/attachments/1/translations/en/renditions/native>

Interregional Cooperation

Interregional cooperation aims to strengthen the EU's regional development through the transfer of knowledge and the exchange of experiences between regions. It aims to improve the effectiveness of regional development policies and contribute to economic modernization and increased competitiveness in Europe. The acknowledgement of the potential of social economy via inter-regional learning and collaboration will contribute significantly to a European Social Economy community building and boost innovation efforts.

European Commission (2020), *COSME Programme*.

https://ec.europa.eu/easme/sites/easme-site/files/documents/cos-sem-2020-4-01_cfp_v2.pdf

European Commission (2021), *Interregional Cooperation*. Glossary.

https://ec.europa.eu/regional_policy/pt/policy/what/glossary/i/interregional-cooperation





Just Green

Participants identity card

* Name and acronym of your organisation

* Institutional
logo

* Contacts:



website



Email



Phone Number

* Foundation date

* Mission

* Main services





EUROPEAN INNOVATION COUNCIL AND SMES
EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

* Number of workers _____

* Estimative of the number of people covered by your services _____

* Brief description of the institution

* Main projects

* Main reason to participate in the Just Green project

* Interlocutor: *(responsible for the JUST GREEN project)*

* Position in the organisation

* Direct contacts:



Email



Phone Number

* Name of the responsible for fulfilling this template: _____

* Contacts:



Email





**EUROPEAN INNOVATION COUNCIL AND SMES
EXECUTIVE AGENCY (EISMEA)**

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar



Phone Number

* **Date:** ____/____/____





Just Green

Good practices template

Adaptation from the COSME 2020 European Social Economy Missions project.

*** Project title and acronym**

JustGreen

*** Country/region of good practice**

*** Title of good practice**

100 character(s) maximum

Date of the beginning of the initiative/practice: __/__/ (month/year)

What kind of a good practice is it?

Initiative of local/regional authorities involving social economy organisations

Initiative of Social economy organisations

Other, please explain: _____





In what/which fields? (multiple choice)

Circular economy Decarbonisation Short food supply chains

Does it involve work opportunities for vulnerable groups?

Yes No

*** Description of good practice**

3000 character(s) maximum (1 page)

Why do you consider this to be a good practice? What are the criteria that in your opinion makes this example a good practice? *1000 character(s) maximum*

(for instance social criteria such as work integration of vulnerable groups, special attention to decent work conditions, or contribution to local development; green criteria such as innovative solutions in the fields of circular economy, decarbonisation, short food supply chains; management criteria such as sustainability (duration in time) or impact evaluation)

*** Remark/recommendation**

Name of the responsible for fulfilling this template: _____

Email: _____

Date: __/__/__





Just Green

Territorial presentation template

* Country/Region general presentation

* Brief description of the state of Social Economy in the country

Does your country have a legal framework for the Social Economy sector? What are the fields of activity of Social Economy in your country?

* **WISEs framework.** Is there a law defining WISEs in your country? How is the field of work integration of vulnerable groups structured?

* Municipality presentation

• Main policies of the municipality regarding social economy and green transition

* Green transition indicators for the country and municipality (if available)

Energy	Unit	Reference year (ex. 2009)	Last recorded year (2020)	Target 2030
CO2eq Emissions	ton/citizen per year			
Renewable energy	%			
Individual car travel	% of overall travel			

Source:





**EUROPEAN INNOVATION COUNCIL AND SMES
EXECUTIVE AGENCY (EISMEA)**

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

Green Infrastructure	Unit	Reference year (ex. 2009)	Last recorded year (2020)	Target 2030
Green areas	% of municipality surface			

<https://www.hugsi.green/ranking/?All>

Water	Unit	Reference year (ex. 2009)	Last recorded year (2020)	Target 2030
Water consumption	Liters/day per person			
Urban Waste	Unit	Reference year (ex. 2009)	Last recorded year (2019)	Target 2030
Waste produced	kg/citizen per year			
Preparation for reuse and recycling	% of recyclable urban waste			
Landfilling	% of urban waste sent to landfill			

Source:





Just Green

SOCIAL ECONOMY FOR A JUST AND GREEN TRANSITION



WORKSHOP 1 PROGRAM

Circular economy in the value chain of
social economy organisations

Where are we at the Just Green
partnership?

Draft: 20.05.2021

Host: Famalicão Municipality | Portugal | Link to workshop:

Monday 14.06.2021 (CET – Central European Time)

***What is JustGreen project?
Who participates and how can I get involved?***

9:50	Participants arrival to JustGreen platform Interpretation (4 languages: English to Portuguese, Italian, Hungarian and Polish)	
	Welcome to JustGreen project	
10:00	Official opening and welcome	President/City councillor
10:10	Virtual visit to Vila Nova de Famalicão (VNF) The territory and its policies	City councillor
10:30	Project presentation and JustGreen challenges	Project Coordinator Ana Freitas
	Networking session	
10: 40	Project methodology – an invitation to participate	A3S Association





EUROPEAN INNOVATION COUNCIL AND SMES
EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

10:50	Group exercise	All partners and stakeholders
11:05	National delegations presentation (template 1 and 2*)	All partners and stakeholders
11:55	Final challenge of the day	

Tuesday 15.06.2021

Seminar on Circular economy in the value chain of social economy organisations - where are we in the EU and where do we want to go?

Interpretation (4 languages: English to Portuguese, Italian, Hungarian and Polish)

The seminar will be open to the general public. Participants can invite their co-workers and other local and national stakeholders

9:50	Participants arrival to JustGreen platform	
10:00	Seminar Moderator to define	
10:00	Social Circular Economy: Opportunities for People and Resources	Circular Economy Portugal – Andreia Barbosa
10:30	Questions and Answers	
10:50	European Green Deal and challenges for the social economy and WISEs 2030 (preliminary title)	ENSIE – Pauline Bonino
11:10	Creating an inclusive circular economy in your territory through re-use and repair	RREUSE - Jana Žůrková
11:30	Questions and Answers	
11:50	Final challenge of the day	

Wednesday 16.06.2021

Which practices do we already have in our partnership regarding a fairer and greener transition?

9:50	Participants arrival to JustGreen platform	
10:00	Virtual visit to Vila Nova de Famalicão Practices	Famalicão stakeholders Facilitators (A3S Association ; Foundation of the regional employment promotion agency - FRAPZ; Solidarius ; Galileo Progetti) and all participants
10:20	Practices' exchange - mutual learning and networking parallel sessions (Circular economy; decarbonisation, short food supply chains) (template 3*)	
11:20	Plenary debate on the exchange sessions	
11:50	Final challenge of the day	

Thursday 17.06.2021

How can we go further on circular economy strategies?

9:50	Participants arrival to JustGreen platform	
10:00	Networking and mutual learning session	
11:20	Online Working Groups kick off meeting preparation	Facilitators and all participants
11:50	Final challenge of the day	





EUROPEAN INNOVATION COUNCIL AND SMES
EXECUTIVE AGENCY (EISMEA)

Department I - Innovation ecosystems, SMP / Entrepreneurship & Consumers
Unit I-02 SMP / COSME Pillar

Friday 18.06.2021

What are good practices?

What is our vision for a greener and fairer future?

9:50	Participants arrival to JustGreen platform	
10:00	Working Groups – Session 1	
	- Circular economy	A3S and CEP – Carlota Quintão and Andreia Barbosa
	- Decarbonisation	FRAPZ - Martyna Wronka-Pośpiech
	- Short food supply chains	Solidarius – Chiara Bonifazi and Soana Tortora
11:00	Final sharing of results in plenary: good practices ideal type and visions for a just and green future	
11: 40	Workshop closure – next steps	
11:50	Workshop evaluation	





Just Green

Concept note template

- 1. Project title**
- 2. Partnership description**
- 3. Partners background experience**
- 4. 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?**
- 5. Target groups and participants**
- 6. Project objectives and activities**
- 7. Results, outputs and impacts**

