



EUSAIR bringing the Green Deal to the region

Discussion Paper

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Acronyms

ADRION: Interreg V-B Adriatic-Ionian programme

All: Adriatic Ionian Initiative

CGSDI: Consultative Group on Sustainable Development Indices

DS: Dashboard of Sustainability

EAP: Environment Action Programme (8th)

EC: European Commission

EMAS: EU Eco-Management and Audit Scheme

ERDF: European Regional Development Fund

ESIF: European Structural Investment Funds

ETC: European Territorial Cooperation

EU: European Union

EUSAIR: EU Strategy for the Adriatic and Ionian Region

EUSAIR non-EU Countries: Albania, Bosnia-Herzegovina, Montenegro, North Macedonia, Serbia

FAIC: Forum of the Adriatic and Ionian Cities

FORA: three civil society Forum: Forum AIC, UniAdrion, FAIC

Forum AIC: Forum of the Adriatic and Ionian Chambers of Commerce

GHG: Greenhouse Gas Emission

GPP: Green Public Procurement

JRC: Joint Research Center

PP: Public Procurement

ROI: Return on Investment

TEN-T: Trans-European Transport Network

TSG: Thematic Steering Group

UN: United Nations

UNDP: United Nations Development Programme

UniAdrion: Forum of the Adriatic and Ionian Universities

1. Proposed indicators system

1.1 Overall logic of the system

The macro-regional strategies development is going forward in an EU policy framework that is strongly oriented to climate neutrality. In December 2019 the European Commission launched the communication to the European Parliament and other institutions concerning the European Green Deal¹. According to the Commission's commitment to tackling climate and environmental-related challenges, the Green Deal aims to transform the EU into a fair and prosperous society where there are zero net emissions of greenhouse gases (GHG) in 2050 and where economic growth is decoupled from resource use. Looking at the present decade, EU's climate, energy, transport and taxation policies are designed for reducing net greenhouse gas emissions by at least 55% by 2030, compared to 1990 levels. Considering that EUSAIR includes non-EU countries, it is worth noting that the European Green Deal is an integral part of the Commission's strategy to implement the United Nations 2030 Agenda for Sustainable Development.

The Green Deal consists of a series of coordinated elements which encompass the main factors that influence the achievement of the EU climate and environmental ambition: preservation of ecosystems and biodiversity, a healthy and environmentally friendly food system, acceleration of the shift to smart mobility, resource efficient building industries, circular economy approach, clean and affordable energy. The EU must increase its ambition for 2030 and 2050 and it needs a clear programme of financial support for the transition and specific instruments to avoid economic and social negative consequences (Leave no one behind).

The Commission declares itself keen to reduce the environmental impact as an institution and as an employer, announcing an Action Plan to implement the objectives of the Green Deal. Calling all the other institutions, bodies and Agencies of the EU to work together and come forward with similarly ambitious measures.

The European Green Deal is a response not only to science, but also to demands for stronger actions coming from citizens. The European Commission has launched a European Climate Pact², to make sure that everyone can help build a greener Europe and contribute to the achievement of the Sustainable Development Goals. The Climate Pact will offer ways for people and organizations to learn about climate change, to develop and implement solutions, and to connect with others to multiply the impact of those solutions. The Pact will create a lively space to share information, debate and act on the climate crisis, offering support for a European climate movement to grow and consolidate.

The Green Deal has the ambition to make the economic system more sustainable and environmentally friendly, avoiding potential trade-offs in terms of wealth, employment and social disparities. The

¹ COM(2019) 640 final

² https://europa.eu/climate-pact/index_en

transformation of the economy requires a re-thinking of energy supply systems and productive processes, as well as large scale infrastructure, food and agriculture regulations, taxation and benefits. The emerging approach of the Circular Economy should spread among entrepreneurs and citizens, scaling up from front-runners to mainstream players, giving a decisive contribution to achieving climate neutrality by 2050.

The EC Circular Economy Action Plan³ presents a set of interrelated initiatives to establish a strong and coherent policy framework that will make sustainable products, services and business models the norm and transform consumption patterns so that no waste is produced in the first place. Other relevant measures include waste reduction and a well functioning internal market for high quality secondary raw materials.

The present discussion paper intends to propose an approach to encourage EUSAIR participating countries, their representatives and stakeholders, to act more sustainably in their daily activities and raise climate neutrality awareness in their administrative practices, in line with the policy objectives set in the European Green Deal and related action plans. Furthermore, it includes a series of operational tools, such as a draft interview, to set the baselines and indicators' fiches to prepare the monitoring phase.

The study team is aware of the challenges in proposing to the EUSAIR stakeholders an approach that should 'bring the Green Deal to the region' and also measure progress. It is worth mentioning here the most relevant ones:

- Climate neutrality requires changes to the economic system in a multisectoral logic. To measure progress, a framework capturing the complexity of these shifts and revealing sufficiently in-depth information is necessary. An exclusive focus on greenhouse gas emissions or energy consumption would not be sufficient in a holistic long-term perspective.
- The Adriatic and Ionian Region includes 9 countries, both EU and non-EU, with significant differences in terms of: legislation (very relevant to green procurement), familiarity with advanced systems of indicators (use or even management of ESIF programmes by stakeholders from EU member states represents a clear advantage), technical competences (e.g. in the area of energy saving) especially at local authority level, administrative capacity in relation to the design of procurement procedures.
- When EUSAIR governance is concerned, the nature of the initiatives/ activities/ projects to be monitored and assessed is varied. On the one hand, it is necessary to consider the way meetings/ events related to the macro-regional strategy are organised. On the other hand, bringing the Green Deal to the region means mapping and making the EUSAIR stakeholders' public procurement practices (green procurement) evolve.
- The outdated and underdeveloped transport logistics in non-EU countries should be considered. According to the Green Agenda for Western Balkans⁴ (which includes all five non-EU EUSAIR countries) the road, rail and inland waterway connections in the Western Balkans are underdeveloped due to lack of sufficient investment and poor maintenance. The infrastructure connections between sea/ inland waterways ports and the rail network are currently weak or

³ COM(2020) 98 final

⁴ SWD(2020) 223 final

non-existent. The Green Agenda is part of the Economic and Investment Plan for the Western Balkans, which aims to spur the long-term economic recovery of the region, support a green and digital transition, foster regional integration and convergence with the European Union.

- Sources of financing of the initiatives/ activities/ projects to be monitored and assessed are multiple and varied. Differently from operational programmes (e.g. funded by ERDF), where a system of common indicators can be strongly promoted or even imposed, in the present case indicators have to be suggested for a wide range of programmes and practices, which in several cases are self-financed by the EUSAIR stakeholders with the consequent fragmentation of information on historical data, difficulty in coordinating policy action and irregular monitoring over the decades.

The European Commission is currently trying to address the first challenge indicated above by working on the elaboration (by mid-2022) of an integrated EU set of indicators to measure progress towards climate neutrality.

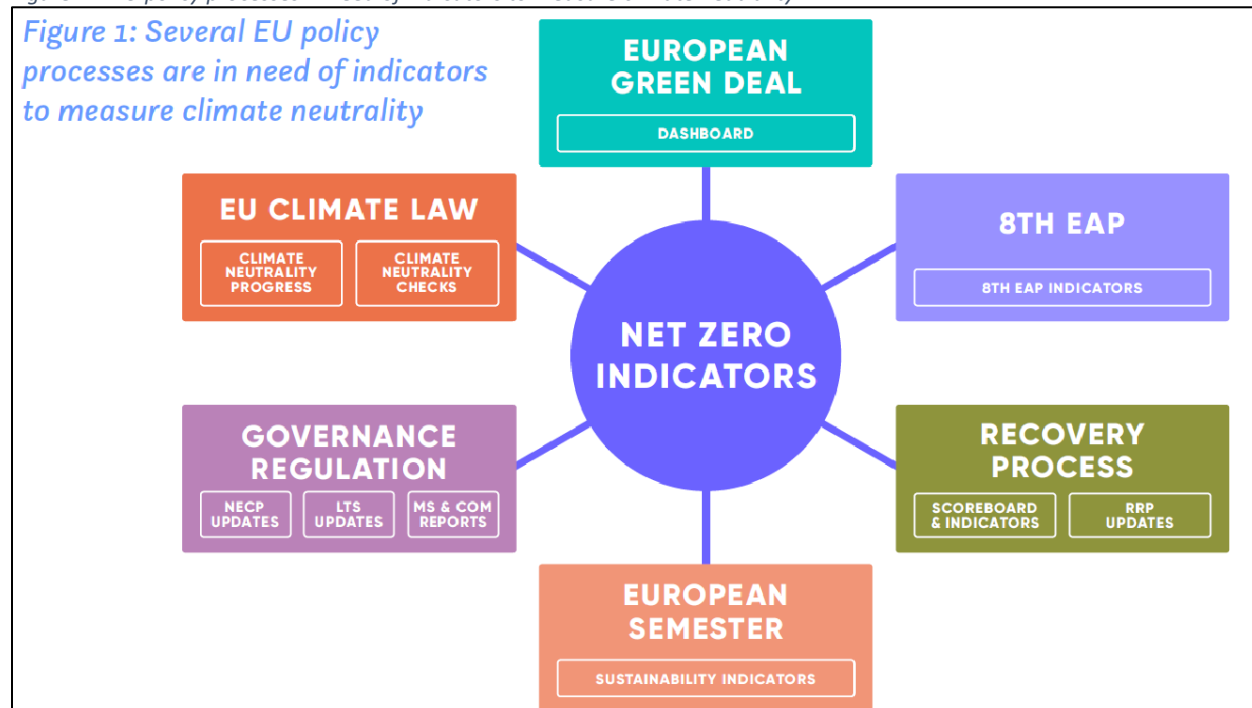
Some areas, such as health and pollution, have been covered already by a comprehensive set of indicators⁵. These have been based on the Action Plan that aims not only at protecting the environment by achieving zero air, water and soil pollution, but also to safeguard human health by monitoring and reducing the emissions of harmful pollutants.

However, it is clear that a fully integrated approach that can effectively capture the multifaceted shift to climate neutrality is still under construction. In a report published in June 2021⁶, the European Climate Foundation identifies the EU policy processes that are in need of indicators to measure climate neutrality. These are shown in the explanatory figure below.

⁵ COM(2021) 400 final (EU Action Plan: 'Towards Zero Pollution for Air, Water and Soil') is accompanied by a Commission Staff Working Document (SWD(2021) 141 final) that includes key headline indicators and sub-indicators for: Impacts/ Harm (e.g. Sub-Indicator: Years of Life Lost due to PM2.5 (or premature deaths), Emissions and other pollution pressures on the environment (e.g. Sub-Indicator: Air emissions from vessels (SOx, NOx, PM2.5)). It also includes key headline indicators for regular assessment (availability of every 3-6 years) and suggests indicators to be developed, for instance in relation to microplastics.

⁶ Measuring Progress towards Climate Neutrality, European Climate Foundation (2021).

Figure 1 – EU policy processes in need of indicators to measure climate neutrality



Source: European Climate Foundation (2021)

Given such a complex scientific and policy framework, it is clear that the approach proposed to increase the climate neutrality awareness of the EUSAIR stakeholders cannot have the ambition to cover the whole scope of the green shift. It shall rather represent a contribution to the Green Deal in the EUSAIR governance perspective by:

- Ensuring that the link between the approach proposed here and the Green Deal main targets, the Green Agenda for the Western Balkans and the UN Agenda 2030⁷ is understood and shared also by organisations belonging to non-EU countries
- Stimulating progress by focusing on the change of the behaviors needed in the EUSAIR governance;
- Pushing for the evolution of the administrative practices (i.e. green public procurement) that are under direct control of the EUSAIR stakeholders (mainly public administrations) and that can offer a significant contribution to climate neutrality in the medium and long term.

Link with the Green Deal (context and direct results indicators)

The reduction of net greenhouse gas emissions by at least 55% by 2030, compared to 1990 levels, and the achievement of climate neutrality (no net emissions of greenhouse gases) by 2050 are the main goals of the European Green Deal. These objectives are paralleled at the global level by the UN 13th Sustainable Development Goal, i.e. ‘Take urgent action to combat climate change and its impacts’, which includes five targets and eight indicators. Among them, Indicator 13.2.1 is particularly relevant: ‘Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and

⁷ <https://sdgs.un.org/goals>

foster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including a national adaptation plan, nationally determined contribution, national communication, biennial update report or other)⁸. Indicator 13.2.2 'Total greenhouse gas emissions per year'⁸ is also directly relevant, as it reports the estimated levels of greenhouse gas emissions. This shows that not only the EUSAIR countries belonging to the EU (committed in the European Green Deal), but also the EUSAIR five non-EU member states adhere to an international framework recognising the radical reduction of greenhouse gas emissions as a fundamental objective.

In addition, the non-EU countries of the EUSAIR also respond to the Green Agenda for Western Balkans, launched by the European Commission in October 2020, as part of the broader Economic and Investment Plan for the Western Balkans. This Plan aims to support sustainable connectivity, human capital, competitiveness and inclusive growth, and the twin green and digital transition. The Green Agenda foresees actions around five pillars. These are (i) climate action, including decarbonisation, energy and mobility, (ii) circular economy, addressing in particular waste, recycling, sustainable production and efficient use of resources, (iii), biodiversity, aiming to protect and restore the natural wealth of the region, (iv), fighting air, water and soil pollution and (iv) sustainable food systems and rural areas. Digitalisation will be a key enabler for the above five pillars in line with the concept of the dual green and digital transition. Therefore, reducing the emissions of air pollutants and GHG is a priority, which is strongly interlinked with energy, transport and health policies, among others. Successful implementation of the EU air quality legislation in the Western Balkans would also help EU neighbouring countries to stay within their limit values for some air pollutants.

In the proposed system of indicators, the GHG emissions are measured:

- at country level (absolute value and per capita value) and at macroregional level (absolute value and per capita value) to populate a context indicator used as a benchmark;
- based on the travels related to the meetings/ events that are necessary for the governance of EUSAIR (output level).

In this regard, it is worth noting that the transport sector has the lowest share of renewable energy use and it will need to increase its renewable energy share to around 24% by 2030. This means that the contribution of the transport sector in terms of emissions is expected to be extremely high at least for the next decade. Even if the EU Mobility Strategy (see box below) intends to transform this sector dramatically by 2050, the governance of EUSAIR can play a central role in promoting positive change.

EU Mobility Strategy

All transport modes need to become more sustainable, with green alternatives widely available and the right incentives put in place to drive the transition. Concrete milestones will keep the European transport system's journey towards a smart and sustainable future on track:

By 2030:

- at least 30 million zero-emission cars will be in operation on European roads

⁸ UNFCCC reporting guidelines on annual inventories for Parties included in Annex I to the Convention

- 100 European cities will be climate neutral
- high-speed rail traffic will double across Europe
- scheduled collective travel for journeys under 500 km should be carbon neutral
- automated mobility will be deployed at large scale
- zero-emission marine vessels will be market-ready

By 2035:

- zero-emission large aircraft will be market-ready

By 2050:

- nearly all cars, vans, buses as well as new heavy-duty vehicles will be zero-emission
- rail freight traffic will double
- a fully operational, multimodal Trans-European Transport Network (TEN-T) for sustainable and smart transport with high speed connectivity

Source: European Commission

As the emissions produced by travels depend not only on the modality of participation (see output level below), but also on the means of transportation used to participate in person in a meeting, the system proposed will encourage the use of certain mobility solutions (e.g. train, when available) in spite of others. It is clear that the evolution of the transport sector will play a significant role in such an assessment over the decades, given that some mobility solutions could see their environmental impact reduced thanks to the adoption of newer technologies (e.g. electric engines).

In this regard, it is important to take into consideration the heterogeneity of the transport systems of the countries of the EUSAIR Area. According to the Green Agenda for the Western Balkans the road, rail and inland waterway connections in the Western Balkans are underdeveloped due to lack of sufficient investment and poor maintenance. The rail is still heavily dependent on fossil fuels with more than 30% of the TEN-T Core and approximately 50% of the Comprehensive Networks not electrified. Moreover the infrastructure connections between sea/ inland waterways, ports and the rail network are currently weak or non-existent. The top priority in this respect remains the revitalisation of the rail network in order to make it a credible and sustainable alternative to road transport. In relation to this, the Economic and Investment Plan for the Western Balkans foresees funds for the programming period 2021-2027 and it is expected that in the coming decades there will be improvements. However, these aspects need to be taken into account when analyzing the behavior of stakeholders with respect to the choice of the means of transport to participate in events in presence.

The study team is aware of how the literature underlines that meetings and events produce GHG emissions not only in relation to the participants' travels to reach the venue⁹. The difficulty in monitoring further aspects combined with the importance of EUSAIR travels in terms of GHG emissions suggested to focus on travels. However, as explained in paragraph 1.4, the system foresees growth over

⁹ The European Commission 'Guidelines on organizing sustainable meetings and events at the Commission' published in 2018 mention the following issues: Venue, Distributed materials, Catering, Accommodation and Transport.

time by including further output indicators (e.g. catering, venues) connected to the direct result indicator.

Behaviors featuring the EUSAIR governance (output indicators)

When behaviors are concerned, the main aspect to keep into consideration in the governance of the EUSAIR is the organisation of meetings and events in the Adriatic and Ionian region. This is the reason why the proposed system of indicators intends to collect information on these activities. It shall be reminded that meetings/ events related to the governance of EUSAIR can be:

- Organised for the internal EUSAIR coordination in each country;
- Organised by National Coordinators and EUSAIR Facility Points for the governance of the strategy;
- Organised by TSGs Pillar Coordinators for the implementation of the strategy;
- Organised by the Adriatic Ionian networks and Fora;
- Organised by the Interreg Programmes in the region.

The modality of participation can be either in person or remote (online). Remote participation is not expected to become the rule in the future, as it could be not sufficiently effective in specific cases. However, as the environmental impact of remote participation is lower, the study aims to provide tools to assess when remote participation is advisable and measure the environmental impact of the travels that are necessary to participate in person to meetings/ events.

Administrative practices, i.e. green public procurement (process and input indicators)

The focus on the emissions generated by travels (related to meetings) is not sufficient to capture information on the progress made towards the organisation of greener meetings. The present system of indicators is thus complemented by information on the services purchased for the organisation of the meetings. This is the first reason why the proposed approach includes process indicators allowing to measure the number and characteristics of the procedures put in place to select the providers that are necessary to organise a meeting (e.g. hotels and restaurants). The second reason is that assessing the administrative practices, and especially the way the EUSAIR key implementers and stakeholders purchase, means orienting them towards green public procurement, which can have a significant multiplier effect.

‘Bringing the Green Deal to the Region’ means not only promoting the awareness that definite behaviors (such as the number of travels and the means of transportation chosen) have an impact on the environment and climate, but also making the authorities/ public bodies of local, regional and national level spend public money according to ‘green’ criteria. This aspect shall be considered both in terms of the number of green (or related to EU eco-labelled services) public procurement procedures and the percentage of public money spent according to these procedures. It is expected that the EUSAIR key implementers and stakeholders will be encouraged by this system to opt in a larger extent for green procurement, thus adopting this kind of procedures also outside of the scope of the EUSAIR governance.

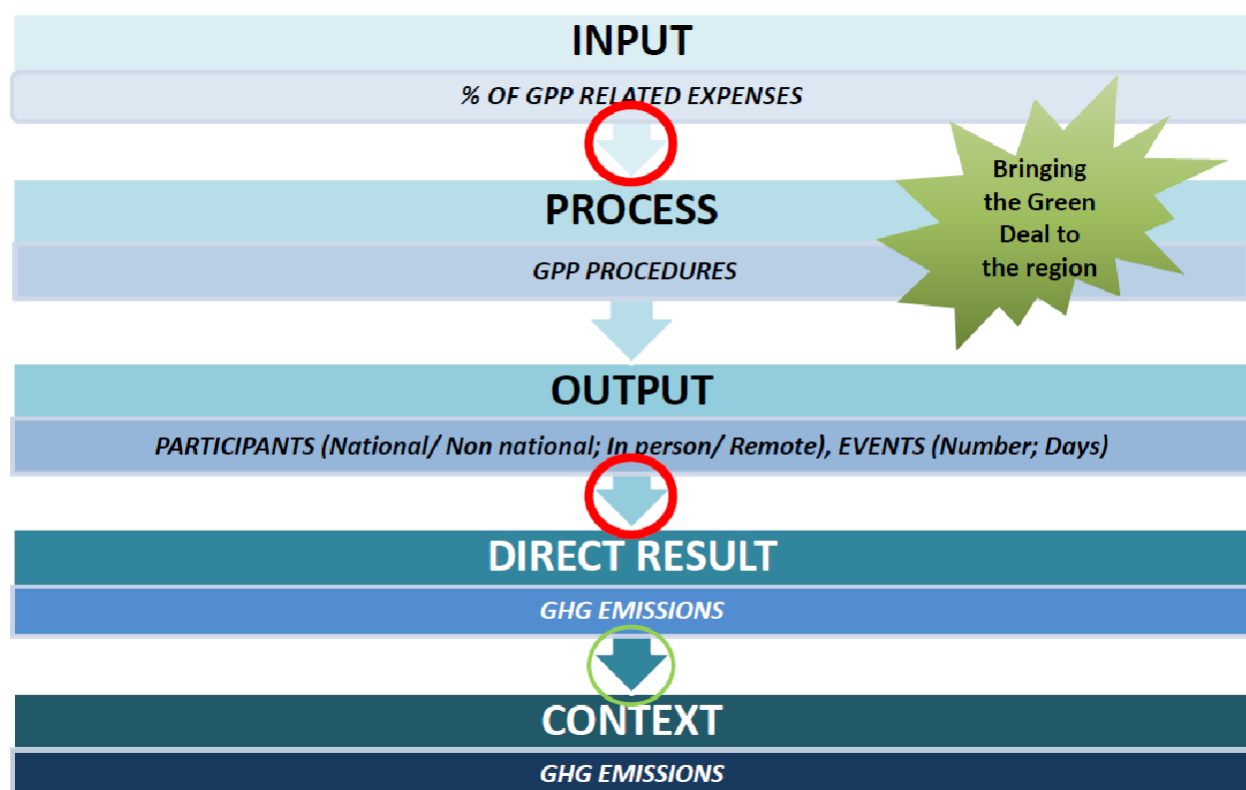
1.2 What is measured

As generally explained in the previous paragraph, the proposed system of indicators aims both at measuring the impact of the behaviors featuring the EUSAIR governance (result and output indicators) and showing possible progress in the adoption of sound administrative practices, i.e. green public procurement (process and input indicators). In the proposed system, five types of indicators are foreseen: context, direct result, output, process, input indicators. Their interpretation in the current discussion paper needs to be shortly clarified.

Context indicators relate to the conditions of well-being of the community and are meant to measure the change occurring in the area (external factors included). In the ERDF 2014-2020 conceptual framework they were defined as result indicators. Direct results are the immediate benefit of the interventions. Therefore, direct result indicators measure project/ activity direct effects with reference to the direct addressees. An output is what is produced by the expenditures/ investments through the activities/ projects. It refers to the core products of the activity/ projects. Process indicators measure the strategy/ programme implementation process through the number and characteristics of procedures, providers and beneficiaries. Input indicators measure financial resources invested in the initiatives/ programmes.

Looking at the system of indicators as a whole, it shall be observed that the link between direct result and context indicators is clear, as the indicator is the same. However, the contribution of the direct result indicator to the context indicator is extremely modest, given the limited size of the EUSAIR governance as a phenomenon. What appears to be important is the alignment of the EUSAIR governance behaviors with the overall trend of GHG emissions. In this regard, it must be noticed that the strongest link in the system of indicators is between output indicators and result indicators. The number of travels and the number of national and especially non-national participations determine indeed the quantity of GHG emissions. The link between the process indicators and the outputs/ direct result, on the contrary, is weak. Process indicators are meant to complement the information on the way meetings are organised and, more importantly, they show if the organisation of the EUSAIR meetings is a *playground* where green practices in public procurement are experimented. This could have a significant multiplier effect ending to 'bring the Green Deal' to the region. Finally, it shall be noted how strong the link between the input indicators and the process indicators is, as the first one offers nothing but the financial size of the green procurement procedures monitored through the second ones.

Figure 2 System of indicators and links between the five types of indicators



Source: Own elaboration

The complete list of the selected indicators is presented in the following table. It is complemented by the indication of the capacity of the EUSAIR stakeholders to bring about a 'change' by performing well. In case of process and input indicators, such a capacity is higher because of the already illustrated possible multiplier effect.

Key points include some suggestions on how to use the indicators in terms of policy action. Furthermore, some points prepare the ground for the next paragraphs dedicated to the calculation of the baselines, targets and milestones.

Table 1 List of indicators

| Type | Name of indicator | EUSAIR's room for change | Key points |
|----------------------|-------------------------|--------------------------|--|
| Context | Estimated GHG emissions | <i>Not applicable</i> | Context indicator shall be considered as a benchmark for the result indicator, which is expected to perform better |
| Direct result | Estimated GHG emissions | Medium | Being (at least in the currently proposed system) determined by the EUSAIR governance related travels, it is also connected to the evolution of the mobility sector and infrastructure investments over time |

| Type | Name of indicator | EUSAIR's room for change | Key points |
|----------------|---|--------------------------|--|
| Output | Non-national participations (in presence) | Medium | Based on the lessons learnt during the pandemic, it could be kept under control with special care |
| | National participations (in presence) | Medium | Based on the lessons learnt during the pandemic, it could be kept under control |
| | Remote participations (online) | Medium | Based on the lessons learnt during the pandemic, it could be increased (with reference to 2018) – a possible increase of remote participations should not affect the effectiveness of the EUSAIR governance |
| | Number of events / meetings | Medium | The number of events/meetings could even increase over time due to the need of a more robust governance of EUSAIR |
| | Total number of days of events / meetings | Medium | Even if it does not appear to be linked to the result indicator in the currently proposed system of indicators, this data shall be collected in view of the possible addition of new output indicators (e.g. concerning use of energy of materials, consumption of food during the meetings/ events) |
| Process | Number of procedures according to EU GPP published | High | In the currently proposed system of indicators, two highly relevant areas of GPP are considered: 'Food, Catering services and vending machines', 'Cleaning products and services' – new areas are destined to be included in the system over time |
| | Number of procedures according to EU GPP successfully implemented | High | In the currently proposed system of indicators, two highly relevant areas of GPP are considered: 'Food, Catering services and vending machines', 'Cleaning products and services' – new areas are destined to be included in the system over time |
| Input | Expenses on GPP / Total expenses on PP | High | This indicator shows the actual relevance of the GPP to bring the Green Deal to the region |

Source: Own elaboration

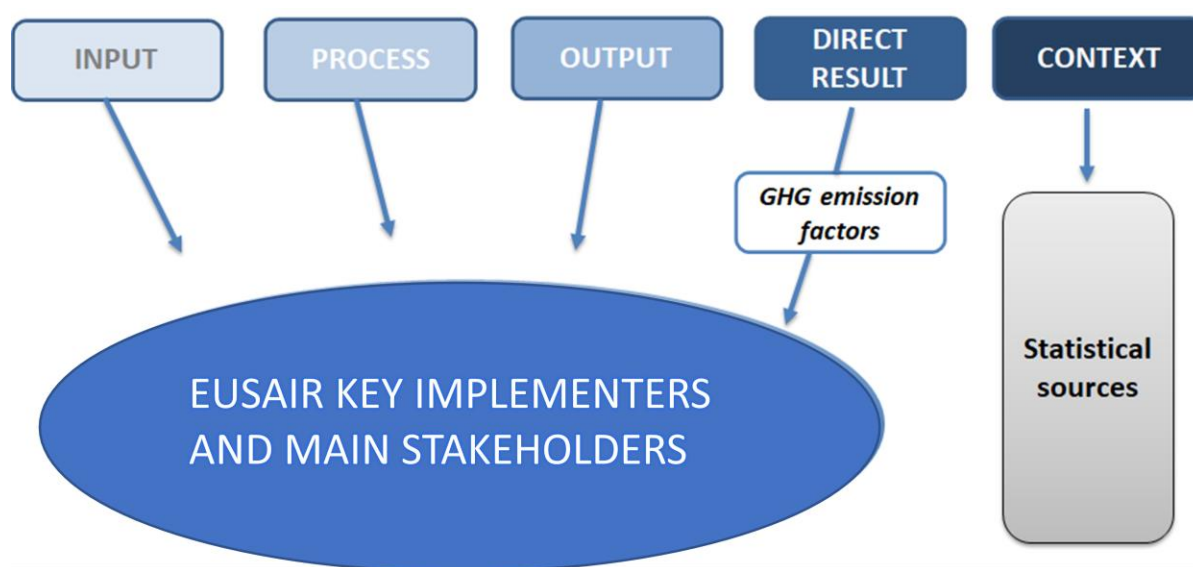
In the indicators' selection, the highest attention has been devoted to the feasibility of the monitoring activities, given that the macroregional framework does not dispose of a given budget and can be successful only if light burdens are imposed on the stakeholders. In Annex 1 a first draft of the

indicators' fiches is provided. At the present stage, the following information per each indicator is provided: Definition, Unit of measurement, Source of data.

1.3 What are the sources

The system of indicators proposed depends on three main sources. Statistics allow populating the context indicators, whereas it appears necessary to collect information from the EUSAIR key implementers and main stakeholders to populate direct results, output, process and input indicators. A third relevant category of data needed for the direct result analysis consists in the GHG emission factors (e.g. CO₂, CH₄ etc) per unit of activity data (e.g. km of travel by train). Such data will be acquired from scientific databases such as COPERT and Ecoinvent Version 3.6.

Figure 3 Sources of the indicators



Source: Own elaboration

The **context** indicator offers useful information about the trend of the entire macro region. This indicator relies on statistical sources that are available at national level in the nine countries. In particular, the data for the estimation of GHG emissions for each country could be collected in two different ways.

An approach that allows obtaining in a simple way a homogenous database is to take data from a single official statistical source. For this purpose, the World Bank¹⁰ offers a complete database for all world countries that provides for each country the total greenhouse gas emissions expressed by the same unit of measurement (kt of CO₂ equivalent)¹¹. Since the last visit of the website¹², the most updated available data for the GHG emission is 2018, this allows obtaining data for establishing the baseline for this

¹⁰ <https://data.worldbank.org/indicator/EN.ATM.GHGT.KT.CE>

¹¹ The indicator code is: EN.ATM.GHGT.KT.CE

¹² July 2021

indicator and monitoring milestones and targets. The World Bank's database presents some delay, in fact the data is shown after 2 years. Data is available annually.

Another approach is to collect this information from each member state statistical office¹³. This methodology allows to obtain in some cases more update data. However, there are several problems adopting this approach (especially for non-EU countries):

- the data are not completely available and/or updated;
- methods of calculations or unit of measurement could vary by country (data are not homogenous);
- the approach needs more resources and time for collecting data than the first one.

The first approach is more convenient than the second one because it allows easily finding the data and it does not require other adjustments or calculations to compare the data with each other. This appears to be particularly important to reduce the burden in the monitoring phase.

At **direct result** level, the indicator 'Estimated greenhouse gas emissions' could require a vast collection of data. To avoid any other inconvenience due to the collection of data (availability or not homogenous database) it is proposed to calculate this indicator on the travels necessary for the in presence meetings. This approach allows us to obtain a simple, robust, and unchanging method to calculate this indicator. In particular, to estimate greenhouse gas emissions it is necessary to collect data of emissions of the type of vehicle and the distance covered by each individual participant to reach the event / meeting. Direct road transport GHG emissions are modelled based on the EU COPERT ¹⁴publicly available dataset, other vehicles (e.g. plane, ships etc.) direct and indirect emissions will be modelled based on suitable Ecoinvent datasets¹⁵ licensed to the University of Padova.

Information concerning in presence participants can be collected from the organisers of the different events, as mentioned below at output level. Meetings and events organised every year by the EUSAIR governance could be categorised in six typologies:

1. TSG and National coordinators
2. Governing Board events
3. EUSAIR Facility Point
4. EUSAIR annual forum
5. Interreg Adrion activities
6. Events from the social and economic networks as the Joint Fora

¹³Albania: <http://www.instat.gov.al/en/themes/environment-and-energy/environment/>

Bosnia and Herzegovina: <https://bhas.gov.ba/Calendar/Category/27>

Croatia: https://www.dzs.hr/default_e.htm

Greece: <https://www.statistics.gr/en/statistics/-/publication/SOP08/->

Italy: <https://www.istat.it/en/environment-and-energy?data-and-indicators>

Montenegro: <https://www.monstat.org/eng/page.php?id=66&pageid=64>

North Macedonia: https://www.stat.gov.mk/OblastOpsto_en.aspx?id=28

Serbia: <https://www.stat.gov.rs/en-us/oblasti/zivotna-sredina/>

Slovenia: <https://www.stat.si/StatWeb/en/Field/Index/13>

¹⁴ www.emisia.com

¹⁵ Ecoinvent (2018). Ecoinvent Database v3.4. Zurich and Lausanne, Switzerland

Moving from the hypothesis that events belonging to the same category produce a comparable quantity of emissions, the analysis will be focused on a sample of events for each typology thus simplifying data collection. This information will be collected through a structured interview (with questionnaire) with each organisers of the events chosen as a sample. Direct contact will make it easier to collect all information needed. As shown in Annex 2, organisers will be also asked to provide the list of participants to each event. The list shall include information useful to reconstruct participants' itineraries.

For the **output** indicators the source of data is provided by the EUSAIR events organisers and by the Facility Point. For the indicators 'Number of events/ meetings' and 'Total number of days of events/ meetings' the study team does not expect to see any problem in data collection. However, the data necessary to populate the three indicators 'Non-national participations (in presence)', 'National participations (in presence)' and 'Remote participations (online)' need to be collected through the interview to be distributed to the sample of the EUSAIR events organisers.

The **process indicators** investigate principally the adoption of the Green Public Procurement practices. The data regards the number of procedures adopted and successfully implemented in accordance with the EU GPP. Due to recent implementation, the GPP could have not been yet transposed into tenders. The unique source for this data is the interview to be distributed to the sample of the EUSAIR events organisers.

Finally, for the **input** indicator 'Expenses on GPP/ Total expenses on PP' the data to be collected are twofold. Both the information necessary to populate the numerator of this indicator 'Expenses on GPP' and the denominator 'Total expenses on PP' have to be collected through the interview to be distributed to the sample of the EUSAIR events organisers.

Table 2 - Summary table of data resources

| Type | Name of indicator | Source 1 | Source 2 |
|----------------------|---|--|-----------------------------------|
| Context | Estimated GHG emissions (per capita) | World Bank | National Institutes of Statistics |
| Direct result | Estimated GHG emissions | Structured interviews to a sample of EUSAIR events organisers (see Annex 2), EU COPERT, Ecoinvent 3.6 datasets | - |
| Output | Non national participations (in presence) | Structured interviews to a sample of EUSAIR events organisers | |
| | National participations (in presence) | | |
| | Remote participations (online) | | |
| | National participations | | |

| Type | Name of indicator | Source 1 | Source 2 |
|----------------|---|---|--------------|
| | (in presence) | | |
| | Total number of days of events / meetings | | |
| Process | Number of procedures according to EU GPP published | Primary data acquired through structured interviews to a sample of EUSAIR events organisers (See Annex 2) | Focus groups |
| | Number of procedures according to EU GPP successfully implemented | | |
| Input | Expenses on GPP / Total expenses on PP | | |

Source: Own elaboration

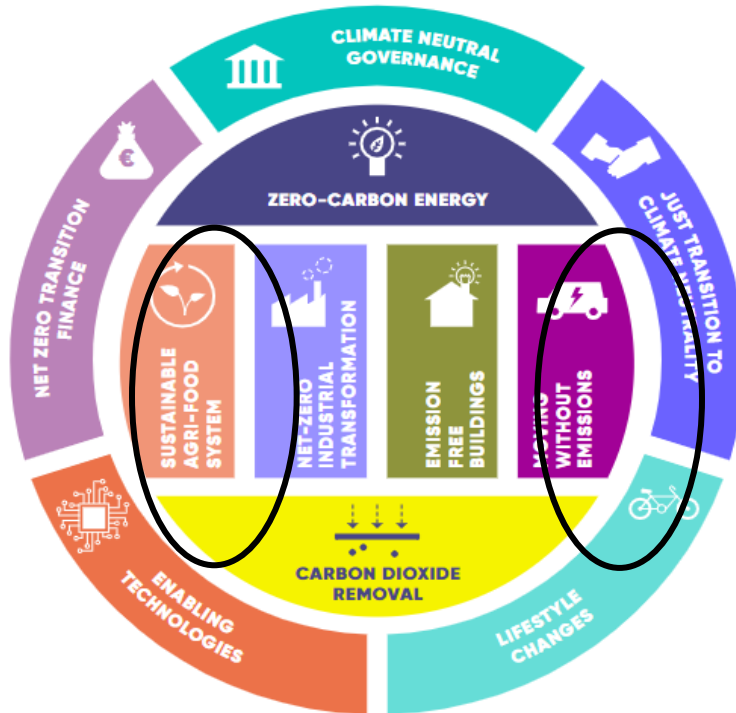
The complexity of the EUSAIR governance has a limited impact on the data collection process since the attention of the study team will be directed only to those events' organisers included in the sample. Total estimated annual GHG emissions are calculated as multiplication of emissions of the event considered as a sample for the number of events held during the year; this estimate shall be repeated for each category of events. According to this approach, it is necessary to collect every year an updated list of the events organised by the EUSAIR governance.

1.4 Scope of the proposed system and possible future improvements

As highlighted in the previous paragraphs, the scope of the proposed system of indicators was determined by (1) the necessity to establish a not excessively burdensome monitoring practice; (2) the opportunity to propose an indicators system easily usable as a policy tools, both to change behaviors (less travels for the meetings, use of less pollutant means of transportation) and to make administrative practices evolve (green procurement also beyond the scope of the EUSAIR meetings and events).

However, the study team is fully aware of the complexity of the Green Deal, especially in the long term (2050). The figure below shows that based on the current approach, only a limited part of the Green Deal is covered, i.e. mobility (addressed directly through output indicators) and agri-food/ industrial products (addressed indirectly through process and input indicators).

Figure 4 - Elements for a climate neutral figure addressed through the proposes indicators system



Source: European Climate Foundation (2021)

On the one hand, it appears appropriate to propose a reliable and feasible system of indicators that can include robust baselines (2018) and be understood by the stakeholders who will have to commit to the targets. On the other hand, it is necessary to prepare the ground for an enlargement of the indicators system over the decades. Aspects that are hardly known in 2021 could turn out to be easily measurable in 2030, or even in 2025. The system is therefore supposed to evolve by covering:

- Additional aspects that are crucial in the meetings organisation, such as catering (e.g. production and distribution of food, waste), venue (e.g. energy), local transportation, accommodation etc.
- New potential meeting modes such as online mode that requires energy for data use and exchange.

These factors could be considered at the output level, and could contribute to determining the GHG emissions at direct result level.

In order to expand the indicators system, two main sources are going to be used, the Global Reporting Initiative (GRI) and ISO 20121 standard. The guidelines prescribed by these two references illustrate a wide set of indicators that could potentially be used to delineate the ones that are going to be adopted in this project. The potential indexes coming from these two sources allow defining a set of indicators to analyse events from a triple bottom line approach. In other words, it is possible to develop a system of indicators that analyses the environmental, economic and social performances.

From the environmental point of view, it will be important to include other aspects such as the water and the active nitrogen footprint of food or the waste footprint related to waste management from catering and venues. From an economic point of view, new potential indicators could cover aspects such as the environmental ROI or energy ROI of meeting organization. From a social point of view, new potential indicators could cover the number of jobs created thanks to a more sustainable management of meetings and travels. Along with the approach described in task 3 of the project proposal (stakeholders consultation), suitable weighting factors will be crucial to summarize the different aspects of sustainability into one metric. A materiality approach should in fact be prioritized during ad-hoc events (e.g. webinar) and or meetings where different stakeholders will be involved in the selection of suitable weights.

The aforementioned stakeholders are going to be involved to assess what are the most important indexes that could enhance the effectiveness of the system of indicators. In this way, it is possible to develop a wider set of indicators in accordance with the most relevant challenges that we are facing in the future and that are crucial to be kept under control and improved.

2. Targets, milestones, baselines

2.1 Methods of calculations

The macro-region is composed of nine countries: Albania, Bosnia and Herzegovina, Croatia, Greece, Italy, Montenegro, North Macedonia, Serbia, and Slovenia. The **context indicator** 'Estimated GHG emissions' is in kt of CO₂ equivalent, which allows to aggregate the values of each country to obtain the value for the macro/region, summing all values. Another way to obtain an aggregate value, which does not keep in consideration the extension of each country, is to sum a standard value as the emission of GHG per capita divided by the number of countries. The total emission of GHG of each country divided by its population is an indicator that permits obtaining a standard value independently of how big the country is. Summing each value and dividing by the number of countries appears to be misleading, given the very different sizes of the countries. Considering the per capita value for each country gives a more comparable value that could be used to confront values of other countries and/or other macro regions.

The **direct results indicator** 'Estimated GHG emissions' is the total emission of GHG calculated from the travels done every year by participants to reach the EUSAIR governance meetings/ events. GHG emissions will be estimated based on an activity per emission factors approach. Activity data consists of transportation mode (e.g. train, bus, plane etc.) and related distances (ideal would be distance per transportation mode; minimum requirements are related to the origin and final destination – meeting venue). Activity data of the baseline will be acquired through structured interviews to events' organisers assuring a specific attention to include every type of event as listed in paragraph 1.3; activity data of future implementation will be based on data collection that will be performed during future in-person meetings. Emission factors will be developed based on EU-COPERT publicly available and Ecoinvent 3.6 licensed to the University of Padova.

The **output indicators** are based on information about the events and their participation. Those indicators do not require a particular calculation. In particular, the indicators 'Non-national participations (in presence)', 'National participations (in presence)', and 'Remote participations (online)' require counting of the people they have participated in events and / or meetings. While for the indicator 'Number of events / meetings' it is necessary to enumerate the numbers of events held in the year and the indicator of 'Total number of days of events / meetings' is composed by the number of days for the events organised in some locations outside of the office.

As far as **process indicators** are concerned, it shall be remembered that GPP relies on having clear, verifiable, justifiable, and ambitious environmental criteria for products and services, based on a scientific evidence base. The European Commission has developed more than 20 common GPP criteria¹⁶. In our context, taking into account the main services purchased for the organisation of meetings/ events, the criteria that are considered for the construction of the process indicators are two: 'Food, Catering services and vending machines' and 'Cleaning products and services'. From these documents two lists are extracted and reported in the following table:

¹⁶ https://ec.europa.eu/environment/gpp/eu_gpp_criteria_en.htm

Table 3 - List GPP criteria

| LIST A Food, Catering services and vending machines | LIST B Cleaning products and services |
|---|--|
| Food procurement and origin | Using of eco-labelled cleaning products |
| Food transportation | Using of microfiber products |
| Organic food products | Adopting environmental management systems |
| Fair trade products | Using energy efficiency of vacuum cleaners |
| Labelled with geographical indications products | Staff training (for the correct dosage of cleaning products, energy and water saving, waste, etc.) |
| Seasonal products | |
| Animal welfare | |
| More environmentally responsible marine and aquaculture food products | |
| Increased offer of plant-based menus | |
| More environmentally responsible vegetable fats | |
| Food and beverage waste prevention | |
| Other waste: prevention, sorting and disposal | |
| Chemical products and crumble goods (non-disposable, recycled, recyclable... items) | |
| Reusable items | |
| Provision of low impact drinking water | |
| Energy and water consumption in kitchen | |
| Chemical used in the kitchen (hand washing, dishwasher, routine cleaning) | |
| Kitchen paper | |
| Refrigeration | |
| Environmental management practices in place | |

Source: Lists included in 'EU green public procurement criteria for food, catering services and vending machines (2019)' and 'EU GPP criteria for indoor cleaning services (2018)'

These two lists show all the criteria reported from the two GPP documents and cover a lot of themes that could be considered for implementing a green procedure. To streamline the procedures for the EUSAIR governance it is necessary to identify which are the most important and applicable criteria to the context under consideration. In fact, the guidelines highlight that the criteria are voluntary, and the individual authority can choose if the integration is partial or complete into the documents. Thereafter, for this task it is necessary to collect information from the EUSAIR events' organisers through the interview that will be scheduled to assemble data about the participation to the meetings held in 2018 and, if necessary, involve them in focus groups aimed at discussing which of the items on the list correspond to procedures already published or implemented, or could be considered for future green procurement procedures.

The **input indicator** reports the percentage of expenses on green public procurement incurred during the year on the total of expenses for all public procurement. Both values shall be relevant to the organisation of EUSAIR meetings/ events during the same year. The calculation requires to relate the two quantities expressed in Euro to give a number that is comparable during the entire period of monitoring. This implies the exchange of the non-Euro currencies.

Baselines

The referring year for the baseline of context and result indicators is 2018. This year is chosen as a benchmark in order to obtain an unconditional value, for each indicator, not influenced by the recent events due to the Covid-19 pandemic.

In paragraph 1.3 the source for each indicator was indicated. In detail:

- baseline for context indicators is based on statistical sources;
- baseline for direct result indicators is calculated starting from the answers obtained from the interviews;
- for output, process and input indicators the baselines will not be set.

In case of direct result indicators, specific collection of data referred to 2018 will have to be done to set the baseline. To make an example, if the direct result indicator 'Estimated greenhouse gas emissions' will be selected and applied to the six types of EUSAIR meetings, it will be necessary to analyse travels related to the governance of EUSAIR in 2018 and map (1) the itineraries of each trip (from x to y) and (2) the means of transport used for each trip (airplane, train, bus, car, boat), plus other factors. The measurement unit will be 'Tons of CO2'. A draft of the interviews that will be directed to the events' organisers is attached in the Annex 2.

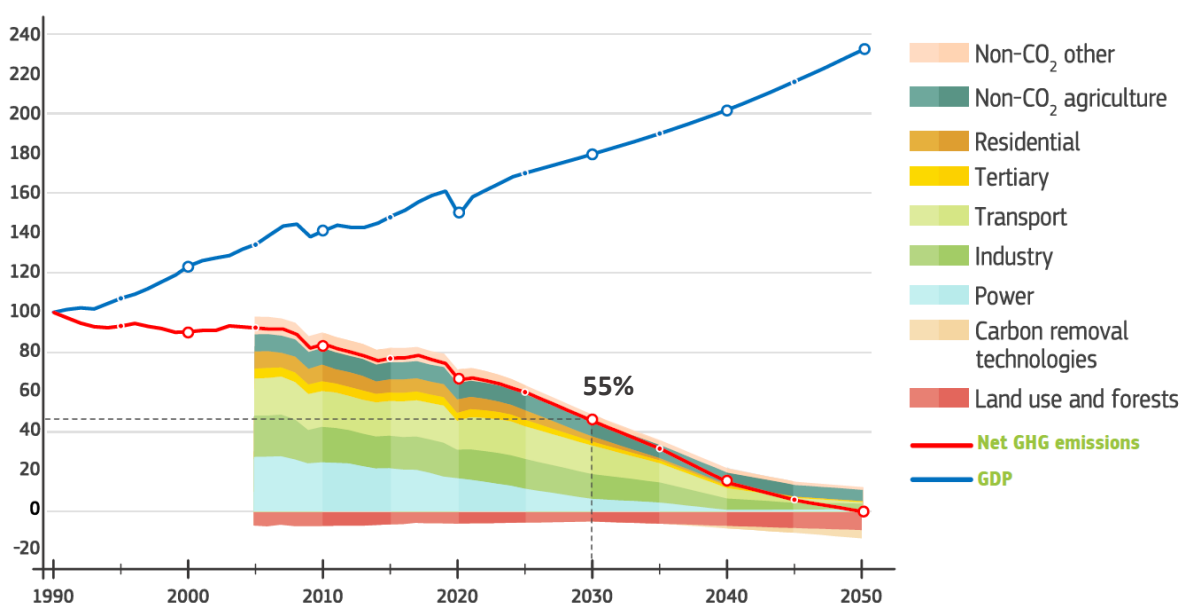
Targets and milestones

After the calculation of the baselines, it is necessary to define targets for the years 2025, 2030 and 2050. The lack of historical data makes the task complicated. Yet, some reflections about the three targets are possible::

- 2025 is very close and conveys a strong message of accountability, i.e. the system of indicators has to be put in place immediately and accompanied by a solid monitoring system;
- 2030 corresponds to the 2030 Agenda for Sustainable Development and to the European Green Deal;
- 2050 is very far from now and the other target year so it is required to set some milestones to verify if the target could be reached or not.

For the **context indicator** the same targets set by the European Green Deal are proposed, assuming that the candidate countries and the potential candidate country will progressively adhere to the EU strategic framework. The trends curve designed in the European Green Deal Strategy (figure below) could be considered to produce both the targets and the milestones. However, a more articulated analysis at country level (especially for non-EU countries) could turn out to be necessary. Furthermore, a sectoral analysis in the area of transport could be conducted to use as a benchmark not only the overall reduction of GHG emissions at macro regional and national level, but more specifically the reduction expected in the sector.

Figure 5 - The EU's pathway to sustained economic prosperity and climate neutrality, 1990-2050



Source: *Stepping up Europe's 2030 climate ambition, Investing in a climate-neutral future for the benefit of our people* (EC 2020)

As the **result indicator** is fully linked to the **output indicators**, it is clear that setting targets at result level implies setting targets at output level. The result indicator 'Estimated GHG emissions' should follow at least the same performance of the context indicator. However, by reducing the number of participants in presence, and therefore the number of travels, it is possible to set more ambitious targets than the context indicator. Also, the choice of specific means of transportation (e.g. train in spite of private cars) appears relevant, despite the evidence that a significant change in the choice of the means of transportation also requires relevant public investments in the infrastructure system. As previously mentioned, the Adriatic and Ionian Macroregion lacks an integrated infrastructure network, which does

not facilitate connections among countries via less impacting means such as trains (railway network is really poor in the Western Balkans and Greece) or planes (international routes do not assure widespread connections among AI countries). The targets and the milestones of the result indicator correspond therefore to the EUSAIR stakeholders' will to contribute to the European Green Deal (change of behaviors). More scenarios corresponding to higher and lower commitment could be proposed to the EUSAIR governing board and finally agreed.

Another point on which it is necessary to dwell is the number and the intervals of milestones. A possible way is to set the intervals between each milestone every 4 years for a total of 6 milestones. This interval is calculated by choosing a dividend, not too short or long, from the 32 years (from 2018 and 2050) of the period. Another way is to set milestones every 5 years but starting from 2020. This method permits to obtain less milestones than the previous one (4 in total) that are not or close or far away from the three targets.

As mentioned before, the lack of historical data does not allow adopting quantitative methods to calculate the process and input indicators. A qualitative approach will be necessary to define targets (and milestones). Based on the information collected through the interviews, one or more focus groups with the main stakeholders will have to be organised. In the focus group, the will and capacity to adopt green procurement procedures according to the different national legislations will have to be verified. This information will allow proposing scenarios for the targets. The support of the national experts could be necessary to prepare the focus groups in the non-EU countries. Milestones for output and direct result indicators will be set in the same years.

2.2 Possible data gaps and remedies foreseen

The chosen context indicator relies on statistical indicators. Therefore, the study team does not expect to have problems in setting baselines and carrying out a regular monitoring activity. However, the possible request from DG Regio to set country and/ or sector-wide targets could create difficulties and could require the consultation of those already mentioned 'national integrated policy/strategy/plans' for the lowering of greenhouse gas emissions (13th UN Sustainable Goal, Indicator 13.2.1). In case the national experts activated will not dispose of the sufficient information, consultations with DG Clima or with member states could be necessary.

As far as the direct result indicator and the output indicators are concerned, the success of the involvement of the key EUSAIR stakeholders appears of fundamental importance to set both the baseline (2018) and the targets/milestones. In order to increase the success rate of the data collection process, the study team will focus on a restricted number of events, each of them taken as sample of the six typologies listed in section 1.3. Direct contact with the institutions that have organised the selected events will be made in order to favour a clearer understanding of the initiative's objectives and obtain comprehensive answers.

This approach should assure a response rate close to 100%, reducing the risk of missing data for specific kinds of events. It is not possible yet to define the quality of the data provided by participants to the selected events, but differences in terms of completeness of information among types of events are expected. The lists of the participants to the events should include the names of the attendees, their

email, the institution/company that he/she represents, the town and country of origin and the means of transportation used to reach the venue. When all this information is provided, GHG emissions can be directly calculated. In a less optimistic scenario, where information about the means of transportation used by participants is not known by the event's organisers, an alternative solution should be identified. A dataset with all possible itineraries between all NUTS 2 of the macroregional territory will be built. Transport modes will be then defined based on relevant literature and interviews to EUSAIR stakeholders.

A specific point has to be made on the output indicators targets, which determine the result indicator targets. A basis is expected to be provided by the information collected in relation to 2018 governance activities (participations in meetings/ events). However, the targets depend on the governance exigencies (number of meetings, number of national and non-national participations) and the will to opt for online solutions. This means that the study team will not possess sufficient information to autonomously set the targets. As already indicated, the study team will have to propose scenarios to the EUSAIR governance board and identify the targets, ensuring that they are shared and supported. Therefore, focus groups will be necessary to reach a common understanding.

Finally, the study team expects to obtain insufficient information from the interviews on the **process and input indicators**. Also in this case, the already mentioned focus groups with the EUSAIR stakeholders will be necessary. Furthermore, consultations with DG GROW, DG ENV and national authorities (especially in the non-EU member states) could be necessary. Support from national experts in this regard will be crucial.

3. Monitoring Tools

The monitoring tool is conceived as a model that allows to easily verify the achievements of targets over time, to evaluate the effectiveness of the measures implemented and therefore to further improve performances of EUSAIR meeting organisations. The tool, that will be delivered in an excel form, will be built on the sets of context, output and process/input indicators.

Following the project proposal, the Dashboard of Sustainability (DS) will be used as a methodological approach. The DS is a mathematical and graphical tool designed to integrate the complex influences of sustainability and support the decision-making process by creating concise evaluations (Scipioni et al., 2019).

The main principles to be adopted in the development of the monitoring tool are the following:

- 1) User friendly: the tools is easily updated and results are easily accessible to final users;
- 2) Priority of scientific approach: performance indicator results are based on the scientific approach according to international agreed materials and methods
- 3) Life Cycle Perspective: GHG emissions are assed from cradle to grave considering both direct and indirect emissions;
- 4) Scalable: the tool is open to future improvements and extensions for the adoption of new indicators. Furthermore, it allows raising the awareness of the economic, social and environmental impacts of an event and encourages the stakeholders to play an active role in the transition towards sustainable development.

The goal of DSI is assessing, via the adoption of the indicators depicted in chapter 1, the sustainability performances of an event organised within EUSAIR strategy. The tool will therefore support the decision-making process by illustrating how various alternatives related to the organisation of a certain event are performing from a sustainability perspective. This analysis allows the organisers to comprehend which solution is the best.

Consequently, the scope is the events organised by EUSAIR that will be studied according to the indicators developed in Task 1. In this way, the DS will facilitate the monitoring and analysis of the transition towards a green functioning of EUSAIR.

3.1 Inventory indicators development

The proposed system of indicators, fully explained in chapters 1 and 2, will be used in the Dashboard of Sustainability (DS). Considering the limited availability of data, the DS will be actually limited in scope. However, to design future potential developments of the tool, two sets of indicators will be considered and discussed in the DS development. The first one is the set of indicators that could be actually monitored and that consists in the output of Task 1. The Second is a set of new potential sustainability indicators that could be adopted in the future to develop the DS and the potential area of improvement and intervention.

Table 4 includes a report on data collection methods, time of measurement with a focus on the first set of performance indicators from Task 1. Data sources are already reported in Table 2.

Data are expected to be updated once a year within March. The tool will however allow to update the indicators also on a different time span according to the needs of EUSAIR users.

Table 4 - Indicators and data collection methods

| Type | Name of indicator | Method |
|----------------------|---|---|
| Context | Estimated GHG emissions (per capita) | Data mining from official sources |
| Direct result | Estimated GHG emissions | Collection of activity data Verification/update of Emissions Factors Assessment of GHG emissions using an activity data per emissions factor approach |
| Output | Non national participations (in presence) | Data Collection from interview submitted to a sample of EUSAIR events organizers |
| | National participations (in presence) | |
| | Remote participations (online) | |
| | Number of events / meetings | Data Collection from interview submitted to a sample of EUSAIR events organizers |
| | Total number of days of events / meetings | |
| Process | Number of procedures according to EU GPP published | Data Collection from interview submitted to a sample of EUSAIR events organizers and through Focus Group. |
| | Number of procedures according to EU GPP successfully implemented | |
| Input | Expenses on GPP / Total expenses on PP | |

Source: Own elaboration

3.2 Stakeholders consultation for weighting factors

Given the approach adopted in Task 1, which is based on the actual availability of data and feasibility of monitoring, a limited number of indicators was selected. This could limit the need for the consultation of stakeholders to determine the first set of weighting factors. Most probably, only one indicator per category will be used so that their weight will be 100%.

Consultation with stakeholders will be centred on two main aspects:

- 1) Weighting of different categories (context indicators will be excluded as not based on the same scale of output and input and process indicators;
- 2) Weighting of new potential indicators to be added in future developments of the monitoring tool (such as related to water, nitrogen footprints of food, rather than social indicators such as new green jobs created etc.)

In the course of the monitoring phase (i.e. not within the scope of the present project) consultations on future development of the indicators system are recommended. The stakeholders to be involved are those related to EUSAIR that will take part in the project online meetings.

This activity uses the materiality assessment methodology to determine which indicators have the greatest relevance for the stakeholders. In this way, it is possible to assign relative weights to each of the indexes selected in Task 1 and define the most relevant ones. A questionnaire will be created for this purpose. The survey will be provided to a panel of experts who will give a weight to the various indexes. Experts are considered to be those participating to EUSAIR i.e. EUSAIR Governance (political, coordination and operational dimensions) and organizations/initiatives (Internal EUSAIR coordination in each country, the EUSAIR Facility Point, Interreg Adriatic Programmes, Adriatic Ionian networks and Fora).

The objective of the questionnaire is twofold. The first is assessing which of the calculable indicators have the highest relevance in the context of an event. The second is weighting the entire set of potential indicators in order to understand the ones that EUSAIR should prioritise in the future to develop a more complete and accurate analysis of an event. A set of questions will be asked to the panel of experts to achieve these two objectives and clearly delineate the indexes with the highest relevance. The survey will be composed of single and multiple choice questions and rankings in order to comprehend in a transparent and trustful manner what are the most important indicators.

3.3 Development of Dashboard of Sustainability (DS) monitoring tool

The Dashboard of Sustainability (DS) will be created according to the selected set calculable indicators. The DS will be an excel based tool characterised by three main components:

1. Data collection sheets used in task 2 to set the baseline in the EUSAIR region;
2. A calculation sheet to assign weights to each index;
3. A performance tracking sheet where the user can monitor the achievement of the selected targets;
4. A Dashboard of Sustainability sheet that summarises the overall performance.

In this manner, it is possible to have a single excel file where the users are going to enter the input and obtain immediately the results both in a numerical and graphical format.

3.4 Guide for use

The final step related to the development of the Dashboard of Sustainability is creating a set of guidelines to use the monitoring tool. A documentation will be provided to the stakeholders to explain

how to use the tool in an appropriate manner and how to interpret the results. In this way, it will be possible to support the decision-making process and encourage an adequate and sustainable organization of the future events. The guidelines are going to be included in a dedicated section of the 'Guidelines on new green and digital practices' foreseen in Task 4.

4. Strategy and Guidelines for Governing bodies and EUSAIR stakeholders

4.1 Objectives of Strategy and Guidelines for Governing bodies and EUSAIR stakeholder

The overall objective of the “Strategy and Guidelines for Governing bodies and EUSAIR stakeholders” is to promote more sustainable practices and procedures in the management and implementation of the EUSAIR as well as to increase accountability and sense of ownership of both the proposed monitoring system and related expected results.

It is conceived as a planning and operational tool that will enable EUSAIR governing bodies and stakeholders to monitor and reach the proposed indicators’ target values, also showing practical hints on how to reduce the impacts of their daily work and administrative rules, focusing on the sustainable management of meetings and events and GPP procedures as well.

4.2 Contents of the Guidelines

The structure of the Guidelines is tightly linked to the proposed monitoring system and to the Dashboard of Sustainability so as to ensure that they are properly used and implemented. It will be divided into two main parts: one dedicated to the overall monitoring system designed through this Study and the second part showing ready-to-use check-lists highlighting a series of circumstances and the availability of possible alternatives to be taken into account when organizing meetings/events or when in the need of selecting service providers.

To begin with, the Guidelines will include a presentation of this Study goal of bringing the Green Deal to the Adriatic-Ionian Region and its main concepts, such as “Climate neutrality” (tackled through indicators measuring GHG emissions) and GPP criteria and priority areas.

The Guidelines will then include an exhaustive description of the selected indicators (see Annex 1 – Fiches of indicators) focusing on information sources and tools to be used for collecting data, such as annual surveys needed to quantify result and process indicators.

A specific section will be dedicated to the Dashboard of Sustainability explaining how its calculation and performance track sheets work so as to make it a usable instrument for all EUSAIR implementers.

The second part of the Guidelines will contain three kinds of check-lists and fact-sheets aiming to the following specific objectives:

1. Deciding when a meeting in person is necessary or when it could be replaced by an online one (for instance, considering the expected number of participants and the meeting/event duration) and how to organize hybrid and sustainable meetings with a view to reducing their environmental impacts, including pros and cons of the possible alternatives;

2. Choosing the less polluting mean of transportation taking into consideration the estimated GHG emissions based on statistical data per type of vehicle;
3. Fostering the adoption of GPP procedures to ensure that administrative practices evolve towards greener standards also beyond the scope of EUSAIR meetings and events.

As stressed before, the Guidelines will enable EUSAIR implementers to monitor the achievement of the targets defined by the proposed indicator system. Nonetheless, in the next future, possible updates could be needed if the system will be enriched with additional indicators monitoring further aspects linked to economic, social and environmental performances.

Given this premise, the following box shows a proposal for the Strategy and Guidelines table of content.

Strategy and Guidelines Table of Content

- **Overall objectives of the Strategy and Guidelines and related key concepts**
- **Part 1 – Monitoring the EUSAIR contribution to the Green Deal**
 - o Features of the monitoring system (context, output, result and process indicators)
 - o The Dashboard of Sustainability
- **Part 2 – Bringing the Green Deal to the Region**
 - o Check-list for organizing meetings and events
 - o Check-list for travels
 - o Check-list on GPP

4.3 Channels for dissemination

To ensure the widest acknowledgment of the system proposed, the Guidelines will be duly disseminated through the EUSAIR Stakeholders Platform and the Forum website (<https://www.forumaic.org/>). It will also be promoted through the Forum AIC social media accounts (Facebook, Twitter, LinkedIn), Forum AIC newsletter (which has about 1.000 contacts to date), through UniAdrión and FAIC members and communication channel and through AI-NURECC initiative reaching the highest number of implementers, stakeholders and citizens in the macro-region.

5. EUSAIR Green Deal

5.1 When and how key implementers and main stakeholders are involved

As highlighted in the Technical Offer, the green transformation of the EUSAIR community starts from the active involvement of key implementers and stakeholders from the very beginning and throughout the process of designing a dedicated monitoring system. Indeed, key implementers and main stakeholders are not conceived as simple recipients of this Study, but as an integral part of the whole process to be involved for gathering relevant information on current practices and behaviors, but also for testing and disseminating this Study's outcomes with the twofold objective to make the proposed monitoring system adhere to EUSAIR implementers' needs and start a collective reflection on how to shift to more sustainable standards.

To begin with, a sample of main implementers and stakeholders will be involved to collect first-hand information on the meetings held in 2018 (reference year for the baselines) through the interview mentioned in chapter 1 (annex 2), which will allow to reach the EUSAIR key implementers and main stakeholders directly involved in the organization of 6 different types of events above mentioned (1.TSG and National coordinators, 2. Governing Board events, 3. EUSAIR Facility Point, 4. EUSAIR annual forum, 5. Interreg Adrion activities, 6. events from the social and economic networks as the Joint Fora). These interviews will complement the data collected by the team (see Annex 3 – List of EUSAIR governance meetings/events organized in 2018 that will be considered to set baselines) and gather information on possible GPP procedures already used at national level, especially in non-EU Countries.

Moreover, as stated in Chapter 2 of this discussion paper, the sample of EUSAIR events organizers will also be involved in collecting information to define baseline and target values for process and input indicators due to the lack of data on these aspects. To this end, following the analysis of the interviews results, dedicated focus groups could be organized, with the support of national experts from Albania, Bosnia-Herzegovina, Montenegro, North Macedonia and Serbia, in order to facilitate the retrieval of information relating to the different levels of administrative maturity, the non-homogeneous availability of statistical data and to investigate the will and capacity to adopt green procurement procedures according to the different national legislations. This will also play a role also for weighting factors of the monitoring tool and to prioritize proposed indicators (see Annexes).

5.2 Organization of the three interregional workshops

This activity aims at greater involvement of stakeholders of the Adriatic and Ionian Region having the specific objective of building a common understanding on the necessity to bring the EU Green Deal to the Region and get acquainted with GPP procedures and the proposed monitoring system and tools.

It is worth highlighting that, thanks to the involvement of the University of Padua, subcontractor of this project and member of UniAdrion, expert in GPP, it will be possible to include in the workshops concrete cases, good practices and experts in the project's subjects.

Finally, the workshops will be promoted through the three Fora websites and social media (Facebook, LinkedIn, Twitter), the Forum newsletter and mailinglists which include EUSAIR institutions, entrepreneurs, students and citizens, AI-NURECC initiative and Facility Point.

Table 5 – Interregional workshops to be organized within the project

| Interregional Workshop | Objective | Main topics |
|--|---|--|
| Environmental Issue and EU Green Deal Strategy toward 2050 - GPP framework and procedures. | Build a common understanding of environmental issues and their treatment within EU policies, programmes, and regulation and in line with United Nations 2030 Agenda for Sustainable Development | <ul style="list-style-type: none"> - Planetary boundaries and Sustainable Development goals - EU Green Deal and main directives - 2030 Agenda for sustainable development - The role of responsible consumption - GPP directives and procedures |
| The use of the standards and EU regulation towards strategic environmental management | <p>Build the capacity to understand the different certification schemes behind GPP schemes and procedures.</p> <p>Encourage the EUSAIR community to take part in the 'Public Buyers for Climate and Environment' initiative', which will facilitate exchanges among buyers committed to GPP implementation</p> | <ul style="list-style-type: none"> - The role of standards and certification - EU Ecolabel and EMAS Regulation - Environmental communication and labelling - GPP tenders and environmental criteria - Public Buyers for Climate and Environment' initiative |
| The Dashboard of Sustainability for the monitoring of EUSAIR Green Deal | Build the capacity to implement the Dashboard of Sustainability developed for monitoring EUSAIR Green deal | <ul style="list-style-type: none"> - The environmental indicators of the EUSAIR Green Deal - The Dashboard of Sustainability of the EUSAIR Green Deal - Application of the dashboard for the monitoring of performances |

Source: Own elaboration

5.3 Follow-up: what the Forum can do to support the EUSAIR community's green transformation

The follow-up of the project and the monitoring activities will be guaranteed starting precisely from the initiatives/events/project activities that the Forum usually organizes in the EUSAIR countries, being the first to set a good example.

During this project's implementation, the Forum has already planned the organization of several events / initiatives, including some of the AI-NURECC Plus events (which according to the GANTT will take place in particular in North Macedonia, Croatia and Montenegro). These will be useful occasions to present

the project and the indicators, to discuss the United Nations 2030 Agenda for Sustainable Development, to encourage the EUSAIR community to take part in the 'Public Buyers for Climate and Environment initiative' and start bringing the Green Deal to the Region.

Annexes

Annex 1 – Fiches of the indicators

Context indicator

| | |
|---------------------------------|---|
| Type | <i>Context result</i> |
| Indicator | Estimated greenhouse emissions (focus on transportation) |
| Definition | Total estimated GHG emissions at country level per capita |
| Unit of measurement | Tons of CO ₂ eq/year |
| Source of data | <p>World Bank: https://data.worldbank.org/indicator/EN.ATM.GHGT.KT.CE</p> <p>National Statistical Offices: Albania: http://www.instat.gov.al/en/themes/environment-and-energy/environment/</p> <p>Bosnia and Herzegovina: https://bhas.gov.ba/Calendar/Category/27</p> <p>Croatia: https://www.dzs.hr/default_e.htm</p> <p>Greece: https://www.statistics.gr/en/statistics/-/publication/SOP08/-</p> <p>Italy: https://www.istat.it/en/environment-and-energy?data-and-indicators</p> <p>Montenegro: https://www.monstat.org/eng/page.php?id=66&pageid=64</p> <p>North Macedonia: https://www.stat.gov.mk/OblastOpsto_en.aspx?id=28</p> <p>Serbia: https://www.stat.gov.rs/en-us/oblasti/zivotna-sredina/</p> <p>Slovenia: https://www.stat.si/StatWeb/en/Field/Index/13</p> |
| Frequency of measurement | Year |
| Baseline (2018) | |

| | |
|------------------------------|-------------------------------------|
| Target 2025 | |
| Target 2030 | |
| Target 2050 | |
| Performance framework | <i>Identification of milestones</i> |

Direct result indicator

| | |
|---------------------------------|--|
| Type | <i>Direct result</i> |
| Indicator | Estimated greenhouse emissions |
| Definition | Estimated greenhouse emissions produced by the travels related to the meetings/ events that are organised for the governance of EUSAIR |
| Unit of measurement | Tons of CO2eq/year |
| Source of data | Sample of EUSAIR events organisers |
| Frequency of measurement | Year |
| Baseline (2018) | |
| Target 2025 | |
| Target 2030 | |
| Target 2050 | |
| Performance framework | <i>Identification of milestones</i> |

Output indicators

| | |
|---------------------------------|---|
| Type | <i>Output</i> |
| Indicator | Non-national participants |
| Definition | Participants in presence to event / activity / meeting who come from a country other than the one where the event / activity / meeting was held |
| Unit of measurement | Number of participants/Year |
| Source of data | Sample of EUSAIR events organisers |
| Frequency of measurement | Year |
| Baseline (2018) | <i>Not applicable</i> |
| Target 2025 | |
| Target 2030 | |
| Target 2050 | |
| Performance framework | <i>Identification of milestones</i> |

| | |
|----------------------------|---|
| Type | <i>Output</i> |
| Indicator | National participants |
| Definition | Participants in presence to event / activity / meeting who residing in the same country where the event / activity / meeting was held |
| Unit of measurement | Number of participants/ Year |
| Source of data | Sample of EUSAIR events organisers |

| | |
|---------------------------------|-------------------------------------|
| Frequency of measurement | Year |
| Baseline (2018) | <i>Not applicable</i> |
| Target 2025 | |
| Target 2030 | |
| Target 2050 | |
| Performance framework | <i>Identification of milestones</i> |

| | |
|---------------------------------|--|
| Type | <i>Output</i> |
| Indicator | Remote participations (online) |
| Definition | Participants to event / activity / meeting who attempt remotely (PC, tablet, etc.) |
| Unit of measurement | Number of participants/Year |
| Source of data | Sample of EUSAIR events organisers |
| Frequency of measurement | Year |
| Baseline (2018) | <i>Not applicable</i> |
| Target 2025 | |
| Target 2030 | |
| Target 2050 | |
| Performance framework | <i>Identification of milestones</i> |

Process Indicators

| | |
|---------------------------------|--|
| Type | <i>Process</i> |
| Indicator | Number of procedures according to EU GPP published |
| Definition | It measures the circumstances in which GPP rules have been adopted in PP practices |
| Unit of measurement | Number of procedures |
| Source of data | Sample of EUSAIR events organisers |
| Frequency of measurement | Year |
| Baseline (2018) | <i>Not applicable</i> |
| Target 2025 | |
| Target 2030 | |
| Target 2050 | |
| Performance framework | <i>Identification of milestones</i> |

| | |
|---------------------------------|--|
| Type | <i>Process</i> |
| Indicator | Number of procedures according to EU GPP criteria successfully implemented |
| Definition | The criteria provided by the EU GPP are used to assess the magnitude of the alignment of the PP to the GPP rules |
| Unit of measurement | Number of procedures |
| Source of data | Sample of EUSAIR events organisers |
| Frequency of measurement | Year |

| | |
|------------------------------|-------------------------------------|
| Baseline (2018) | <i>Not applicable</i> |
| Target 2025 | |
| Target 2030 | |
| Target 2050 | |
| Performance framework | <i>Identification of milestones</i> |

Input indicator

| | |
|---------------------------------|---|
| Type | <i>Input</i> |
| Indicator | Expenses on GPP / Total expenses on PP |
| Definition | Measuring the ratio between the amount of expenses made according to GPP rules and the one that are not, i.e. Euro spent on GPP complying procedures/Euro spent on total procedures |
| Unit of measurement | Percentage |
| Source of data | Sample of EUSAIR events organisers |
| Frequency of measurement | Year |
| Baseline (2018) | <i>Not applicable</i> |
| Target 2025 | |
| Target 2030 | |
| Target 2050 | |
| Performance framework | <i>Identification of milestones</i> |

Annex 2 - Draft Interview to the EUSAIR events organisers

SECTION 1) INFO RELATED TO THE EVENT

1. Name and surname of the interviewed

2. Function of the interviewed

3. Institution

4. Please specify which type of the following EUSAIR governance events you organised in 2018 (Venue; Date; In presence/online/mixed):

- TSG:
- Governing Board:
- Facility point events:
- Interreg Adrion:
- EUSAIR Forum:
- Events organized by FORA/main stakeholders:
- Other events:

5. Please indicate the place where the event was organised (city/town, region, country)

6. Please upload here the list of participants (relevant data are the name of the institution, **city/town and country**, eventually email address; **participation in presence or remote**)

SECTION 2) INFO RELATED TO THE PUBLIC PROCUREMENT PROCEDURES PUT IN PLACE FOR THE ORGANISATION OF THE EVENT

7. How many public procurement (PP) procedures have been performed for the event organisation?

8. How many of these procedures have been published (started) and how many have been actually executed and finalised according to the rules of Green Public Procurement (GPP) *?

**(Green Public Procurement (GPP) is defined by the EU Commission as a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured. The EU Commission has developed [20 common GPP criteria](#) to facilitate the inclusion of green requirements in public tender documents. While the adopted EU GPP criteria aim to reach a good balance between environmental performance, cost considerations, market availability and ease of verification, procuring authorities may choose, according to their needs and ambition level, to include all or only certain requirements in their tender documents)*

9. What are the total expenses related to PP for the event?

10. What are the total expenses related to GPP for the event?

11. Have you adopted some EU criteria from 'Food catering services and vending machines' in your suppliers' selection process? YES/NO

12. If Yes, please tick the corresponding criteria in the table below:

| Food, Catering services and vending machines | YES/NO |
|---|--------|
| Food procurement and origin | |
| Food transportation | |
| Organic food products | |
| Fair trade products | |
| Labelled with geographical indications products | |
| Seasonal products | |
| Animal welfare | |
| More environmentally responsible marine and aquaculture food products | |
| Increased offer of plant-based menus | |
| More environmentally responsible vegetable fats | |
| Food and beverage waste prevention | |
| Other waste: prevention, sorting and disposal | |
| Chemical products and crumble goods (non-disposable, recycled, recyclable... items) | |
| Reusable items | |

| | |
|---|--|
| Provision of low impact drinking water | |
| Energy and water consumption in kitchen | |
| Chemical used in the kitchen (hand washing, dishwasher, routine cleaning) | |
| Kitchen paper | |
| Refrigeration | |
| Environmental management practices in place | |

13. Have you adopted some EU criteria from 'Cleaning products and services' in your suppliers' selection process? YES/NO

14. If Yes, please tick the corresponding criteria in the table below:

| Cleaning products and services | YES/NO |
|--|--------|
| Using of ecolabelled cleaning products | |
| Using of microfiber products | |
| Adopting environmental management systems | |
| Using energy efficiency of vacuum cleaners | |
| Staff training (for the correct dosage of cleaning products, energy and water saving, waste, etc.) | |

15. When choosing the venue of the event, did you consider any of the following factors:

- Total/partial energy self-sufficiency? YES/NO

- Separate collection of waste YES/NO

Privacy

Any information collected will be used only for the purposes of the above-mentioned study and will be deleted upon closure of the project.

*Herewith, I authorize the processing of my personal data for the purposes of this survey, pursuant to the European Data Protection Regulation (GDPR) 2016/679. I declare that I have read the full text of the privacy policy art.13 GDPR 2016/679 at the following link. Agreeing to the survey and confirmation of your personal data will be considered as consent to processing the data.**

() I authorize () I do not authorize

Annex 3 – List of EUSAIR governance meetings/ events organised in 2018 that will be considered to set the baselines

| Events held in 2018 | Type of events | When | Where | Organized by |
|---|----------------------------------|---------------|--------------|--------------|
| Internal EUSAIR coordination in each country | | | | |
| <i>TSGs meetings</i> | | | | |
| 8th TSG1 Meeting - Blue Grow | 1) TSG and National coordinators | 7-8/05/2018 | Athens | |
| 9th TSG 1 Meeting - Blue Grow | 1) TSG and National coordinators | 13-14/11/2018 | Budva | |
| 8th TSG2 Meeting - Connection the Region | 1) TSG and National coordinators | 3-4/05/2018 | Rome | |
| 9th TSG 2 Meeting - - Connection the Region | 1) TSG and National coordinators | 14-15/11/2018 | Belgrade | |
| 8th TSG3 Meeting - Env. Quality | 1) TSG and National coordinators | 20-21/03/2018 | Rome | |
| 9th TSG 3 Meeting - Env. Quality | 1) TSG and National coordinators | 13-14/11/2018 | Budva | |
| 8th TSG 4 Meeting - Sustainable Tourism | 1) TSG and National coordinators | 19-20/04/2018 | Zagreb | |
| 9th TSG 4 Meeting - Sustainable Tourism | 1) TSG and National coordinators | 13-14/11/2021 | Mali Lošinj, | |
| 8th EUSAIR TSG meeting | 1) TSG and National coordinators | 20-21/03/2018 | Rome | |
| Pillar 2 - thematic workshop on Masterplan for Transport | 1) TSG and National coordinators | 20/3/2018 | Rome | |
| Pillar 3 - Environmental quality national workshop | 1) TSG and National coordinators | 13/2/2018 | Ljubjana, | |
| Pillar 3 - Environmental quality national workshop | 1) TSG and National coordinators | 07-08/05/2021 | Budva | |
| <i>EUSAIR Governing Board</i> | | | | |
| 7th EUSAIR GB | 2) Governing Board meetings | 27-28/02/2018 | Brussels | |
| 8th EUSAIR GB | 2) Governing Board meetings | 3-4/10/2018 | Podgorica | |
| The EUSAIR Facility Point | | | | |
| Capacity building for EUSAIR Pillar members and Facility Point partners | 3) EUSAIR Facility Point | 27-28/03/2018 | Slovenia | |
| 4th Facility Point Steering Group meeting | 3) EUSAIR Facility Point | 10-11/05/2018 | Sarajevo | |
| EUSAIR Workshop on Facility Point Plus & Facility Point Activities | 3) EUSAIR Facility Point | 30/10/2018 | Athens | |
| EUSAIR Annual Forum | | | | |
| 3rd EUSAIR Annual Forum | 4) EUSAIR Annual forum | 24-25/05/2018 | Catania | |

| INTERREG Adrion | | | | |
|---|---|---------------|-------------|-------------------------|
| Adrion Annual Forum | 5) Interreg Adrion activities | 23/5/2018 | Catania | |
| National Info Days (launch Call 2 - Priority Axis 2) - Italy | 5) Interreg Adrion activities | 11/5/2018 | Bari | |
| | 5) Interreg Adrion activities | 14/5/2018 | Venezia | |
| | 5) Interreg Adrion activities | 18/5/2018 | Ancona | |
| National Info Days (launch Call 2 - Priority Axis 2) - Bosnia-Herzegovina | 5) Interreg Adrion activities | 8/5/2018 | Mostar | |
| National Info Days (launch Call 2 - Priority Axis 2) - Greece | 5) Interreg Adrion activities | 8/5/2018 | Igoumenitsa | |
| National Info Days (launch Call 2 - Priority Axis 2) - Serbia | 5) Interreg Adrion activities | 26/4/2018 | Belgrade | |
| National Info Days (launch Call 2 - Priority Axis 2) - Slovenia | 5) Interreg Adrion activities | 16/4/2018 | Ljubljana | |
| National Info Days (launch Call 2 - Priority Axis 2) - Montenegro | 5) Interreg Adrion activities | 13/4/2018 | Podgorica | |
| | 5) Interreg Adrion activities | 17/4/2018 | Berane | |
| | 5) Interreg Adrion activities | 18/4/2018 | Bar | |
| Transnational Info Day (launch Call 2 - Priority Axis 2) | 5) Interreg Adrion activities | 24/4/2018 | Zagreb | |
| Transnational Info Day (launch Call 2 - Priority Axis 2) | 5) Interreg Adrion activities | 11/4/2021 | Tirana | |
| National Info day on projects implementation | 5) Interreg Adrion activities | 2/3/2018 | Athens | |
| National Info day on projects implementation | 5) Interreg Adrion activities | 14/2/2018 | Bologna | |
| 4. Adriatic Ionian networks and fora | | | | |
| 1st Joint Conference Fora | 6) Events from the social and economic networks as the Joint Fora | 16-18/10/2018 | Split | Forum AIC/Split Chamber |

Sources: official EUSAIR websites

Annex 4 – Risk register

Transparent workflows and common access to files, clear tasks and detailed templates as well as regular meetings will contribute to the general quality control. Nevertheless, some unexpected events may occur challenging the delivery of high-quality results.

The project manager is responsible for developing and implementing adequate risk management to ensure that all potential challenges, barriers and pitfalls to effective project implementation are anticipated and overcome. This will be key to ensuring a smooth project roll-out and implementation, and requires conducting the following steps:

- **Risk identification:** This process looks at events likely to affect the project outcome. This includes internal and external events. The output is a list of risk sources, risk events and triggers.
- **Risk assessment:** This process addresses the importance (relevance, possible impact and probability) of identified risks. The impact can be measured in terms of resources, schedule, performance or qualitative measures. The output is a list of the risk areas that require active project management attention.
- **Risk response development:** This describes how the project team responds to the identified and assessed risks. There are three potential responses: avoidance, mitigation or acceptance. The output is a risk management plan with countermeasures.
- **Risk response control:** This process addresses how the project management team will execute the risk management plan. This considers the monitoring and controlling of the execution of the plan with iterative adapted processes.

As such, at the outset of the assignment and continuously in the course of the work, the team will identify the factors that are critical to the implementation of each task. The project management team will continuously revise risks and mitigation measures, as part of the usual progress reporting, team coordination and coordination of deliverables.

The table below represents the project risk register as consolidated following the kick-off meeting held online on the 29th of June 2021. It will be regularly updated by the project manager as possible risks arise.

Table 6 - Potential risks to be mitigated

| Relevant task | Potential Risk | Likelihood | Potential mitigation measures / responses |
|---------------|---|------------|--|
| Task 1 | Significant changes of the methodology proposed in the selected technical offer are required by DG REGIO. | Low | The team includes a Quality Manager with extensive experience of evaluation methods. In case this will turn out to be necessary, she will mobilise the indicator experts and the GPP experts to revise the methodology. |
| Task 1 | National legislations differ significantly when GPP is concerned and this can hinder the identification of a common system of process indicators. | High | National experts (in the group of non-core team experts) are ready to be mobilized to fill the gaps of knowledge of national legislation, if this turns out to be necessary in case of some non EU countries. |
| Task 1 | Given the fragmentation of the sources of funding and the absence of a programme financing definite actions, it can be difficult to focus on results and outputs. | High | Based on the analysis already conducted in the technical proposal, the team is ready to focus on process indicators and also input indicators. |
| Task 2 | Difficulty to set the baselines (reference year: 2018) | Medium | <p>When baselines are concerned, the team is ready to focus on context indicators (statistical sources) and direct result indicators (collection of data on the travels related to the EUSAIR governance through the interviews to a sample of EUSAIR events organizers).</p> <p>As for process and input indicators, lack of data will be tackled through the direct involvement of main stakeholders through focus groups.</p> |

| Relevant task | Potential Risk | Likelihood | Potential mitigation measures / responses |
|---------------|--|------------|--|
| Task 3 | Difficulty in disseminating and making stakeholders use the monitoring system with the aim of measuring their progress in the light of the indicators defined in Task 1. | High | <p>The monitoring activities will be guaranteed starting precisely from the initiatives/events/project activities that the Forum usually organizes in the EUSAIR countries, being the first to set a good example.</p> <p>Thanks to the sound relationships established over the years in the EUSAIR Area, especially with the other two civil society Fora - namely with UniAdrion (Universities) and FAIC (Cities) and their involvement in the Facility Point, the approach of the Forum AIC represents a precious opportunity, not only to increase the awareness, of its associated members and other decision-makers, but also to involve them in the monitoring system.</p> |
| Task 4 | Complexity in understanding and implementing the Strategies and Guidelines for Governing bodies and EUSAIR stakeholders | Low | <p>The guidelines will be drafted in easy-to-use language. Additionally to the quality manager, who will provide feedback based on specific quality criteria, to further ensure the documents are clear and easy to read, provision has been made for a specialised English language expert. His second level review will not only ensure that the English is grammatically correct but also the rules of the Commission's English Style Guide are fully respected.</p> |

| Relevant task | Potential Risk | Likelihood | Potential mitigation measures / responses |
|---------------|--|------------|--|
| Task 5 | Non-interactive participation in workshops and risk of failing to train and disseminate good practices and to encourage the EUSAIR community to take part in the "Public Buyers for Climate and Environment" initiative. | Medium | The workshops will be promoted through the three Fora (Forum AIC, UniAdriano, FAIC) websites and social media (Facebook, LinkedIn, Twitter), the EUSAIR Stakeholder Platform and the Forum AIC newsletter which, to date, has about 1,000 contacts. The Fora members will be made aware, from the outset, of the work that is taking place. This will prepare the ground for making the workshops an opportunity for learning and debate. Furthermore, considering the various initiative/consultation activities carried out by the three Fora, as part of the Facility Point project, an active participation of the members is expected. The University of Padua will also play an important role in the involvement of their extensive contact list. |

Source: Own elaboration