

Transnational Learning Document #7

Action Plans

March 2022

Improved Environmental and
Resource Efficiency through use of
Life Cycle Instruments for
implementation of regional policies
of the European Union

LCA4Regions
Interreg Europe



European Union
European Regional
Development Fund

There are many ways of planning for **regional development**.

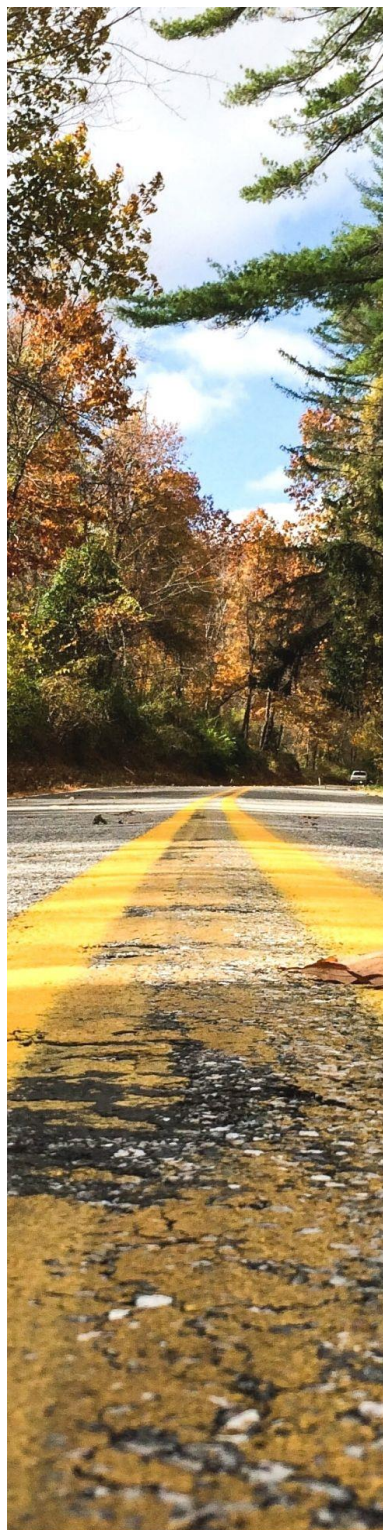
Traditional methods of '*one issue at a time*' have produced some useful immediate results but have also sometimes had unfortunate side effects, as for example when infrastructure is planned without an 'end of life' component built in.



Life Cycle process

A more systematic way of thinking, taking into account the **entire life cycle of projects and products leads to more effective programmes**, and fewer unwanted secondary impacts. Citizens as well as organisations are increasingly interested in the « **world behind the product** », something that life cycle methodologies based on key SDGs can reveal. Life cycle thinking is also the basis for the LCA4Regions project where learning life cycle methods from each other improves everyone's development policies and action plans.

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Purpose of the document

The document belongs to the series of TLJ Learning Documents which aim to provide an overview of the activities carried out during the Transnational Learning Journeys. It summarizes the practices discovered during the TLJ, the discussions held, the lessons learnt, and elaborates some inputs to be further explored by the project. The present document is focused on the seventh Transnational Learning Journey that took place in March 2022 in the Baixo Alentejo region (Portugal), in Beja (and online). As such, it also proposes a short evaluation of the TLJs as a whole.

What is a Transnational Learning Journey?

Transnational Learning Journeys (TLJ) represent the core of LCA4Regions, an opportunity for dialogue on a key aspect of the project. Organised every six months by a different partner region, TLJs include thematic workshops, site visits and peer reviews and focus on one of the project's thematic pillars. **They bring together partners and stakeholders to share challenges, opportunities and good practices** to improve their regional policy instruments. The first phase of the project, the "Interregional Learning", included 7 TLJ:

- TLJ #1: Life cycle methodologies in environmental and resource efficiency policies and tools to apply LC into practice | Kaunas (LT), January 2020
- TLJ#2: Life cycle methods for resource-efficiency | Navarre (ES), June 2020
- TLJ3#: LCA for waste management and material flows | Satakunta (FI), October 2020
- TLJ#4: LCA in public procurement and materials | Slovenia, May 2021
- TLJ#5: Training and capacity-building in LCA | Lodzkie Region (PL), September 2021
- TLJ#6: LCA for monitoring and evaluating policies | Lombardy Region (IT), November 2021
- TLJ#7: Action Plans | Baixo Alentejo (PT), March 2022

Transnational Learning Journey #7

16-17 March 2022, Beja and online

OVERVIEW

The 7th TLJ took place in Beja and online (for some sessions) organised by CIMBAL, regional association for Baixo Alentejo. The sessions of this two-day event were the following:

- **Day 1 – Action Plans Elaboration:** during this session, each partner presented his/her Action Plan. A panel discussion followed for partners to exchange on what has been presented.
- **Day 1 – Management Session:** meeting of the steering committee of the projects.
- **Day 1 – Study Visit: Peer review:** Visit to Vidigueira Cooperative Winery, one of the producers that integrates Wines of Alentejo Sustainability programme – WASP
- **Day 2 – Peer Review:** the peer-review session presented and discussed the policy instrument addressed by Baixo Alentejo Region.
- **Day 2 – Good practices on Construction and Demolition Waste**
- **Day 2 – Study Visit:** EDIA and Baixo Alentejo experimentation centre – URSA Project: Alqueva by products circulation units

The session on the Action Plans and the Peer Review have been recorded and can be watched [here](#). A summary video is also available [here](#).

AGENDA

DAY 1

16 March 2022 | 09:30 – 19:30

09:30 – Welcome

09:45 – 12:15 – Action Plans Elaboration

Presentation of the action plans by region

Panel discussion

Final presentations and conclusions

12:15 – 13:00 – Lunch break

13:00 – 14:30 – Management session

14:30 – 19:00 – Study visit to Vidigueira Cooperative Winery

19:30 – Social event and dinner at Vidigueira Cooperative Winery

DAY 2

17 March 2022 | 09:30 – 19:00

09:30 – Welcome

09:45 – 12:45 – Peer Review

The Policy instrument addressed by Baixo Alentejo Region

Discussion in small groups

Presentation of main conclusions

12:15 – 12:45 – Good practices on construction and demolition waste

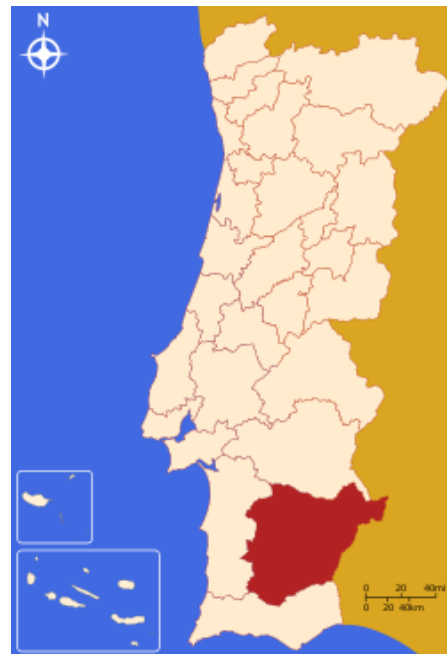
12:45 – 14:30 – Lunch break

14:30 – 19:00 – Study visit to EDIA experimentation centre

BAIXO ALENTEJO REGION

Ahead of the TLJ partners received a document on the policy context of the Baixo Alentejo region, with the possibility of asking questions to prepare the peer review session.

A brief summary of this document, [available online](#), is shared hereafter.



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Country: Portugal

Capital of the region: Beja

Population of the region: 114,887 inhabitants (2021)

Surface: 8,544.6 km²

Who is Baixo Alentejo?

Baixo Alentejo is part of Alentejo region, bordered to the north by Évora district, to the east by Spain, and to the south by Faro district. This sub-region integrates 13 municipalities: Aljustrel, Almodôvar, Alvito, Barrancos, Beja, Castro Verde, Cuba, Ferreira do Alentejo, Mértola, Moura, Ourique, Serpa and Vidigueira. Baixo Alentejo has a Mediterranean climate, characterized by a high annual average temperature, between 15° and 17,5°.

The main economic activities in Baixo Alentejo are based on mining (pyrites), forestry, hunting, agriculture and livestock and therefrom derived products like cork, olive oil, wines, among others.

Guadiana River, one of the most important Baixo Alentejo's natural resources, is an international river beginning in Spain and following the border line, reaching Alentejo. It is about 870 kilometres long, only 260 in Portugal. Baixo Alentejo's landscapes, with high historical and natural value, testify the human action that throughout time has transformed the original landscape into a diversity of ecosystems, adapted to the dryness and aridity of the climate.

This sub-region is strongly marked not only by a cultural heritage, which is reflected in archaeological sites, castles, churches, old mines, museums and small towns and villages which, with their traditional constructions, reflect the diversity of cultural influences to which this region has been subjected, but also by natural heritage- like, for instance the Special Protection Areas of Moura, Barrancos and Guadiana.

Circular economy in Alentejo

In Portugal, there are currently three action plans related to circular economy:

- PERSU 2020 - Strategic Plan for Urban Waste 2014-2020;
- Action Plan for Circular Economy (APCE);
- National Strategy for the Ecological Public Procurement (ENCPE 2020).

PERSU 2020 - Strategic Plan for Urban Waste 2014-2020

was approved by Decree No. 187-A on the 17th September 2014. The plan sets national targets for Urban Waste (UW) prevention and presents measures associated with accomplishing this objective. The waste strategy, advocated in this plan, maintains the objective of guaranteeing a high level of protection of the environmental and human health, through the use of appropriate processes, technologies and infrastructures. It also promotes the minimization of the production and hazardousness of waste and seeks to integrate them in the production processes as secondary materials in order to reduce the impacts of the extraction of natural resources and ensure the essential resources to the economy, at the same time as creating opportunities for economic and employment development.

The **Action Plan for Circular Economy** (APCE) approved by ministers Resolution n. ° 190-A/2017 presents actions aligned with the European pillars of Action for the Circular Economy with the aim of establishing a carbon neutral economy with neutral GHG emissions and effective use of materials by 2050, focusing on research and innovation on sustainability. It creates solutions, with emissions and resources integrated into business models that stimulate the creation of jobs, an efficient and effective use of the resources mobilized and their economic duration, enabling inclusive and resilient economic prosperity and a thriving, responsible, dynamic, inclusive, informed, participative and more collaborative society.

The **National Strategy for the Ecological Public Procurement** (ENCPE 2020) approved by Resolution No 38/2016 of the Council of Ministers of 29 July 2016, provides that the inclusion of environmental criteria in public procurement is mandatory. Moreover, it is an instrument which intends to promote the reduction of pollution, the consumption of natural resources and integration of efficiency in the system.

Also, there is, in Alentejo region, a specific and dedicated **Circular Economy Forum**, implemented by Alentejo Coordination and Regional Development Commission (CCDR Alentejo).

Alentejo Circular Economy Forum's main objective is to stimulate circular economy in Alentejo region. It is a network of regional stakeholders, from public and private sector where opportunities and constraints related to circular economy in the region are discussed. Through regular and systematic interactions among different entities, Alentejo Circular Economy Forum is a space of debate, but above all, is a space where different stakeholders exchange knowledge, contacts, experiences, projects and identify opportunities or constraints for the application of circular economy concepts.

Main policy instruments

Regional Development Fund: Regional Operating Programme 2020 – Alentejo 2020

'Alentejo 2020' is the Alentejo Regional Operational Programme for the period 2014-2020. With an overall budget of 1,082.9 million euros, of which 863.2 million euros are ERDF and 219.7 million euros are ESF, the Programme has four agendas and ten strategic pillars, articulated between them.

Agendas:

- Competitiveness and Internationalisation;
- Human Resources;
- Social Inclusion and Employment;
- Sustainability and Resource Efficiency.

Strategic Pillars:

- Pillar 1. Competitiveness and Internationalisation of SME;
- Pillar 2. Human Resources;
- Pillar 3. Research, Technological Development and Innovation;
- Pillar 4. Urban Sustainable Development;

- Pillar 5. Employment and Economic Enhancement of Endogenous Resources;
- Pillar 6. Social Cohesion and Inclusion;
- Pillar 7. Energy Efficiency and Mobility;
- Pillar 8. Environment and Sustainability;
- Pillar 9. Institutional Capacity Building and Administrative Modernisation;
- Pillar 10. Technical Support.

Alentejo 2020 focuses on:

- Developing an economy of knowledge and innovation for Smart Growth;
- Human Resources focusing on it as a crucial aspect for overcoming main Region's weaknesses;
- Promoting Sustainable Growth and more efficient use of resources, Alentejo 2020 strategy is based on a perspective of valorisation of regional assets and transition to a low carbon economy;
- Contributing to Inclusive Growth is pursued in strengthening the skills of the active population, learning, and specialised technical training.

Where LCA could have been used: some hints for the future programming period

The Regional Operational Programme is divided into priority axes and specific objectives that are presented below taking into consideration the ones that could have benefited from the inclusion of LCA:

- Pillar 1. Competitiveness and Internationalisation of SMEs

The aim of this pillar is to strengthen the competitiveness of small and medium-sized enterprises from the agricultural, fisheries and aquaculture sectors, through:

- Promoting entrepreneurship by facilitating in particular, the support for the economic exploitation of new ideas and encouraging the

creation of new companies, through business incubators;

- Development and application of new business models for SMEs, especially with regard to internationalisation and;
- Granting support for the creation and expansion of advanced capabilities for product and service development.

- Pillar 3. Research, Technological Development and Innovation

The aim of this pillar is to strengthen research, technological development and innovation through:

- Strengthening research and innovation (R&I) infrastructures and capacities to develop R&I excellence, as well as promoting centres of competence, in particular those of European interest;
- Promoting business investment in R&D, developing links and synergies between business, research and development centres and the higher education sector, in particular promoting investment in product and service development, technology transfer, social innovation, eco-innovation, applications of public interest, demand stimulation, networks, clusters and open innovation through smart specialisation and supporting technological and applied research, pilot lines, early product validation actions, advanced production and first production capacities, in particular for key enabling technologies, and diffusion of technologies of general interest, as well as fostering necessary investment to enhance health services' crisis response capacities.

- Pillar 4. Urban Sustainable Development

In this pillar, the goal is to support the transition to a low carbon economy in all sectors, preserve and protect the

environment, promote the efficient use of resources, and promote the environmental, urban and landscape quality of the territory as a distinctive factor through:

- Promotion of low-carbon strategies for all types of territories, mainly urban areas, including the promotion of sustainable multi-modal urban mobility and relevant adaptation measures for mitigation;
- Adoption of measures to improve the urban environment, revitalise cities, reclaim and decontaminate brownfield sites, including brownfield sites,), reduce air pollution and promote noise reduction measures and;
- Promotion of social inclusion and tackle poverty and any kind of discrimination.

- Pillar 8. Environment and Sustainability

This pillar aims to preserve and protect the environment and promote the efficient use of resources through:

- Conservation, protection, promotion and development of the natural and cultural heritage and;
- Adoption of measures to improve the urban environment, revitalize cities, recover and decontaminate abandoned industrial areas, including reconversion areas), reduce air pollution and promote noise reduction measures.

Regional Development Fund: Regional Operating Programme 2021-2027

Portugal 2030 materializes the Partnership Agreement between Portugal and the European Commission, setting the major strategic objectives for the application, between 2021 and 2027, of the global amount of 24.182 M€, from the European Regional Development Fund (ERDF), the European Social Fund + (ESF+), the Cohesion Fund, the Fair Transition

Fund (FTJ) and the European Maritime, Fisheries and Aquaculture Fund (EMFAF).

Its agenda is built around five European Union strategic objectives, in particular a smarter, greener, better connected, more social Europe and one closer to citizens:

- Priority a smarter Europe

A priority that focuses on investment in innovation, digitalisation, business competitiveness, skills for smart specialisation, industrial transition and entrepreneurship.

- Priority a greener Europe

A priority that follows the climate emergency and incorporates decarbonisation goals by supporting innovation and circular economy, contributing to sustainable production methods.

- Priority a more connected Europe

A priority supporting the connection between strategic transport networks and the implementation of new generation communications networks supporting the digital transition.

- Priority a more social Europe

A priority supporting education, equal access to healthcare, quality employment, lifelong learning and social inclusion, in line with the priorities set out in the European Pillar of Social Rights.

- Priority a Europe closer to citizen

A priority that supports development strategies at a local level, promoting social and territorial cohesion, and supports urban sustainable development, based on the concept of interconnection of networks, focused on people's needs.

Portugal 2030 is implemented through 12 programmes: four thematic programmes - Demography, qualification and inclusion; Innovation and digital transition; Climate action and sustainability and Sea; five regional programmes corresponding to the NUTS II of the mainland, two of the Autonomous Regions and one Technical Support programme.

To these, the European Territorial Cooperation Programmes are added. Financed by the ERDF and ESF+, the Regional Programmes mobilise most of the Strategic Objectives, with particular focus on the strategic objectives of a Europe + Proximity, a Europe + Green and a Europe + Intelligent.

These are specifically focused on the territorial dimension of public policies/territorialisation of public policies, including the Territorial Plans for a Just Transition, funded by the Just Transition Fund.

Jointly, the programmes will mobilise the total of available resources in a coordinated and coherent way, in compliance with the principles of simplification, transparency, partnership, effectiveness, efficiency and result-orientation.

Portugal 2030 is also aligned with the components of the Portuguese Recovery and Resilience Plan. The combined mobilisation of the envisaged funding allows an enhanced capacity to transform Portugal's economy, society and territory.

Portugal 2030 is also complemented by other European mechanisms that support economic and social development management centralised at the European Commission.

Other related instrument: Baixo Alentejo Strategic development Plan (PEDBA)

Baixo Alentejo Strategic Development Plan (PEDBA) aims to materialize the Integrated Strategy for Territorial Development for Baixo Alentejo NUTSIII region and is connected with the implementation of the programming period of the European Structural and Investment Funds in Portugal.

It is a policy instrument that supports integration of regional strategy and EU objectives to subregional level and at the same time mobilizes European Structural and Investment Funds resources of local intermunicipal community to implement the strategy adopted.

LCA is meaningful in the following priority measures:

- Priority AE.02: Economic promotion of the endogenous potential. This Action aims to expand the capacity to generate value from territorial resources and assets of Baixo Alentejo, through integrated initiatives and building on the mobilisation of key players (business and non-business) in the region;
- Priority AE.06 Infrastructure and Environmental Services Network of PEDBA directly contributes to the implementation of green economy and resource efficiency initiatives for more sustainable urban systems. It foresees interventions related to infrastructures and their integration in the specific context of urban rehabilitation operations, development of innovative solutions and pilot actions in the field of sustainable urban development and resource efficiency, support to the monitoring of environmental parameters and qualification of the urban environment and consequent rehabilitation.
- Priority AE.08: Energy efficiency and renewable energy promotion. This Action aims to contribute to the affirmation of Baixo Alentejo as a low intensity territory through the promotion of energy efficient practices and the increasing use of renewable energy sources.
- Priority AE.08: Energy efficiency and renewable energy promotion. This Action aims to contribute to the affirmation of Baixo Alentejo as a low intensity territory through the promotion of energy efficient practices and the increasing use of renewable energy sources.
- Priority AE.09: integrated asset and environmental risk management. This Action aims to promote the qualification of the environmental heritage present in the territory of Baixo Alentejo through the conservation and enhancement of its distinctive assets and the increase of its resilience in relation to factors and risks of natural and anthropic origin that may contribute to its degradation.

One of the regional challenges regarding LCA is to eliminate barriers in what regards sustainable and innovation processes, to generate new knowledge and to transfer that knowledge into new products, services and business models.

CIMBAL

CIMBAL is an association of municipalities concerned with developing, at a regional level, multimunicipal public policies. It is a public body financed by regional and local authorities, is subject to management supervision by those bodies, has administrative, managerial or supervisory board and more than half of whose members are appointed by local authorities

CIMBAL as an intermunicipal authority present a high competence and experience regarding the development and implement of instruments and policies for regional sustainable development. Additionally, the region is responsible for the development and implementation of the region action plans.

The team behind CIMBAL

Fernando Romba

Fernando Romba has a law degree, with special competence in the area of Public Administration and Regional Development from the perspective of the European Union. Develop functions as First Secretary of CIMBAL.

Pedro Pacheco

Pedro Pacheco has a degree in Resource Management and has worked as Coordinator of the Technical Services and Asset Valuation Unit in the following areas: Transport Authority, Forest Services, Training and Intermunicipal Networks, Procurement and Legal Support, General Services. Collaborates in the elaboration of the various planning, programming and control instruments of the Community activity.

Technical assistance

Elsa Ferreira Nunes

Elsa Nunes is IrRADIARE's CEO where she is also directly involved in project management. At IrRADIARE, Elsa has been in charge of several projects in diversified fields such as creative industries, social innovation, green and innovative procurement, among others. Her main interests are related to communication, social media, management and education. Before IrRADIARE, she worked in adult education and training both as trainer and training manager. Elsa has worked at the Portuguese institute that supports SME (IAPMEI) where she was in charge of programmes related to young entrepreneurship. Elsa has a Master Degree in Sociology, by ISCSP, UTL –Lisbon.

Sofia Martins

With a degree in Environmental Engineering, Sofia started her professional journey in energy regulation. She has participated in environmental and energy project management, environmental and sustainability reporting and national and international project management in the fields of Energy, Environment, Climate Change and Sustainability. Sofia works at IrRADIARE, Lda since March 2007, being involved in the application of support systems for energy efficiency and environmental sustainability monitoring, management and planning. She also performs activities in energy management buildings, process and product, national and European project management, in the fields of internationalization, innovation and development

PEER REVIEW

The peer review is an essential part of the exchange of experience process. Each Transnational Learning Journey foresees a peer review session focused on the local policy instruments. Before the TLJ, partners received a [document presenting the context and main policy instruments of the Baixo Alentejo region](#).

After a presentation of the Baixo Alentejo policy context, participants split in small discussion groups and discussed the following topics:

- Funding for LCA
- LCA integration in public policies
- Integration of private sector experience
- Capacity building

STUDY VISITS

This TLJ included two study visits, to Vidigueira Cooperative Winery and EDIA experimentation centre.

The **Vidigueira Cooperative Winery** is one of the producers that are part of the **Wines of Alentejo Sustainability programme – WASP**. Launched in 2015, this programme supports improvements in environmental and social sectors, as well as the economic performance of Alentejo's wine industry. WASP is voluntary and in order to begin implementation, it is compulsory to carry out a self-assessment. This was developed to be a standardised method to be completed with a performance levels assessment organised into different chapters applied to viticulture, cellar and viticulture&cellar and with primary and secondary Intervention chapters with different criteria. WASP is a certifiable programme and a member can obtain a

recognition in sustainability for the productive process by the use of the WASP stamp.

It is a successful programme which moved from 93 members at the end of 2015 to currently 460 members. At the moment 3 members are certified.

More in the [presentation](#) or in the [Good Practice](#).

The **URSA Project – Alqueva By-product Recirculation Unit** – is a composting system, based on the exchange of agricultural by-products for organic fertilizer for agronomic use by farmers, materializing the circular economy of short cycles in the agricultural context. A constellation of units at the service of the irrigation territory produces an organic fertilizer by composting, returned to farmers by exchange with the agricultural by-products delivered, for crop fertilization, contributing to the increase of soil fertility and its rehabilitation as a filtering barrier, which promotes downstream water quality and long-term sustainability of irrigation.

More in the [Good Practice](#).

TLJ #7 Lessons learnt

This TLJ was a special one among the series of TLJs since it focused not on a theme but on a specific activity within the project, the Action Plans. If it might be less relevant to an external audience, it was nonetheless important for partners as 83.3% of them declared that this session was useful for their work on their Action Plan. Reasons for this are various:

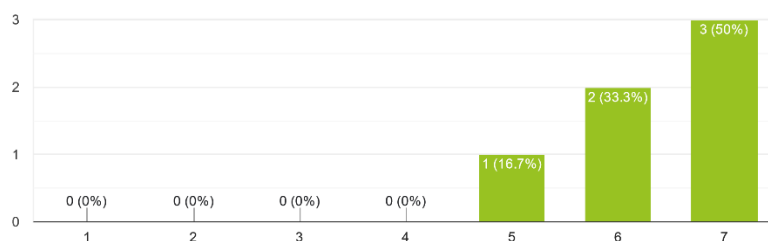
- Reminder that it is time to work on the Action Plan;
- Discussing the Action Plan with other partners and make sure they have the same understanding about the AP and their implementation;
- Receiving feedback from other partners;
- Getting inspired (for future actions) by actions contained in other Action Plan;
- Comparing weaknesses and qualities of Action Plans.

In one specific case, it even led to the Action Plan being refined, with an improved description of the policy to be influenced.

Participants' feedback

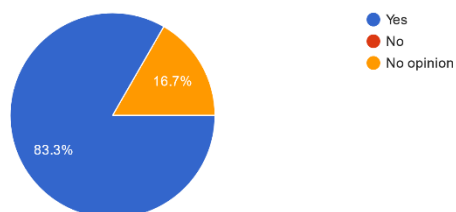
The evaluation of this final TLJ is very positive, just like all the other TLJs, since it met most of participants' expectations.

How did the TLJ compare to your expectations?
6 responses



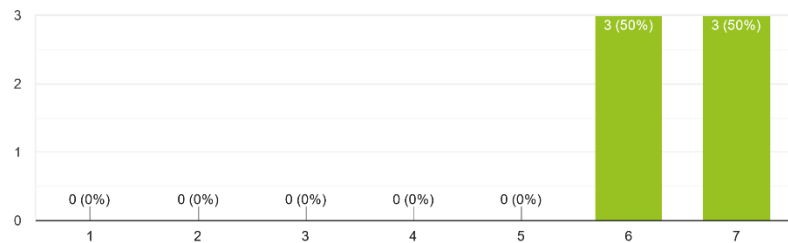
This TLJ continued on the same level of quality as previous TLJs, participants appreciated the quality of the organisation, with very good facilities, a good regional communication post-event. The hybrid format was appreciated since it allowed partners who could not travel to follow the TLJ while offering face-to-face discussions to others and interesting study visits. As a side note, remote participation also contribute to reduce CO2 emissions of such meetings.

This TLJ was organised in an hybrid way, with a live broadcast on CIMBAL's youtube. Do you think that this feature was an asset for the meeting?
6 responses



Regarding the content, participants found the two study cases presented highly interesting. Indeed, they virtually have significant potential to be transferred, touching upon a topic that is quite new especially in the policy making institutions. WASP actually inspired an action of one of the partners and strongly caught the attention of another one who would like to learn more about it.

Were the study cases presented of interest to you?
6 responses



Regarding the peer review session, participants found it in general to the point and interesting. It contributed to the last stretch of the process of sharing experiences. As mentioned by a participant, it is interesting to learn about the framework of the local policies of the visited territory and hosting partner.

For this TLJ, although there were not that many stakeholders attending, their level of engagement was satisfying with positive feedback from those who attended physically. Reflecting on how to improve their involvement, one participant highlights that communication is crucial while another one recommends to define in advance 3-4 main topics to discuss to give them time to prepare and trigger a fruitful discussion.

As usual, partners shared relevant information and practices discovered during this TLJ with their stakeholders. One partner who couldn't join the TLJ physically will also get in touch bilaterally with CIMBAL as they missed the study visit to the Vidigueira Cooperative Winery which is relevant for their territory.

And to finish, if to choose one word to define the TLJ it would be **EXCELLENT**. Participants also associated this TLJ to **"interesting"**, **"action"**, **"good"** and **"tinto"**!

Conclusion of TLJ#7

This TLJ enabled the LCA4Regions partners to exchange on their Action Plans, confronting their views and understanding about the purpose of such a document and its implementation. It was an important step for their next journey which is the development of the actions included in their Action Plans.

Discussions held during the TLJ proved that partners have been really successful on landing the abstract concept of life cycle to real and useful Action Plans.

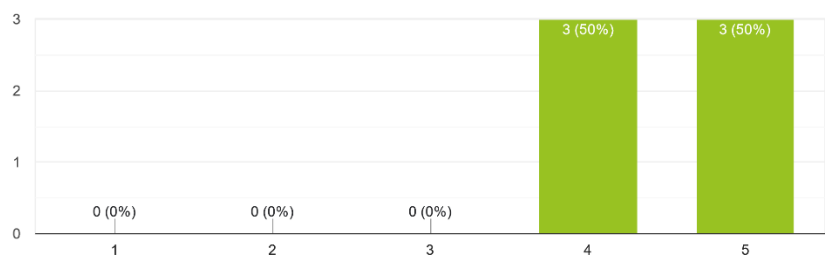
Last but not least, at a time when partners are getting ready to engage in more individual work, since the project activities will be implemented mainly at local level during the second phase, this TLJ was crucial to raise awareness of the importance and priority of collaboration – including at this stage. The LCA4Regions project has created a strong and connected community which will be an asset for partners until the end of the project in July 2023.



Conclusion of the TLJ experience

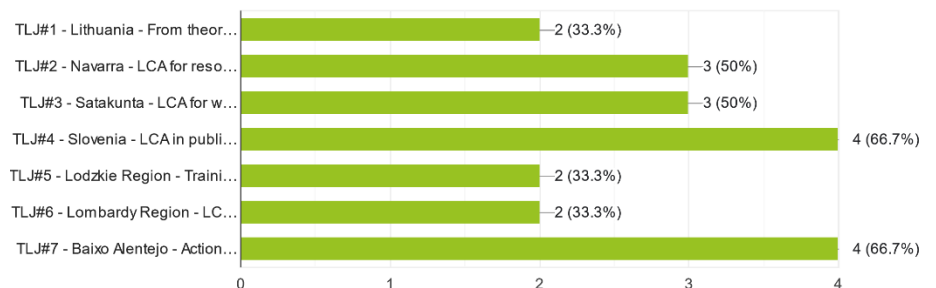
The TLJ in Baixo Alentejo concluded the journey of the LCA4Regions partners across their territories and regions. Between January 2020 and March 2022, 7 TLJ took place, in different shapes, focuses, participants. All in all, the TLJs have been a colossal and highly positive learning experience, from a thematic point of view but also organisational since the project partners had to adapt to the global circumstances and the new context of pandemic.

Globally, how would you rate the TLJ experience
6 responses



The TLJs echo the working priorities of partners regarding the use of LCA in public policies. Public procurement, closely followed by waste management and resource efficiency are thematic of interest for partners.

Which TLJ(s) was the most interesting for your work?
6 responses

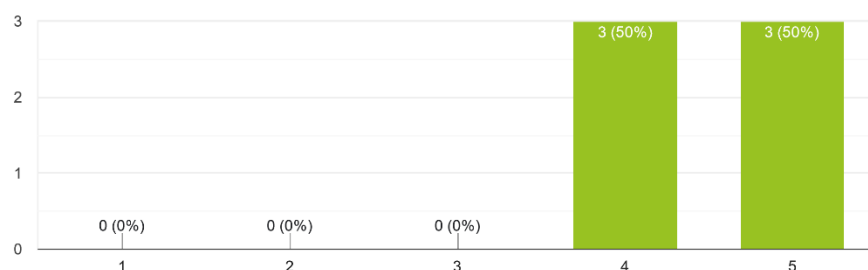


TLJs have also been a powerful tool for partners in their path towards developing their Action Plan. Not only the TLJ#7 was voted as one of the most interesting TLJs but also most of the

partners indicated that the TLJ helped them – and even could have not done their Action Plan without TLJ – in their preparation work.

To which extend did the TLJ helped you in preparing your Action Plan?

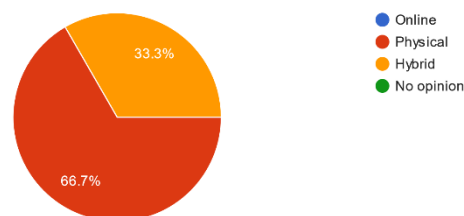
6 responses



Over the course of the LCA4Regions experience, partners could test three types of TLJs: only physical, only online, and hybrid. There is a total agreement that by essence a TLJ cannot take place only virtually.

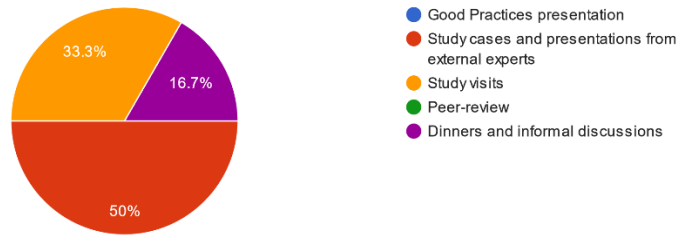
Several types of modalities for the TLJ were tested. Which one do you think is the most adequate for the exchange of experience?

6 responses



For a fruitful exchange and useful discussion to happen, a physical meeting is the base. This also give more way to off the record discussion, during the break, the social times, which have their importance. The opinion on hybrid meetings is shared. In majority partners are calling for physical meeting only but still a significant number would like more possibilities for hybrid participation. Organising hybrid TLJ helps reaching more participants but still lack the spontaneity of a physical meeting. Even more knowing that 33% of partners found that one of the most insightful session of a TLJ are the study-visits. These are more complicated to move online.

The TLJs usually included several sessions, which one was the most insightful?
6 responses



The key pillar of a TLJ is the presentation of study cases and other initiatives by external experts. Thus, the TLJs have been way to get additional insight outside of the partnership.

Regarding the involvement of stakeholders, partners noted that it is important to have them participating in the TLJs not only to receive feedback and hear directly from them their experience but also as a way to build awareness raising and capacity building in their institutions. If their participation was generally good, it could nonetheless be enhanced.

Another point that could be improved is communication and information share before the TLJ.

And to finish this conclusion in the usual way, if to define the TLJ experience in one word, it would be “challenging” but also “perfect”, “great”, “core of Interreg Europe”, “Interesting”.