# Methodological framework to identify and analyse the regional and territorial situation of the green economy

# GREen Startup Support

**29 November 2019**

## List of Abbreviations/Glossary

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|---|---|
| CENELEC | European Committee for Electrotechnical Standardization |
| CEN | European Committee for Standardization |
| CO2 | Carbon Dioxide |
| COSME | Competitiveness of Enterprises and SMEs programme |
| EAFRD | European Agricultural Fund for Rural Development |
| EMAS | Environmental Management and Audit Scheme |
| ETSI | European Telecommunications Standards Institute |
| ERDF | European Regional Development Fund |
| ESF | European Social Fund |
| ESPON 2020 | The ESPON 2020 Programme aims at promoting and fostering a European territorial dimension in development and cooperation by providing evidence, knowledge transfer and policy learning to public authorities and other policy actors at all levels. |
| EU | European Union |
| EEA | European Environment Agency |
| ETS | Emissions Trading Scheme |
| FP7 | 7th Framework Programme |
| GRESS | GREen Startup Support Interreg Europe project |
| Horizon 2020 | EU Framework Programme for research and innovation for the period 2014-2020 |
| Horizon Europe | EU Framework Programme for research and innovation for the period 2021-2027 |
| Interreg Europe | ERDF funded programme for interregional cooperation and policy learning covering 4 policy topics related to regional development |
| LIFE | EU funding instrument for the Environment and Climate Action |
| OECD | Organisation for Economic Co-operation and Development |
| R&D | Research and development |
| ROP | Regional Operational Programme |
| SDGs | Sustainable Development Goals |
| SME(s) | Small and Medium Sized Enterprise(s) |
| UNEP | United Nations Environment Programme |

# 1. Introduction and background

The goal of the Interreg GRESS project is to analyse the green economy framework in Europe, pointing out critical aspects and opportunities for SMEs and startups in the five territories covered by the initiative. The overall objective of GRESS is to improve the local policies promoting the development of the green economy. In particular, the initiative aims to improve policies to reinforce SMEs' competitiveness by strengthening capacities to trigger and support formation of sustainable and competitive startups and spin-offs within the green economy.

This report describes the **methological framework for the approach to identify and analyse the regional and territorial situation of the green economy** (*status of green growth*) in the five partner territories of the GRESS project. The methodological framework provides a top-down approach for the analysis of the regional business climate for green SMEs, including existing policies, support schemes and instruments, and the possible existence of strong regional markets and knowledge clusters. This analysis, to be undertaken by the partner organisations, will serve as a starting point for the exchange of experience and mutual learning process. The analysis will be presented in the **reports on the mapping of the regional and territorial situation of the green economy** in each of the partner territories in Norway, Greece, Poland, Bulgaria and Italy.

Each partner will draft a 15-page report describing the policy and economic framework for the development of the green economy and present a mapping of the regional situations according to the **common template and methodology** described in this report**.** A **common template and methodology** are used in order to ensure a harmonised approach to an activity covering territories that are very different in terms of their geography, economic and political contexts and the opportunities and capacities to realise the green economy.

Prior to describing the methodology to be used in the development of the mapping reports, we outline several key concepts that are central to the understanding of the contexts to be analysed.

## 1.1 Green economy, circular economy and sustainability

**Green economy**

The EU's development policy promotes the transformation towards an inclusive **green economy** that generates **growth**, creates jobs and helps reduce poverty through sustainable management of natural capital. ... A **green economy** offers a pathway to generate **economic growth** that is inclusive and environmentally sustainable. As pointed out by the European Environmental Agency[1], the term **' green economy'** is not consistently defined as it is still an emerging concept. The most widely used and authoritative green economy definition comes from the United Nations Environment Programmae(UNEP): ***"[A] green economy [is] one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities".***[2]

The green economy can refer to sectors (e.g. energy), topics (e.g. pollution), principles (e.g. polluter pays) or policies (e.g. economic instruments). It can also describe an underpinning strategy, such as the

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[1] https://www.eea.europa.eu/publications/europes-environment-aoa/chapter3.xhtml

[2] UNEP (2011), ' Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication' (advance copy available from http://www.unep.org/greeneconomy).

mainstreaming of environmental policies or a supportive economic structure.[3] Related concepts are resource efficiency, sustainable consumption and production and the circular economy which are examined below.

**Circular economy**

In a **circular economy**, the value of products and materials is maintained for as long as possible. Waste and resource use are minimised, and when a product reaches the end of its life, it is used again to create further value.[4] While not to be confused with the green economy (as the circular economy may also cover non-green activities and sectors), there are overlaps when circular economy models are applied within the green economy, where resources are reutilised and environmental risks are reduced.

**Sustainability**

**Sustainability** results from the use of various strategies for employing existing resources optimally so that that a responsible and beneficial balance can be achieved over the longer term. Sustainability implies continuity over time and the non-depletion of resources while also minimising environmental impact.  European policy strategy for the next programming period (2021-2027)[5] strongly embraces the UN's 17 Sustainable Development Goals (SDGs) and sustainability is one of the evaluation criteria used in the funding of European projects.

The green economy can incorporate elements of the circular economy and should contribute to sustainability. Green economy initiatives are aimed at reducing environmental impacts and improving resource efficiency and sustainability.

## Box 1. Actors and dynamics of the green economy

The proposed methodology starts from the assumption that the **green economy does not represent an economic sector "per se" but rather a "driver" that is transversal** to the sectors that are characteristic of a territory. For example, in the Emilia-Romagna Region of Italy this "driver" is present within the agri-food sector and in construction, while also being increasingly visible in the machinery and mechanical engineering sector and naturally comprises a core element of the "traditional" sectors associated with the *green economy* such as waste and water management and rapidly developing sectors focused on renewable energy and energy efficiency, electric mobility and green chemistry. Various types of **businesses** are involved in the value chains of the green economy, including manufacturers, materials and component suppliers, logistics operators and legal offices providing intellectual property protection services. **Business associations** can play a key role in fostering networking and promoting awareness of funding programmes and instruments available for green economy businesses. The **financial sector and investors** can provide necessary funding for innovative green economy ventures.

Besides the role of businesses in the green economy, the **public sector** can play an important role as a promoter of "green procurement" and "green investments", particularly in the areas of energy-efficient buildings and sustainable mobility. Commitments made by public authorities to purchase "green products" can have an important boosting effect on green economy businesses, thus stimulating demand-driven processes of innovation.

**Universities and research institutions** are key actors in the development of the green economy: conducting research and development supporting green economy solutions, cooperating with companies and the public sector, and providing education and training of the next generation of professionals in the green economy. In many EU regions the Regional Operational Programmes (ROPs) of the European Regional Development Fund (ERDF) implement measures aimed at promoting research/academia-business cooperation as well as supporting university/research centre spin-offs in innovative fields such as the green economy.

Finally, the role of **civil society organisations** and **citizens** in the territory need to be taken into account: the former in terms of their support for green policies and sustainable models of consumption and production, and the latter as consumers of green economy products and services, contributing to the **development of a market** for the businesses of the green economy.

The main target beneficiaries of the GRESS project comprise:

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[3] https://www.eea.europa.eu/publications/europes-environment-aoa/chapter3.xhtml
[4] https://ec.europa.eu/growth/industry/sustainability/circular-economy_en
[5] https://ec.europa.eu/research/pdf/horizon-europe/ec_rtd_orientations-towards-the-strategic-planning.pdf

- **SMEs:** According to the EU definition, these are businesses with fewer than 250 employees, and a turnover of less than €50 million or a balance sheet total of up to €43 million.
- **Startups**: These are companies that have been newly set up and operating for a limited number of years, usually less than 5 years. Tax breaks or special tax regimes are offered to startup companies in some countries. The term startup is often associated with dynamic technology companies, but a startup can be any type of business and does not necessarily have to have outside investors. According to Startups.co (UK online platform for startup advice), one of the key differences between a startup and a small business is that a startup has an idea that can be applied and marketed globally. In contrast, a small business is tied to a particular location or market.[6]
- **Spin-offs:** a company that has spun off from another company or a university or research institute.

## 1.2 Policy landscape

Whatever the underlying dynamics of the local green economy, in the public policy context it is essential to emphasise the importance of **integrating economic and environmental policies in a way that highlights the opportunities for new sources of economic growth** while **avoiding unsustainable pressure on the quality and quantity of the natural assets**. Promotion of the green economy in Europe involves a variety of measures ranging from economic instruments, such as taxes, incentives, subsidies and trading schemes, through regulatory policies, including the setting of standards, to non-economic measures such as voluntary approaches and information provision.

In order to facilitate the preparation of the mapping report it is useful to have definitions of the main elements of the policy landscape that contribute to the territorial context:

- **Policy:** A set of ideas or plans used as a basis for making decisions, especially in politics, economics, or business.[7] In the context of this methodology, we refer to public sector policies that affect the territories involved in the GRESS project—these could be EU, national, regional or local policies.

- **Policy measures:** These are instruments used by the European Union as well as public authorities at the national, regional and local levels to promote or discourage certain actions or activities. These can include **incentives**, **subsidies**, **grants**, **tax rebates**, and **trading schemes** (for example the EU Emissions Trading Scheme (ETS) used to compensate for CO2 emissions). The European Commission has funding programmes available to SMEs that can be used for green economy projects—depending on the specific topic of the calls for proposal, such funding could come from Horizon 2020 (especially the SME instrument), COSME and LIFE programmes. European regions also use ERDF Structural Funds through the Regional Operational Programmes (ROP) to fund research and innovation as well as provide support to startups and job creation in green economy fields. Other instruments include dedicated structures such as business incubators and accelerators (for example the Climate-KIC StartUp Accelerator Italy).

- **Regulations:** Regulations are rules made by a government or other authority in order to control the way something is done or the way people or organisations behave. Regulations are used to establish procedures and set parameters for acceptable behaviour or characteristics of products and services. For example, the new **EU Single Use Plastics Directive (EU) 2019/904** introduces measures to prevent and reduce the impact of certain plastic products, thus further promoting transition to a circular economy and stimulating green economy businesses by encouraging the

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[6] https://startups.co.uk/what-is-a-startup/
[7] https://www.collinsdictionary.com/dictionary/english/policy

prioritisation of "sustainable and non-toxic re-usable products and re-use systems".[8] National, regional and local regulations can also play a major role in sanctioning non-green behavior and in encouraging the development of more sustainable and resource-efficient business models.

- **Voluntary approaches:** In contrast to compulsory approaches of regulations, many countries have applied voluntary approaches to address environmental problems. These might include agreements on environmental performance that are negotiated with industry and public programmes in which firms can volunteer to participate, such as **the Environmental Management and Audit Scheme (EMAS)**. On the other hand, **standards** are technical specifications defining requirements for products, production processes, services or test-methods to ensure interoperability and safety, reduce costs and facilitate companies' integration in the value chain and trade. These specifications are voluntary and are developed by industry and market actors following some basic principles such as consensus, openness, transparency and non-discrimination. European Standards are under the responsibility of the European Standardisation Organisations (CEN, CENELEC, ETSI) and can be used to support EU legislation and policies to promote the green economy.[9]

- **Communications and Awareness raising:** such initiatives are introduced to create awareness and influence behaviour of individuals and businesses in a direction the public authority decides will be favourable for the territory. For example, in the Bologna area communications campaigns have been used to encourage citizens to separate their rubbish and bring used electronic products to recycling facilities, thus also supporting the growth of the green economy with the development of industries that reuse or safely dispose of such materials.

### Box 2. Mapping of the green economy

Referring to the Index shown in Box 3 (Section 3 of this report), the mapping reports should take into account the main **target beneficiaries** (SMEs, startups, spinoffs), the overall **business environment** and **investment climate** (*Chapter 1. Territorial economic framework*) as well as the elements of the **policy landscape** (*Chapter 2. Policies for the green economy*) in their territory. In particular, **relevant initiatives** supported by ERDF and ESF Structural Funds, national programmes, and territorial programmes should be identified (*Chapter 3. National and regional/territorial policies to support green start-ups and green jobs*). Besides presenting examples of innovative businesses and business associations/support centres, the *role of the **local public sector as a potential driver of demand** (green public procurement) as well as the involvement of the **universities and research institutions** need to be considered in the overall green economy context of the territory (*Chapter 4. The Voices from the territory about green startups*). Specific **cases of innovation** should be highlighted in the case studies, particularly those which might be shared and possibly adapted to other territories (*Chapter 5. Case studies of innovation in the territory*).

The final chapter of the mapping reports focuses on the future (*Chapter 6. What will happen: forecasts and policies for the future*). This is in part speculative, but should be based on **ongoing economic, scientific-technological, business and policy trends as well as programmes** that are going to be introduced. For example, these include the **European Green Deal** and the strong environmental and decarbonisation focus of the new European Commission under Ursula von der Leyen, the **Horizon Europe** framework programme for research and innovation which will dedicate some 35% of funding to promote Climate objectives, and the ERDF and ESF Structural Funds for 2021-2027. Some countries have already published national plans and priorities that go beyond 2020.

## 2. Research methods and resources

The reports identifying and analysing the regional situation for the green economy in the partner territories will be based mainly on desk research and analysis. The desk analysis will focus on reviewing key publicly available documents (policies, policy measures and incentives, studies and research, regulations and

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[8] https://www.globalelr.com/2019/06/eu-introduces-single-use-plastics-directive-to-promote-a-circular-economy/
[9] https://ec.europa.eu/growth/single-market/european-standards_en

incentives, etc.) and statistics. For this initial deliverable, no interviews are required. However, if it is considered to be necessary to gain a better understanding of the local green economy situation, representatives of local institutions, research centres, and companies can be contacted and interviewed.

## 2.1 Desk research

**Desk research** *means gathering and analysing information that has already been produced and published by others and is readily available in print or published on the internet*. Desk research involves two main steps: the collection of information and data from various sources and the systematisation and analyses of the collected inputs. Desk research is considered to be among the most efficient ways to collect initial information and data upon which to build more detailed analyses and to develop the approach and tools for subsequent field work (surveys, focus groups, etc.). Most of the desk research will be carried out using the internet.

*The partners are also strongly encouraged to review the websites of local and national newspapers and media for articles on the green economy*.

### 2.1.1   Collection and organisation of documents, information and data

The information and data that will be needed for these reports are published online mainly by public sector sources, including national and regional statistical organisations, but can also come from private sector sources and research institutions and universities. The following table provides an overview of possible sources of information that can be used in desk research on the green economy in the GRESS territories. These sources are not exhaustive but provide an overview of the types of inputs that are useful for this exercise.

**Table 1 Possible sources of information for mapping the green economy**

| Level of Information | Source | Details/comments |
|---|---|---|
| European/ international level | European Commission | Circular Economy Action Plan<br>Green Action Plan for SMEs-implementation report 2018<br>Bioeconomy Strategy |
| | Eurostat | Economic Data at national and regional levels<br>Business demography statistics<br>Entrepreneurship and SME indicators |
| | Smart specialisation platform | Regional smart specialisation strategies<br>https://s3platform.jrc.ec.europa.eu/ |
| | Regional innovation scoreboard 2019 | Innovation profiles of European regions<br>https://interactivetool.eu/RIS/index.html |
| | ESPON | ESPON tools & maps, but check year of most recent update |
| | European Environment Agency | https://www.eea.europa.eu/themes/climate/national-policies-and-measures<br>ETC/CME report 5/2019: Overview of reported national policies and measures on climate change mitigation in Europe in 2019 |
| | European Circular Economy Stakeholder Platform | Report on the implementation of the Circular Economy Action Plan<br>https://circulareconomy.europa.eu/platform/ |
| | European Resource-Efficiency Knowledge Centre (EREK) | EU Ecolabel or Green Public Procurement criteria<br>https://www.resourceefficient.eu/en |
| | EU Funding and support | FP7, Horizon 2020, LIFE, COSME; INTERREG programmes (identify relevant projects in the GRESS territories) |
| | EU-related Newsletters and blogs | Circular Economy, EurActiv |
| | OECD Green growth indicators | https://www.oecd.org/greengrowth/data-and-indicators.htm |
| | Green Growth Knowledge Platform | https://www.greengrowthknowledge.org/ |
| National level | National statistical institutions | Example: Istituto nazionale di statistica (Italy) |

| Level of Information | Source | Details/comments |
|---|---|---|
| | Ministries supporting green economy<br>Specific national programmes or Roadmaps | Ministry of Environment, Ministry of Economy<br><br>For example: General State of the green economy – report 2018 (Italy) |
| Regional level | Regional Development Plans | |
| | Regional operational programmes (ROP ERDF, ROP ESF): support to start-ups and green jobs<br>Regional law on circular economy<br>Regional Energy & Environment Plan | Some regions have a green economy focus<br>Example: The GreenER Observatory collects case studies and green good practices and produces analyses and insights useful for guiding regional policies (Emilia-Romagna Region) |
| | Regional Innovation Monitor Plus | Online platform for sharing knowledge and know-how on major innovation and industrial policy trends in the EU regions.<br>https://ec.europa.eu/growth/tools-databases/regional-innovation-monitor/content/regional-innovation-monitor-rim-plus |
| Local level | Municipal strategic plans<br>Circular Economy Plans<br>Sustainable Urban Agendas | Example: Metropolitan Strategic Plan and Sustainable Urban Agenda of the Metropolitan City of Bologna |
| | Universities & research institutions | Degree programmes & specialisations in green economy R&D and innovation activities<br>Spin-offs from academia/research; Education and training of future green economy professionals, centres for sharing of knowledge technologies and skills |
| | Private businesses involved in the green economy | Identify main sectors and activities<br>Examples: GEO - Green Economy Observatory (Bocconi) – report 2015; Symbola GreenItaly - report 2018 |
| | Business associations<br>Accelerators and incubators | Example: Unioncamere in Italy<br>Climate-KIC StartUp Accelerator Italy |
| | Financial sector and investors | Banks, angel investors, venture capital funds, crowdfunding, etc. |

For example, in the case of the Metropolitan City of Bologna, beside official statistical data, also regional and national surveys can be used, such as, for example: Movimprese, data on innovative Start-ups; GreenER Observatory (latest edition 2019); GreenItaly 2019; A response to the crisis, a challenge for the future: the Symbola Notebooks; and Innovation Observatory 2018, focused on the circular CISE economy. Different Programmes and actions that are relevant to the topics of the green economy, green start-ups and green jobs will be reviewed, including the ROP ERDF 2014-2020; ROP ESF 2014-2020; EAFRD 2014 - 2020; the Smart Specialisation Strategy; StartER fund; INCREDIBOL, Regional Law 14/2014 as well as participation of local actors in relevant topics of Horizon 2020, LIFE and COSME. The level of implementation of such measures in the Bologna Metropolitan Area will also be verified through the review of documents and territorial strategies, such as for example the SNAI on Internal Areas.

## 2.2    Interviews

Interviews can be conducted in cases where it is important to gain a more up-to-date perspective as well as insights that may not emerge from the information and documents collected in the desk research. This will be particularly useful in getting feedback from stakeholders, which do not necessarily publish their documents and experiences on the internet. It is suggested that the interviewees should be sent a short list of written questions prior to the interview so that they will have a chance to think about the topics beforehand as well as confer with colleagues.

Possible questions (which will directly contribute to the mapping report) could be:

➢ *How important is the policy environment and specific public support measures (national, regional, local) in promoting green economy activities in your territory?*

> ➢ *What kinds of problems/obstacles have you seen in your territory that have made it difficult for green start-ups to grow and green jobs to be created?*
>
> ➢ *Can you indicate successful cases of green start-ups in your territory and the reasons why they were successful?*
>
> ➢ *How do imagine that the green economy will evolve in the future and what types of support might be needed to stimulate further growth?*

## 2.3.   Analyses of the collected information

This phase of the project will begin with the identification and categorisation of available documents, data and information, followed by their review and analysis in order to gain an overview of the panorama of policies, actions and interventions activated or to be activated in the territory.

The objective is to identify the **main policy instruments** used, the types of **beneficiaries** and the **economic sectors** involved in the territory. "*Green economy*" is a key theme in public policies and is addressed by various approaches including: ► interventions to support start-ups; ► interventions to support activities linked to the Green Economy, eco-innovation, low-carbon economy and resource effectiveness; ► investments in eco-efficiency and reduction of primary energy consumption in public buildings and structures; ► reduction of energy consumption of production processes and structures; ► investments in smart grids as an infrastructure for "smart" low-emission cities - smart cities; ► interventions in ensuring the safety of territories (hydrological, geological, seismic risks); ► interventions for policies to improve air quality; ► realisation, maintenance and re-naturing of green infrastructures and ecosystem services; ►support for investments in companies of the green economy; ► support for research and development of products and technologies in the field of green economy; ► interventions in the sustainable mobility sector. Naturally, the types of policy instruments and sectoral focus vary with the territory where they are implemented.

The overview of the framework of policies and actions that promote the green economy will start from the territorial analysis. A particular focus should be devoted to the analysis of the tools and services in support of green startups (in addition to incentives and financial programmes, for example the presence of incubators, High Technology of innovation Networks, training, other services offered by the PA and or from the Chambers of Commerce and Industry or from sectoral associations, etc.).

On the one hand, policies aimed at businesses (startup support, sustainable development and green economy interventions, and incentives for green jobs) will be considered and on the other hand, interventions aimed at stimulating the green economy through public procurement (e.g. energy efficiency of public buildings, APEA interventions, and also interventions to protect and enhance territories) should be examined.

The report will provide an overview of territorial framework for the green economy and will include:
- An overview of the economy of the target territory, including elements of the circular economy and knowledge economy;
- The mapping and analysis of territorial policies and actions for the promotion of the green economy and green jobs, with references also to the national and regional level;
- Policies and tools to support startups and spin-offs, highlighting particularly successful examples;
- The implementation of the tools in the target territory compared to the regional panorama;
- Trends and prospects;
- Case studies.

**Case studies** are intended to provide more detailed examples of green economy policies in action, allowing the identification of specific measures, incentives and conditions and any other factors that contribute to the development of the green economy in the target territory. It needs to be pointed out that it is also possible to learn from less successful examples, as these may be able to provide insights into what works and what doesn't work in certain contexts, while indicating pitfalls that might be avoided by others in the future.

## 3. Expected output

Each partner will produce a 15-page report on the **Green economy national, regional and local framework** that identifies and analyses the regional and territorial situation. Beginning with an analysis of overall economic conditions and dynamics in the target territory (national, regional, territorial), the report will provide an overview of the policy framework and actions that fall within the scope of the promotion of the green economy. Of particular interest are the actors within the territory that are involved in the green startup environment.

Given that the GRESS project also should **contribute to mutual learning of the partners**, it is important to ensure that the reports are coherent and consistent and that they follow a certain logic. The delivered reports are to follow the structure outlined in Box 3 below. The structure is provided in order to create a basis for the comparability of the contexts and the policies.

**Box 3. The structure of the mapping report**

> **Index**
>
> **1. The territorial economic framework (national, regional, territorial)**
>
> **2. Policies for the green economy (national, regional, territorial)**
>
> **3. National and regional/territorial policies to support green start-ups and green jobs**
>
> **4. Voices from the territory regarding green start-ups[10]:**
>
> **- Local institutions (1-2)**
>
> **- Business associations or research centres and business support organisations (1-2)**
>
> **- Innovative companies or start-ups (1-2)**
>
> **5. Case studies of innovation in the territory (policy innovation, if possible)**
>
> **6. What will happen: forecasts and policies for the future**
>
> **Bibliography of sources**
>
> **Annexes:**
>
> **- 3 documents that illustrate the situation;**
>
> **- 3 links to Web resources that help understand the situation in the territory**
>
> **- 3 examples of innovative green start-ups**

While based on information and inputs that are mostly published in local languages, the reports should be written in **clear and understandable English** that will allow all partners to understand the regional green economy situation in the different territories, thus facilitating exchange of knowledge and experience.

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[10] While interviews are optional in this phase of the project, this section could be used to present the perspectives of the relevant stakeholders based on evidence from desk research.

# 4. Tasks, activities, outputs and timing

The activities in this initial phase of the project will take place in a two-month timeframe spanning December 2019 and January 2020. The reports mapping the regional and territorial situation for the green economy in the partner territories are to be delivered by 24 January 2020 so that they can be checked and revised in time for the 31 January 2020 deadline for uploading.

**Table 2. Activities, Outputs and Timing**

| Tasks | Activities | Output | Timing | Potential critical issues | Mitigation measures |
|---|---|---|---|---|---|
| **Building of evidence base** | ♦ **Collection of documents, information and data** <br> ♦ **Interviews if necessary** | Bibliography Document library Excel files with data | **1-23 December 2019** | Holidays Identified data/ information gaps | Collection begins immediately, sharing of EU documents/data Technical support from Bologna team |
| **Analysis of information** | ♦ **Review and categorisation of information and documents** <br> ♦ **Identification of potential case studies** | Identification of policies, measures, features of context | **16 December 2019-15 January 2020** | Information on Policies/measures is out of date, political/economic situation has changed | Search in news/media Signalled for interviews /Focus Group in next phase |
| **Data analysis and presentation** | ♦ **Elaboration of monitoring data** | Graphs and tables illustrating green economy situation | **10-20 January** | Data are old, new developments not captured in data | Qualitative observations; Signalled for interviews /Focus Group in next phase |
| **Case Study development** | ♦ **Detailed analysis of policy measure** <br> ♦ **Presentation of results** | ♦ **Detailed case studies** | **10-20 January** | Lack of information | Selection of alternative cases Direct contacts and interviews |
| **Report** | ♦ **Drafting of mapping reports** | ♦ **5 Reports** | **10-24 January 2020** | Delay in drafting of reports Quality of reports is unsatisfactory | Technical support from Bologna team |

# 5. Technical support

Technical support to project partners in the preparation of the mapping reports will be provided by the team based in Bologna: Metropolitan City of Bologna and Nomisma S.p.A.

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