



ACTIVITY 2 - TASK 3.4

Selected 12 Best Practices

Evaluating Case Studies for Best Practice Selection

CPG Project • Joint Partner Meeting





1. RESEARCH AIM

Activity 2 of the CPG project (Erasmus+ KA210-VET) aims to investigate CoPs as informal learning environments and their role as boosters for organizations' sustainable performances (SO1). The research covers four contexts: Europe (supranational level), Italy, Spain and Bulgaria, across formal, non-formal and informal learning settings.

2. RESEARCH DESIGN

Qualitative comparative desk research. Five partner organisations (OpenCom, SYDIC, MEUS, GBG, EEB) each conducted a national desk research on CoPs as informal learning environments (Task 2.2), covering academic documents, whitepapers, studies, existing practices, grey documents and policies. At least 3 case studies per country were then analysed using the 8-facet Success Framework.

3. DATA SOURCES

Primary sources: national policy documents, legislative texts (e.g. Italian D.M. 66/2023), organisational websites, EU project reports (Erasmus+, Interreg, Horizon Europe), and peer-reviewed publications. Key reference frameworks: GreenComp (JRC, 2022), "The Communities of Practice Playbook" (JRC, 2021), Wenger-Trayner (2015), and OECD (2025).

4. ANALYTICAL FRAMEWORK

The 8-facet Success Framework was applied consistently to all 12 case studies, enabling structured comparison. Cases were also assessed against the CPG project objectives and the EU Green Deal / GreenComp competence areas.



METHODOLOGICAL NOTE

Each partner conducted an independent desk research following a shared methodology.



1. GOVERNANCE & LEADERSHIP

CoPs are present in all four contexts but systematically underestimated because they operate under different names: “networks”, “coalitions”, “working groups”. The most effective CoPs form around real, shared problems, not around training needs. EU funding is both the primary driver and the primary vulnerability. Policy recognition is the exception: only Italy has a legislative mandate (D.M. 66/2023).

2. CONVENING & COLLABORATION

CoP adoption by sector: Education and NGOs show the strongest CoP culture. Business/SMEs remain the least engaged despite growing EU sustainability requirements. Digital tools expand reach but do not create communities — they extend communities that already exist. Cross-sector collaboration (SMEs, NGOs, universities, public bodies) is the most impactful and most underexploited opportunity across all four countries.

3. MANAGEMENT & TEAM

Voluntary membership and trust are non-negotiable conditions: no CoP was effective when participation was compelled or hierarchical relationships dominated. Facilitators matter, but the most resilient communities distribute responsibility across members rather than depending on a single champion or funder. Low-threshold access, multilingual content and inclusive formats are defining features of all well-functioning cases across the four countries.

4. MEASUREMENT & IMPACT

Evaluation and dissemination are the weakest links in every context. No partner country has a robust methodology for evaluating CoP impact. Evidence of effectiveness is largely anecdotal or based on participation metrics that capture activity, not learning. CoPs that make their learning visible sustain themselves longer and generate impact beyond their own membership. This gap is the most urgent design challenge for Activity 3.



CROSS-CUTTING FINDING

Sustainability-focused CoPs address multiple GreenComp competences simultaneously, precisely because they operate as informal learning environments: systems thinking, collective action, adaptability, futures literacy and sustainability values consistently emerge together through shared practice (confirmed across all five partner contexts).



Conclusions



1. KEY INSIGHTS

CoPs work as informal learning environments for green skills development. The evidence is consistent, multi-country and multi-sector. The 10 cross-cutting findings confirm that CoPs are present everywhere, form around shared problems, and are most effective when voluntary membership, trust and distributed facilitation are in place. Activity 3's task is to design a model that makes this effectiveness accessible to the organisations that need it most.

2. TRANSFERABILITY

Three distinctive case types emerged that were not designed as CoPs but fully meet the definition: Italy's Organic Districts, Bulgaria's chitalishta (traditional community centres repurposed for digital literacy and social entrepreneurship), and Spain's Triple Impact community. These organic models suggest that identifying and supporting existing informal communities may be as important as designing new ones from scratch.

3. POLICY IMPLICATIONS

EU funding is the primary enabler and primary vulnerability of CoPs: communities collapse when funding ends. Policy recognition is absent in all partner countries except Italy. The OER recommends that EU and national frameworks formally recognise CoPs as learning environments, enable professional crediting of CoP participation, and build continuity mechanisms beyond project cycles into Erasmus+ small-scale partnership design.

4. RECOMMENDATIONS

For Activity 3 model design, 8 evidence-based implications: (1) start with the shared problem, not membership recruitment; (2) build trust before tools; (3) define and resource the facilitator role; (4) apply all 8 success facets as the model's backbone; (5) embed sustainability in the domain itself; (6) design for small, low-resource organisations; (7) treat evaluation as a learning mechanism from day one; (8) build for transferability, not just replicability.



OVERALL CONCLUSION

The desk research (Task 2.3) has established the evidence base for the OER "Sustainable Practices Case Studies Compendium".



Co-funded by
the European Union

2025-1-BG01-KA210-VET-078AFEE2
01.10.2025 > 30.09.2027



Community of Practice
on Green Skills for
Organizations' Human Capital

EUROPE





Co-funded by
the European Union

CASE STUDY #1



Community of Practice
on Green Skills for
Organizations' Human Capital

GreenComp Community of Practice



ORGANIZATION / HOST

European Commission – Directorate-General for Education and Culture (DG EAC); Education for Climate Coalition platform



COUNTRY & SECTOR

European Union (transnational) | Public



LEARNING CONTEXT

Informal / Non-formal



SOURCE / WEBSITE

<https://education-for-climate.ec.europa.eu/community/GreenCompCommunityGroup/about>



BRIEF DESCRIPTION

The GreenComp Community of Practice was officially launched in March 2023 by the European Commission to support the uptake of the European Sustainability Competence Framework (GreenComp, published January 2022). It brings together schools, teachers, researchers, public authorities, NGOs and non-formal education practitioners who use or intend to use GreenComp. Members exchange experiences, case studies and good practices through online forums, periodic newsletters and surveys on the Education for Climate Coalition platform. In January 2025, a new phase was launched to co-design future community activities.



SUSTAINABILITY FOCUS

Green skills and sustainability competences across all learning settings (formal, non-formal, informal). Aligned with the four GreenComp competence areas: embodying sustainability values, embracing complexity in sustainability, envisioning sustainable futures, acting for sustainability. Directly linked to the European Green Deal and EU skills agenda.



CASE STUDY #1



Success Facets Analysis

1. VISION

To build a shared European reference for sustainability competences and support their uptake across all education and training settings. The community exists to connect practitioners, share real-world applications of GreenComp, and collectively advance green skills development in line with the European Green Deal. Co-designing the community's future activities ensures that the vision remains participatory and member-driven.

2. GOVERNANCE

Coordinated by DG EAC (European Commission) within the Education for Climate Coalition platform. Open and transparent membership: any individual or organisation working with GreenComp can join. The community's direction is shaped collectively: in January 2025, a co-design phase was launched to reassess members' needs and priorities for the next chapter. No formal hierarchy among members; the Commission acts as facilitator and sponsor.

3. LEADERSHIP

The European Commission (DG EAC) provides institutional sponsorship and platform infrastructure. Knowledge leadership is anchored in the Joint Research Centre (JRC), which developed the GreenComp framework. Thematic champions emerge from member organisations (Erasmus+ Teacher Academies, Horizon2020 projects such as ECF4CLIM and GreenScent) that apply and extend the framework in practice.

4. CONVENING

Members convene primarily through the Education for Climate online platform (forums, news articles, resource sharing). Additional touchpoints include: a periodic newsletter; annual surveys (December 2023 survey with 15 responses documented); the Education for Climate Day event (15 November 2023, with a dedicated session to showcase green competence good practices across Europe); and co-design workshops in 2025.



KEY TAKEAWAY (Why is this a good practice?)

The GreenComp CoP is a direct institutional model for informal peer learning on sustainability competences at European scale, making it the most relevant reference practice for the CPG project framework.



CASE STUDY #1



Success Facets Analysis

5. COLLABORATION

Members collaborate through knowledge exchange on GreenComp applications across contexts (early childhood, VET, higher education, non-formal learning). A commissioned study by Technopolis Group (2024) produced 12 case studies with direct input from the CoP community via survey. The community also connects with Erasmus+ projects and Horizon2020 initiatives that use GreenComp, creating a networked learning ecosystem beyond the platform itself.

6. MANAGEMENT

The Education for Climate Coalition platform provides the digital infrastructure: member profiles, forums, news sharing and resource library. DG EAC manages the platform and publishes regular newsletters. A December 2023 survey was circulated to gather members' input on GreenComp usage and needs. The Technopolis Group research report (2024) serves as a key knowledge asset produced with the community's contribution.

7. USER EXPERIENCE

The platform is free and open to any individual or organisation working on sustainability education. Multilingual content is available across EU languages. Resources (framework document, case studies, newsletters) are freely downloadable. No formal membership requirements or fees: the community welcomes practitioners from all levels and sectors, from primary school teachers to university researchers and NGO workers.

8. MEASUREMENT

Impact is tracked through: (1) surveys to CoP members (December 2023: 15 respondents; data on GreenComp usage and framework adoption); (2) the Technopolis Group study commissioned by the European Commission (2024), analysing 12 case studies of GreenComp in practice across education levels and settings; (3) monitoring of framework adoption in Erasmus+ and Horizon2020 projects. Qualitative impact includes policy influence on Council Recommendation on learning for the green transition (2022).



KEY TAKEAWAY (Why is this a good practice?)

The GreenComp CoP is a direct institutional model for informal peer learning on sustainability competences at European scale, making it the most relevant reference practice for the CPG project framework.



Vereniging Circulair Friesland (VCF) - Circular Friesland Association



ORGANIZATION / HOST

Vereniging Circulair Friesland (VCF), non-profit association co-founded with the Province of Friesland (Fryslân) and the Municipality of Leeuwarden



COUNTRY & SECTOR

Netherlands (Province of Friesland) | SME / Public



LEARNING CONTEXT

Informal



SOURCE / WEBSITE

<https://circulairfriesland.frl/en/>



BRIEF DESCRIPTION

Founded in 2016 by seven local companies that joined forces to understand how to begin the transition to a circular economy, VCF has grown into a regional community hub with over 180 members from all Quadruple Helix sectors. The association connects SMEs, public authorities, universities and social organisations through thematic value chain brokers who facilitate informal knowledge exchange, peer learning and joint circular projects. Flagship programmes include Friesland Builds Circular (construction sector), CIRCO Hub Friesland (circular business model development for companies), and SPARK (circular education for schools). In 2025, the Circularity Gap Report Fryslân by Circle Economy confirmed Friesland as one of Europe's leading circular regions, with a circularity rate of 10.6%.



SUSTAINABILITY FOCUS

Circular economy transition at regional scale: circular construction and biobased materials, green skills for SMEs, circular procurement for public authorities, plastic and nutrient cycle management, sustainable agriculture, and low-carbon urban development. Aligned with EU Circular Economy Action Plan, European Green Deal and SDGs 8, 9, 11, 12, 13, 17.



CASE STUDY #2



Success Facets Analysis

1. VISION

A circular Friesland where raw materials are reused again and again, clean, happy and healthy for current and future generations. From its founding in 2016, VCF has held a clear and ambitious shared purpose: to make Friesland one of the most circular regions in Europe through collaboration across all societal sectors. The vision is reinforced by a regional government commitment and measured through the annual Circularity Gap Report .

2. GOVERNANCE

Non-profit association with transparent governance. Annual budget approximately €800k–1M: membership contributions (~€250k), structural provincial funding (~€200k), ERDF project funding (~€400-500k). Staff: 4-5 FTE (1 director, 3 thematic brokers, 1 communications). Members participate in governance through sectoral working groups. The Province of Friesland is both a funding partner and a member, ensuring policy alignment without top-down control.

3. LEADERSHIP

VCF operates through a broker model: thematic value chain brokers act as knowledge facilitators and community champions within each focus area (construction, agriculture, plastics, textiles, etc.). The Province of Friesland and the Municipality of Leeuwarden provide political leadership and institutional legitimacy. CIRCO Hub Friesland leaders guide companies through circular business model development. The association's director coordinates the overall network and external partnerships.

4. CONVENING

Members convene through: thematic events and awareness-raising sessions; Circular Summit Fryslân (2025, European-level gathering); Iepen Hûs open-house events (April-October, members open their premises to showcase circular practices); CIRCO Tracks (3-day circular design programmes for companies); Circular Expeditions (thematic field visits); base course on circular economy (offered annually); digital platform and newsletter.



KEY TAKEAWAY (Why is this a good practice?)

VCF demonstrates how a bottom-up, broker-mediated community of practice can transform informal peer learning between SMEs into measurable regional sustainability impact, making it a replicable model for green skills development in the business sector .



CASE STUDY #2



Success Facets Analysis

5. COLLABORATION

VCF facilitates collaboration through value chain brokers who bring together competitors and transform them into collaborators. Key collaborative programmes: Friesland Builds Circular (40+ active circular construction projects involving architects, contractors, suppliers and public clients); Fibre Hemp Deal (regional coalition committing to biobased insulation); Northern Netherlands Circular Alliance (cross-regional knowledge transfer); BBBB project (16 partners from 5 North Sea countries on biobased materials).

6. MANAGEMENT

The VCF website (circularfriesland.frl) functions as the regional knowledge hub: programme documentation, event calendar, member directory, news and reports. Thematic brokers actively manage each domain community. The Circular Commissioning & Procurement programme (2024–2026) includes a dedicated Effect Monitor to track circular procurement outcomes. An annual base course on circular economy is offered to members. The SPARK programme extends community management into the regional education system.

7. USER EXPERIENCE

VCF is designed for accessibility: the CIRCO Hub and circular business model programmes are available to all member SMEs regardless of size; the SPARK educational programme reaches teachers, directors and school staff; Iepen Hûs events are open to the public; Circular Expeditions welcome anyone interested in seeing circular practices first-hand. The base course on circular economy provides a structured entry point for new members. Membership fees are proportional to organisation type.

8. MEASUREMENT

Rigorous measurement at regional scale: (1) Circularity Gap Report Fryslân (Circle Economy Foundation, May 2025): 10.6% circularity rate vs. 9.8% Dutch average and 6.9% global average, across environmental, economic and social indicators; (2) Effect Monitor for circular procurement (developed 2024–2026): tracks whether circular objectives in public tenders are actually achieved; (3) VCF growth: from 7 founding companies (2016) to 180+ members (2025); (4) award: Best Dutch Circular Region; (5) recognition as Interreg Europe good practice.



KEY TAKEAWAY (Why is this a good practice?)

The GreenComp CoP is a direct institutional model for informal peer learning on sustainability competences at European scale, making it the most relevant reference practice for the CPG project framework.



Fab City Hamburg - OpenLabs for the Circular Economy



ORGANIZATION / HOST

Fab City Hamburg e.V. (founded 2020); New Production Institute – Helmut Schmidt University Hamburg (HSU/UniBw H); Hamburg Institute for Innovation, Climate Protection and Circular Economy (HiCCCE); Hamburg Authority for Economy and Innovation (Ministry of Economics and Innovation)



COUNTRY & SECTOR

Germany (City of Hamburg) | Public / Cultural



LEARNING CONTEXT

Informal



SOURCE / WEBSITE

<https://www.fabcity.hamburg/en/>



BRIEF DESCRIPTION

In 2019, Hamburg became the first German city to join the global Fab Cities network, committing to a long-term vision of producing (almost) everything it consumes locally by 2054. Fab City Hamburg e.V. coordinates a distributed ecosystem of OpenLabs – open workshops in urban spaces where citizens, students, SMEs and researchers come together informally to experiment with circular production, sustainable design and digital fabrication. The EU-funded dtec.bw research project established 9 thematic OpenLabs across the Hamburg metropolitan area (including OpenLab Circular Textiles, OpenLab Circular Plastics, OpenLab Food), delivering over 154 workshops with more than 2,000 participants and 17 open-source hardware prototypes. A peer-reviewed study (ScienceDirect, 2025) explicitly documents the OpenLabs as a community of practice for circular economy transformation.



SUSTAINABILITY FOCUS

Urban circular economy: local production, circular and biobased design, textile repair and upcycling, plastic recycling, open-source sustainable agriculture, reduction of CO2 emissions from global supply chains. The initiative directly addresses green skills through hands-on informal learning, maker culture and citizen participation in the circular transition. Aligned with SDGs 9, 11, 12, 13 and EU Circular Economy Action Plan



CASE STUDY #3



Success Facets Analysis

1. VISION

By 2054, Hamburg will produce (almost) everything it consumes: a fully circular, open-source urban economy shifting from the PITO model (Products In / Trash Out) to DIDO (Data In / Data Out). This long-term vision connects all OpenLab activities to a coherent systemic purpose: making circular economy tangible and accessible to every city resident through open production, knowledge sharing and democratic participation in local value creation.

2. GOVERNANCE

Non-profit association (Fab City Hamburg e.V.) with a publicly available charter. Funded by the Hamburg Ministry of Economics and Innovation and by EU research funding (dtec.bw, NextGenerationEU). The research consortium involves over 30 interdisciplinary partner institutions coordinated by Helmut Schmidt University. Each OpenLab is managed by a thematic host organisation (e.g. House of All for textiles, Insel e.V. for plastics), ensuring decentralised governance with shared standards

3. LEADERSHIP

Scientific leadership: Prof. Tobias Redlich and the New Production Institute (HSU) as the research anchor. Operational leadership: Fab City Hamburg e.V. coordinates the network and communicates the vision publicly. Thematic champions: host organisations of each OpenLab act as domain leaders (e.g. House of All for circular textiles; Hamburg Port Authority for Open Lab Port). The Hamburg Senate Chancellery provides political backing.

4. CONVENING

Members and participants convene through: OpenLab Days (free open-access sessions at each lab); building workshops on open-source hardware; Pop-Up Circular Hub (public exhibition and workshop series at Jupiter/FABRIC in Hamburg city centre, active since November 2023); Fab City Intro sessions for newcomers; idea competitions ("Your Idea. Made in Hamburg"); conferences (The Future of Making, 2023); collaborative research sessions with interdisciplinary partners.



KEY TAKEAWAY (Why is this a good practice?)

Fab City Hamburg's OpenLab network shows how informal, hands-on urban spaces can function as communities of practice for circular economy learning, combining citizen participation, open-source knowledge and tangible sustainability outcomes in an accessible and replicable format



CASE STUDY #3



Success Facets Analysis

5. COLLABORATION

Collaboration is built into the OpenLab model: citizens, students, SMEs, researchers and public institutions co-create prototypes and share knowledge under open-source licences. Key collaborative outcomes: 17 open-source hardware prototypes co-developed with community participants; Pop-Up Circular Hub as a joint project between Fab City Hamburg, New Production Institute, HiiCCE, Hamburg Senate Chancellery and Hafen-City University; Open Lab Port (Hamburg Port Authority + Fab City) on circular maritime economy; MoloHubs project (EU Interreg, with Stadtreinigung Hamburg and HiiCCE) on circular waste and mobility hubs.

6. MANAGEMENT

Digital infrastructure: openlab.hamburg platform connecting all labs; Fab City Hamburg website (fabcity.hamburg); open-source documentation of all hardware prototypes and workshop formats on the Fab City OS (global open-source production operating system). Active social media presence (@openlab_hamburg, @fabcityhh on Instagram; LinkedIn). The OpenLab Starter Kit is a modular open-source toolkit enabling other cities to replicate the model. Research outputs are publicly documented by the New Production Institute.

7. USER EXPERIENCE

OpenLabs are designed for low-threshold access: most require no membership or prior technical knowledge; machines are available free of charge in many labs (participants bring their own materials). OpenLab Mobile brings digital fabrication tools directly to schools, neighbourhoods and rural areas. The Pop-Up Circular Hub in Hamburg city centre reached a broad urban audience through free exhibitions and workshops. Formats range from beginner building sessions to advanced co-design sprints, ensuring inclusivity across skills and backgrounds.

8. MEASUREMENT

Quantitative documentation from the dtec.bw research project: 9 permanent OpenLabs established; 15 additional pop-up labs tested; 154 workshops and participatory formats conducted; 2,000+ participants from administration, civil society, creative industries and skilled trades; 17 open-source hardware prototypes developed and published. Qualitative measurement: peer-reviewed academic study (ScienceDirect, 2025) documents community-building impact; Fab City Index toolkit developed for measuring progress towards a circular urban economy. Hamburg selected as model city in national "Circular City" programme (German Institute of Urban Affairs).



KEY TAKEAWAY (Why is this a good practice?)

Fab City Hamburg's OpenLab network shows how informal, hands-on urban spaces can function as communities of practice for circular economy learning, combining citizen participation, open-source knowledge and tangible sustainability outcomes in an accessible and replicable format



Co-funded by
the European Union

2025-1-BG01-KA210-VET-078AFEE2
01.10.2025 > 30.09.2027



Community of Practice
on Green Skills for
Organizations' Human Capital

ITALY



OpenCom



CASE STUDY #1



RUS - Network of Universities for Sustainable Development

ORGANIZATION / HOST

RUS - Network of Universities for Sustainable Development

COUNTRY & SECTOR

Italy | [Public sector / Education]

LEARNING CONTEXT

[Informal / Non-formal]

SOURCE / WEBSITE

<https://reterus.it/>

BRIEF DESCRIPTION

RUS is the national network of Italian universities committed to promoting environmental, social and economic sustainability. Established in 2016 under the auspices of the Conference of Italian University Rectors (CRUI), RUS operates as a structured space for peer learning, knowledge exchange and the development of shared practices among higher education institutions.

SUSTAINABILITY FOCUS

Climate change, circular economy, inclusion and social sustainability



CASE STUDY #1



Success Facets Analysis

1. VISION

The main purpose of the Network is to disseminate the culture and best practices of sustainability, both within and outside universities (at urban, regional, national and international level), in order to increase the positive environmental, ethical, social and economic impact of the actions taken by Network members, thereby contributing to the achievement of the SDGs and strengthening the recognition and value of the Italian experience at an international level.

(<https://reterus.it/obiettivi-e-finalita/>)

2. GOVERNANCE

The network is structured with a Coordinating Committee and an Organising Secretariat. The Coordination Committee is responsible for directing and monitoring the network's activities, establishing specific working groups on issues considered priorities for achieving the institutional objectives of the RUS. The General Assembly is composed of the legal representatives of the universities belonging to the network or their delegates and is chaired by the President of the Coordination Committee, who convenes it once a year. For the three-year period 2025-2027, the Chair of the Coordination Committee is Prof. Carmine Trecroci of the University of Brescia, who has also assumed the role of Organising Secretariat. (reterus.it/governance)

3. LEADERSHIP

RUS is coordinated by the Coordination Committee and its Chair. However, the real operational leadership lies with the Working Group Coordinators: experts and lecturers who spontaneously lead the thematic communities, acting as “champions of sustainability” within their universities and the national network.

4. CONVENING

RUS promotes opportunities for interaction through thematic working groups, reserved for members of the network, focused on cross-cutting and priority issues in order to achieve the institutional objectives of RUS with the greatest possible involvement. These groups, while enjoying full internal organisational autonomy, periodically report the results of their activities to the Coordination Committee.



KEY TAKEAWAY (Why is this a good practice?)

RUS is a good practice because it has succeeded in **institutionalising informality**: it has a solid structure that nevertheless preserves the typical nature of Communities of Practice, namely the free and “horizontal” exchange of knowledge. It is a scalable model that demonstrates how collaboration between competitors (different universities) can generate public value greater than the sum of individual efforts, accelerating the ecological transition of the entire country.



CASE STUDY #1



Success Facets Analysis

5. COLLABORATION

The collaboration is based on constant exchange between members to collaboratively address sustainability challenges, align strategies and co-produce tools, guidelines and common practices between different universities.

6. MANAGEMENT

Management is based on a central Organisational Secretariat that manages communication flows and resources. The main management tool is the Thematic Working Groups, which enjoy full organisational autonomy. Knowledge management is carried out through an internal sharing platform, periodic meetings and the co-production of technical documents (e.g. "Operational guidelines for network management") that standardise processes between very different universities.

7. USER EXPERIENCE

The experience for members (teaching staff, technical and administrative staff, and students) is designed to be inclusive and participatory. Access to knowledge is facilitated by webinars, national workshops, and surveys (e.g., RUS-GSSI Survey) that allow individuals to feel part of a larger community. For individual universities, the user experience translates into the possibility of drawing on a ready-to-use "toolkit" to implement local sustainability policies.

8. MEASUREMENT

RUS uses a monitoring system based on **Network Sustainability Reports** and specific metrics defined by the 'Capacity Building' technical committee. The main indicators include:

- Number of participating universities (currently almost all Italian universities).
- Technical outputs produced (guidelines, official positions).
- Impact of national campaigns (e.g. M'illumino di meno, Climbing for Climate).
- Ability to influence public policy.



Co-funded by
the European Union

CASE STUDY #2



Community of Practice
on Green Skills for
Organizations' Human Capital

“Natural Capital” Community of Practice (Cariplo Foundation Calls for Proposals)

ORGANIZATION / HOST

Fondazione Cariplo, with technical support from Pares – participation responsibility sustainability (cooperative society).

COUNTRY & SECTOR

Italy | Third Sector

LEARNING CONTEXT

[Informal / Non-formal]

SOURCE / WEBSITE

<https://www.secondowelfare.it/studio/comunita-di-pratica-una-guida-per-partecipare-innovare-trasformare/>
<https://capitalenaturalenet.wordpress.com>

BRIEF DESCRIPTION

Community of practice for projects funded by the three editions of Fondazione Cariplo's “Capitale Naturale” calls for proposals. A network that brought together partners from 14 three-year projects funded by Fondazione Cariplo for the protection of biodiversity. Professionals, researchers and administrators meet regularly to exchange practical solutions, overcome common challenges and capitalise on lessons learned about environmental management in Lombardy and Piedmont. Three communities of practice were created, one for each of the calls for proposals, and took place between June 2018 and December 2024.

SUSTAINABILITY FOCUS

Protection of Natural Capital: Conservation of biodiversity and enhancement of ecological connections.

Ecosystem Services: Management and enhancement of the benefits that nature offers to humans (water, air, climate).

Green Skills: Development of technical and interpersonal skills for environmental governance and sustainable design.



CASE STUDY #2



Success Facets Analysis

1. VISION

The aim is to integrate nature conservation with socio-economic development, creating a shared vision of “Natural Capital” as a common good to be preserved through cooperation between different entities.

2. GOVERNANCE

Flexible but consistent structure. Although promoted by Fondazione Cariplo, governance is participatory: each session is prepared by a small group composed of Pares facilitators and a representative from each partnership.

3. LEADERSHIP

Professional facilitation entrusted to Pares. Leaders are not hierarchical but ‘process facilitators’ who ensure the flow of communication, take care of content feedback and keep members highly motivated.

4. CONVENING

Regular bi-monthly sessions. Originally held in person, then moved online (Zoom). The structure included: thematic presentations and case studies, small group work for direct discussion, and plenary sharing sessions.



KEY TAKEAWAY (Why is this a good practice?)

It is an excellent example of how a funding body (Foundation) does not just provide funds, but creates a space for social learning to maximise environmental impact and the transferability of solutions between different territories.



CASE STUDY #2



Success Facets Analysis

5. COLLABORATION

Strong focus on teamwork between different organisations (local councils, universities, nature reserve management bodies). This collaboration has led to the joint publication of several works (Quaderni dell'Osservatorio) and the organisation of joint conferences, going beyond the scope of individual projects.

6. MANAGEMENT

Use of efficient digital infrastructure to support practice:

Zoom for remote work sessions.

Miro to facilitate digital collaboration and visual co-design.

Google Drive for shared document storage.

Google Groups for asynchronous communication.

7. USER EXPERIENCE

Accessibility is ensured by methodological facilitation that transforms complex technical topics into welcoming spaces for discussion. In particular, Pares facilitates communities of practice through mutual support, systematisation of learning and dissemination of results. Learning is “situated” and responds to the real problems that practitioners encounter in the field.

8. MEASUREMENT

The impact is measured through the production of tangible outputs: 3 technical notebooks published, numerous texts, photos and videos, a documentary website and the active participation of about 20 people per session.



CASE STUDY #3



Organic Districts (Bio-districts) in Italy



ORGANIZATION / HOST

Bio-district associations (e.g. AIAB, INNER) in collaboration with local authorities and agricultural businesses.



COUNTRY & SECTOR

Italy | SMEs / Third sector / Public sector



LEARNING CONTEXT

[Informal / Non-formal]



SOURCE / WEBSITE

<https://www.reterurale.it/biodistretti>

<https://directory.ifoam.bio/affiliates/5149-in-n-e-r-international-network-of-eco-regions>

<https://aiab.it/biodistretti/>



BRIEF DESCRIPTION

A bio-district is a geographical area where farmers, businesses, citizens, tourism operators and public administrations enter into an agreement for the sustainable management of local resources, based on the organic model of production and consumption. Members work together to integrate agricultural supply chains with other economic activities and to promote the protection of the territory. The aim is to transform organic farming into the driving force behind local, social and cultural development.



SUSTAINABILITY FOCUS

The districts address issues of environmental sustainability (agroecology, biodiversity protection, waste management, energy from alternative sources), economic sustainability (short supply chains, circular economy) and social sustainability (inclusion, combating rural depopulation).



CASE STUDY #3



Success Facets Analysis

1. VISION

Viewing organic farming as the cornerstone of integrated territorial development, combining production, consumption and landscape conservation in a single collective strategy. The establishment of robust organic supply chains is one of the main objectives of the organic district.

2. GOVERNANCE

It is based on a participatory, bottom-up model involving public and private actors. The organic district is responsible for identifying the priorities of the territory and bringing them to the attention of the administrations, which then implement them and coordinate the necessary actions to meet them, including the promotion of activities aimed at improving the sustainability of the territory.

3. LEADERSHIP

Represented by local promoters (e.g. Cilento), farmers or administrators who lead the process of conversion and territorial animation.

4. CONVENING

The meeting formats include territorial planning round tables, members' assemblies, community markets (e.g. MercaTiAmo in Parma) and operational groups for innovation.



KEY TAKEAWAY (Why is this a good practice?)

It is a model that anticipates European policies on community empowerment and the social function of agriculture, making sustainability a concrete economic value. It promotes the fine-tuning of environmental priorities, transforming global objectives into specific actions tailored to the real needs of local inhabitants.



CASE STUDY #3



Success Facets Analysis

5. COLLABORATION

Short supply chain initiatives, farmer-to-farmer knowledge exchange (sharing organic and agroecological techniques), joint management of local brands, and local agri-environmental agreements for soil and water protection.

6. MANAGEMENT

Use of programming instruments (RDP - Rural Development Programme), group certification schemes and participatory guarantee systems between producers and consumers.

7. USER EXPERIENCE

Accessible to small producers who would not be able to compete individually, thanks to the logistical and organisational support of the district and municipalities.

8. MEASUREMENT

Monitoring through environmental indicators (biodiversity, water quality) and socio-economic indicators (number of converted farms, value of the local supply chain)



Co-funded by
the European Union

2025-1-BG01-KA210-VET-078AFEE2
01.10.2025 > 30.09.2027



Community of Practice
on Green Skills for
Organizations' Human Capital

BULGARIA





CASE STUDY #1



Confindustria Bulgaria



ORGANIZATION / HOST

Confindustria Bulgaria Association



COUNTRY & SECTOR

Bulgaria | SME



LEARNING CONTEXT

non-formal, although acting as a critical bridge to formal education systems



SOURCE / WEBSITE

<https://confindustriabulgaria.bg/>



BRIEF DESCRIPTION

Confindustria Bulgaria is an Italian-Bulgarian industrial association of approx. 240 companies. It functions as a sustainability-related CoP through active promotion and implementation of ESG standards. The Association supports its members in all their activities, organizes meetings, seminars and trainings, and acts as a strategic mediator between educational systems and the production sector, thus bridging the gap between the academic world and the labor market.



SUSTAINABILITY FOCUS

While its broader mission is economic cooperation between Italy and Bulgaria, its modern activities heavily emphasize sustainable development, green skills, circular economy, and resource efficiency as core components of industrial competitiveness.



CASE STUDY #1



Success Facets Analysis

1. VISION

The shared vision of Confindustria Bulgaria is to be the primary and most effective point of reference for Italian entrepreneurship in Bulgaria, actively working to improve the business climate and raise the competitiveness of the Bulgarian economy.

KEY TAKEAWAY

Confindustria Bulgaria directly translates ESG goals into practical business application and vocational training for its members and the broader Bulgarian market by:

- providing guidance on ESG criteria
- aligning the formal education system with the labor market's need for "green skills".
- promoting learning about circular economy and innovative business models
- facilitating the sharing of real-world "good practices" among businesses
- building strategic partnerships

2. GOVERNANCE

The General Assembly is the highest authority in Confindustria Bulgaria.

The Board of Directors manages, organizes and coordinates the activities of the association, and also elects:

- **Chairperson**, who ensures the implementation of the decisions taken at the general meeting and by the board of directors and takes all necessary measures to implement the activities of the association
- **Territorial Representatives**, tasked with representing the association before the institutions and the entrepreneurial world in the particular regions
- **Director**, coordinating the team and dealing with the operations of the association.

3. LEADERSHIP

The leadership structure is organized into:

1. Presidential Team, incl. the **President** and four **Vice-Presidents** with specific strategic delegations:
 - Infrastructure and Transport.
 - Internationalization.
 - Cybersecurity.
 - Industry and Associative Development.
2. Key **Council Members & Advisors** on:
 - University and Training.
 - relations with Bulgarian Institutions.
 - Research, Development, and Education.
 - Transport and Logistics
 - Internal Relations and the Women's Committee.

3. Executive Staff

4. CONVENING

The core convening formats applied by Confindustria Bulgaria to facilitate interactions between entrepreneurs and institutional stakeholders include a mix of formal and informal activities:

- thematic committees & working groups
- sectoral & territorial representation
- networking & social events
- knowledge-sharing seminars addressing critical business topics.



KEY TAKEAWAY (Why is this a good practice?)

[In 1-2 sentences, explain what makes this CoP a good example for sustainability learning]



CASE STUDY #1



Success Facets Analysis

5. COLLABORATION

Confindustria Bulgaria fosters teamwork and collaboration primarily within dedicated working groups and collaborative multi-stakeholder initiatives, such as:

- **joint project implementation** - members actively participate in collaborative projects
- **thematic committees & working groups** intended to address sector-specific challenges and share expertise
- **multi-stakeholder platforms** to bring together businesses, NGOs, and government officials to build consensus and address shared issues
- **workshops & seminars** to gather input, share knowledge, and collaboratively refine new tools and practices relevant to business needs
- **business partnering events** to facilitate individual pre-arranged business meetings, encouraging direct collaboration and new partnerships

6. MANAGEMENT

➤ Digital Tools & Platforms

- **member-only portal** for specialized docs
- **institutional calendar** of upcoming events
- **thematic newsletters** providing updates on economic trends and regulatory changes
- **ESG & green management tools** to integrate sustainability into SME operations

➤ Operational & Management Resources

- **hands-on management** support
- **country guide** on economics and regulatory standards
- **institutional agreements** for preferential access to business services and partnerships
- **regulatory guidance**

➤ Knowledge Management & Strategic Support

- **sectoral committees** to share technical skills and address legislative changes
- **training modules** to enhance leadership potential within member companies
- **arbitrators and auditors** to provide internal governance and conflict resolution resources

7. USER EXPERIENCE

➤ Membership & Eligibility

Participation is open to Italian enterprises operating in the country and Bulgarian companies interested in economic cooperation with Italy. Prospective members must submit a formal **Membership Application and Statute Agreement**. Certain "communities" within the CoP (e.g. Young Entrepreneurs Group and Women's Committee) have specific eligibility criteria.

➤ Digital Accessibility

While general information is public, a **reserved area** on the official website requires specific login credentials to access internal documents. Multilingual communication ensures accessibility to major knowledge resources and guides.

➤ Physical and Institutional Access

The CoP is physically accessible through its main office in Sofia and a network of Territorial Representatives. Institutional meetings are restricted to members, but certain events provide broader access for stakeholders. Some initiatives offer free assessments and awareness services to SMEs to encourage inclusion in the digital economy.

8. MEASUREMENT

Confindustria Bulgaria utilizes a combination of digital self-assessment tools, external auditing partnerships, and standardized reporting to measure the performance of its members.

With regard to the **community engagement metrics**, the association tracks its own "vitality" and member engagement using specific KPIs through its management platforms:

- **participation rates** - tracking attendance at general and thematic events
- **content interaction** - monitoring the reach and usage of the available sources of information
- **impact questionnaires** - using specific "quality package" questionnaires within EU-funded projects to assess the quality of collaborative processes and training products.

💡 **KEY TAKEAWAY (Why is this a good practice?)**
[In 1-2 sentences, explain what makes this CoP a good example for sustainability learning]



CASE STUDY #2



Bulgarian SME Promotion Agency (BSMEPA)



ORGANIZATION / HOST

Bulgarian SME Promotion Agency (BSMEPA)



COUNTRY & SECTOR

Bulgaria | SME | Government



LEARNING CONTEXT

hybrid of non-formal and informal learning / structured training / networking & mentorship / event-based learning / B2B Networking



SOURCE / WEBSITE

<https://www.sme.government.bg/en/>



BRIEF DESCRIPTION

BSMEPA is a government institution established in 2004 under the Ministry of Innovation and Growth. Its primary mandate is to implement the state's policy for the development and competitiveness of SMEs.

Its strategic objectives include **Internationalization**, **Innovation and Digitalization**, and **Entrepreneurial Development**.

BSMEPA is a coordinating body between the government, the business community, and NGOs.



SUSTAINABILITY FOCUS

The core mission of BSMEPA is fostering **"sustainable socio-economic development"**.

Its sustainability strategy centers on three key pillars:

- **"Twin Transition" (Green & Digital)** - green investments and technological modernization
- **Circular Economy Transition** - resource efficiency and capacity building
- **ESG and International Standards** - sustainability reporting and competitiveness



CASE STUDY #2



Success Facets Analysis

1. VISION

BSMEPA'S vision is establishing Bulgaria as a country with a **high quality of life**, underpinned by **sustainable socio-economic development**.

Strategic priorities:

- **Complete EU Integration:** ensuring successful integration of Bulgarian businesses into the European Single Market
- **Competitiveness and Growth:** driving sustainable economic growth by raising local enterprises competitiveness through higher added-value production
- **Innovation and Digitalization:** transforming SMEs into innovative, ecological, and digitally advanced entities, prepared for the "Twin Transition"
- **Export Excellence:** validating exports as a key driver of economic growth by supporting SMEs in expanding their presence in EU and global markets
- **Entrepreneurial Ecosystem:** fostering entrepreneurial spirit among youth and students, and ensuring the continuity of family businesses across generations

2. GOVERNANCE

BSMEPA is headed by an **Executive Director** appointed and dismissed by the Minister. BSMEPA is divided into specialized and general administrations, focused on **internationalization, entrepreneurship & export promotion**. Its activities are aligned with the national policy set by the Ministry and the **National Strategy for SMEs**.

- **Policy Implementation:** Decisions are driven by the strategic goals of the **National Development Plan and the EU's Small Business Act principles**.
- **Operational Rules:** The agency operates under specific regulations for administrative regimes, managing over 120 different procedures to support SMEs.
- **Regulatory Compliance:** The agency follows strict Bulgarian administrative law, which requires transparency and professional care from its leadership.

3. LEADERSHIP

The leadership is characterized by a mix of **specialized administrative heads** and **project managers** focused on **internationalization and innovation**.

The key are the **Executive Director** and the **Management Team**, consisting of specialized directors and experts. There vision is centered on **innovation and global integration**, and their approach is defined by:

- **Scientific and Business Synergy:** active promotion of the collaboration between science and industrial production to modernize the economy.
- **Digitalization and AI:** leadership is heavily focused on emerging technologies, including AI and cybersecurity, to help SMEs compete on the international stage.
- **Strategic Partnerships:** regular representation of Bulgaria's interests at international forums to secure cross-border cooperation.

4. CONVENING

BSMEPA provides diverse convening platforms for SMEs to enhance their competitiveness, learn from experts, and establish international partnerships.

These opportunities range from local networking events to global trade delegations, inc.:

- **trade missions and exhibitions**
- **business forums and B2B meetings**
- **specialized seminars and training**
- **thematic webinars**
- **digital matchmaking platform** (b2bconnect.bg).



KEY TAKEAWAY (Why is this a good practice?)

[In 1-2 sentences, explain what makes this CoP a good example for sustainability learning]



Success Facets Analysis

5. COLLABORATION

BSMEPA acts as the main coordinator between the state administration, business and the non-governmental sector.

Collaboration and knowledge sharing are implemented through digital tools, strategic partnerships and coordination:

- **Unified digital register** with SME profiles, serving as the main source of information for employees and partners
- **B2B Connection Platforms** to more effectively coordinate connections between enterprises and foreign partners
- **Bulgarian Export Navigator (BEN)** providing access to up-to-date market information, analyses and export financing opportunities
- **Voucher schemes for ICT services** to improve cybersecurity and digital marketing
- **Digital libraries and skills platforms** providing resources for employee upskilling and databases with analytics and market research
- **Horizontal coordination** of activities with the policies of the Ministry of Economy and Industry
- **Working groups and international networks** to exchange good practices
- **Joint trainings and forums** to strengthen the capacity of teams and share market knowledge

6. MANAGEMENT

The Agency acts as an advisory center for SME, providing:

- **Institutional cooperation** facilitating the access to government policies and international networks
- **Compliance support** to deal with administrative and regulatory regimes, aiming to reduce bureaucratic burden
- **Voucher schemes** for ICT services and cybersecurity software solutions
- **Market analyses** and access to databases with information on foreign markets, trade missions and export opportunities
- **Export Navigator** - an interactive tool for managing export potential
- **Information platforms** to navigate through crisis situations and business changes
- **Training programs** to enhance management skills, digital competence and entrepreneurial spirit
- **Mentoring** for family businesses and young entrepreneurs through transfer of know-how and good practices

7. USER EXPERIENCE

• Accessibility

Most services are available online. Platforms like **B2B Connect** allow any business to register for free and use the database.

The agency maintains an active official **website** and **newsletters** that inform about new funding opportunities and international events.

• Inclusivity

BSMEPA implements initiatives to support **female entrepreneurship** and **young entrepreneurs**.

Through participation in international events, the Agency brings innovative ecosystems to traditional SMEs.

The programs cover light industry, agriculture, cosmetics and services, ensuring a level playing field for different industries.

• Engagement

Instead of just dry administrative services, the Agency organizes **B2B meetings**, **export forums** and **trade missions** that directly connect Bulgarian managers with potential foreign buyers.

The agency is extremely active on **Facebook** and **LinkedIn**, where it maintains a daily dialogue with entrepreneurs and responds to inquiries in real time.

8. MEASUREMENT

The Agency measures the effectiveness of each initiative through specific metrics:

➤ Quantitative performance indicators (KPIs)

- Number of **export contracts** signed after participation in trade missions and international fairs
- Number **companies that entered a new foreign market** for the first time with the support of the Agency
- Percentage of **successfully implemented vouchers for ICT services and grants**
- **Follow-up and monitoring**
- Monitoring projects financed under the program "Competitiveness and Innovation in Enterprises" and indicators such as "growth of added value" and "number of implemented innovations"
- **Digital tracking**
- Through **B2B Connect** – real-time tracking of companies' activity - number of partnership requests, offers sent, and level of digital engagement



KEY TAKEAWAY (Why is this a good practice?)

[In 1-2 sentences, explain what makes this CoP a good example for sustainability learning]



Sustainability Specialists Association (SSA)



ORGANIZATION / HOST

Sustainability Specialists Association (SSA)



COUNTRY & SECTOR

Bulgaria | SME | NGO



LEARNING CONTEXT

hybrid of professional qualification, academic integration, and peer-to-peer knowledge exchange



SOURCE / WEBSITE

<https://www.ssa.bg/>



BRIEF DESCRIPTION

SSA is the leading professional organization in Bulgaria dedicated to advancing the **CSR and ESG** professions. Its core mission is to standardize, promote, and develop the professional expertise of sustainability managers through education and advocacy. The target audience includes professionals in finance, law, and corporate management, as well as students looking to specialize in sustainable governance. SSA acts as a bridge between **academic research**, **government policy**, and **business practice**, helping Bulgarian companies adapt to international sustainability regulations.



SUSTAINABILITY FOCUS

SSA is focused on the professionalization of **ESG** factors and their integration into the core of business strategies in Bulgaria. The main pillars of SSA's sustainability strategy are:

- **Strategic management and accountability**: preparing companies for compliance with European regulations
- **Social Capital and Governance (S&G)**: a strong emphasis on **social aspects** (human rights, working conditions) and **corporate governance** (ethics, transparency, and anti-corruption)
- **Circular economy and decarbonization**: promotion of resource efficiency models and energy transition in the industrial sector
- **Professional Ethics**: building a framework for a "sustainable leader" who possesses the competencies to balance economic growth with environmental protection.



Success Facets Analysis

1. VISION

The vision of SSA is focused on building a professional community that shares common values and **standards for excellence** in their work.

SSA operates as an NGO that supports sustainability professionals in their quest to transform sustainable development from a theoretical concept into an operational reality for business.

KEY TAKEAWAY

The association's flagship educational initiative **ESG Academy** serves as the primary national qualification program for sustainability specialists, based on:

- **Holistic Curriculum** (ESG management, circular economy, sustainable finance)
- **Practical Orientation** (interactive exercises and tools to solve actual business problems)
- **Targeted Learning** (designed for business leaders involved in the **European Green Deal** implementation)

2. GOVERNANCE

The organizational framework includes the following levels:

- **General Assembly (GA)**: the supreme body involving all regular members. Decisions are made by a majority of the members present
- **Chair**: the person representing the association and coordinating the work of the Management Board
- **Management Board**: enforcing the decisions of GA and managing SSA's property

Candidates for **membership** must work in the field of corporate social responsibility (CSR), sustainable development or related professions (e.g. environment, marketing, human resources).

Decision-making mechanisms are based on the **"shared effort"** principles; i.e. decisions on specific initiatives are made through **collective consultations** and working groups.

3. LEADERSHIP

The leadership is provided by the leading **experts and academics in the field of sustainable development and corporate social responsibility (CSR)** in Bulgaria.

These leaders combine **academic experience** with **practical management of ESG policies**, aiming to establish the profession of "sustainability specialist" as key to Bulgarian business.

KEY TAKEAWAY

SSA is fighting for the **official recognition of the profession of "CSR specialist"** in national classifiers.

4. CONVENING

The basic practices for connecting and learning include:

- **Educational platforms and trainings & Academic partnerships**: members have access to master's programs and scientific forums on sustainable management
- **Professional forums and Thematic conferences**: where specialists discuss European directives and reporting standards
- **Networking events**: members meet to exchange "best practices" in an informal and semi-formal environment, allowing experts from different industries (brewing, mining, banking) to share working solutions
- **Institutional dialogue and Working Groups**: specialists participate in the preparation of Roadmaps and Standards for the profession, collaborating with ministries and non-governmental organizations



KEY TAKEAWAY (Why is this a good practice?)

[In 1-2 sentences, explain what makes this CoP a good example for sustainability learning]



CASE STUDY #3



Success Facets Analysis

5. COLLABORATION

SSA acts as a bridge between business and regulators, participating in **working groups** at various **ministries**, where members join forces to define professional standards in Bulgaria.

A key pillar for sharing know-how is the **ESG Academy**, which serves as a learning center where established leaders impart practical knowledge to the next generation of specialists.

Regular webinars and discussions are organized to "translate" complex regulatory requirements into practical operational steps for companies. SSA actively **integrates academic research into business practice**, providing its members with access to the latest theoretical developments in the field of sustainable management, international methodologies and successful local examples (case studies).

6. MANAGEMENT

Management and support for members are organized through a structured community network, educational resources and sharing of good practices for professionals in the field of Corporate Social Responsibility (CSR) and sustainable development.

Specialists from different sectors are brought together to overcome isolation and deepen knowledge through joint efforts, as well as to establish high professional standards for CSR in Bulgaria.

Members receive assistance at every stage of their career through:

- access to a **specialized network of contacts and experts**
- publication and distribution of newsletters, reference books and **practical guidelines**
- **specialized research and CSR projects**
- **guidance** on implementing processes such as **self-assessment, strategy development, and action plans** to generate lasting support for their programs

7. USER EXPERIENCE

• Accessibility

Membership is open to Bulgarian and foreign individuals, professionals in CSR, Sustainable Development, HR, environmental management, PR, health and safety at work, marketing, etc. Associated members may be students who study CSR and specialties related to it.

• Inclusivity

The **open membership model** and the **adapting of global practices** to the local context ensures that different perspectives and sectors are represented in a community with shared values and included in the global sustainability dialogue.

• Engagement

SSA is open to a wide range of specialists - from CSR and environmental experts to HR and marketing professionals, which ensures multi-faceted engagement across the entire business ecosystem, maintained through **regular publications, professional events, networking, involvement in specialized CSR working groups and projects**, as well as **active participation in governance** (members have the right to vote in GA, thus determining the direction of the association).

8. MEASUREMENT

SSA monitors its growth and performance through the following metrics:

- **Professional Certification:** progress is measured by the number of members who have completed qualifications such as Sustainability Excellence Professional or specialized decarbonization courses
- **Community Engagement:** participation in webinars and working groups serves as evidence of active knowledge exchange
- **Learning Stages:** educational platforms are used to monitor the progress of course participants in specific programs

Impact is assessed through **long-term systemic changes** in the policies of the companies in which SSA specialists work. Recognition through the **Sustainability Awards** serves as a qualitative indicator of the highest level of impact in the sector.



KEY TAKEAWAY (Why is this a good practice?)

[In 1-2 sentences, explain what makes this CoP a good example for sustainability learning]



Co-funded by
the European Union

2025-1-BG01-KA210-VET-078AFEE2
01.10.2025 > 30.09.2027



Community of Practice
on Green Skills for
Organizations' Human Capital

SPAIN



OpenCom



Co-funded by
the European Union

CASE STUDY #1



Community of Practice
on Green Skills for
Organizations' Human Capital

EU Peers Spain - Community of Practice for Home Renovation



ORGANIZATION / HOST

Green Building Council España (GBCE)



COUNTRY & SECTOR

Spain | Public / NGO / Professional network



LEARNING CONTEXT

Non-formal learning



SOURCE / WEBSITE

<https://www.eu-peers.eu/spain>



BRIEF DESCRIPTION

The EU Peers Community of Practice in Spain is a collaborative network coordinated by Green Building Council España. It brings together professionals, local authorities, associations, and service providers working on integrated home renovation services. Members exchange knowledge, share experiences, and collaborate to accelerate sustainable building renovation across Spain. The initiative organizes meetings, workshops, and networking events to strengthen learning and cooperation within the sector.



SUSTAINABILITY FOCUS

Energy efficiency, sustainable buildings, climate action, and the green transition in the construction sector. The community supports knowledge exchange and innovation to accelerate sustainable home renovation and reduce environmental impact.



CASE STUDY #1



Success Facets Analysis

1. VISION

The shared vision is to accelerate sustainable building renovation and support the energy transition by connecting professionals and organizations working on integrated home renovation services.

2. GOVERNANCE

The Community of Practice is coordinated by Green Building Council España within the EU-funded EU Peers project. It includes a community manager and involves stakeholders such as renovation service providers, public agencies, architects, and associations.

3. LEADERSHIP

Leadership is provided by sustainability experts and project coordinators within GBCE who facilitate collaboration, organize events, and guide knowledge sharing among members.

4. CONVENING

Members meet regularly through online meetings, workshops, and in-person events across Spain to exchange knowledge and develop joint solutions for sustainable renovation.



KEY TAKEAWAY (Why is this a good practice?)

This initiative demonstrates how a structured Community of Practice can support sustainability learning and collaboration across sectors, helping professionals exchange knowledge and scale climate solutions.



CASE STUDY #1



Success Facets Analysis

5. COLLABORATION

Members collaborate through peer learning sessions, exchange of best practices, and joint discussions on improving renovation services and sustainability strategies.

6. MANAGEMENT

The initiative is supported by the EU LIFE programme and coordinated by GBCE, which provides coordination, communication tools, and event organization.

7. USER EXPERIENCE

Participation is open to different stakeholders across Spain, combining online accessibility with in-person meetings, which increases engagement and networking opportunities.

8. MEASUREMENT

Impact is monitored through participation levels, number of meetings, stakeholder engagement, and the expansion of integrated home renovation services across regions.



KEY TAKEAWAY (Why is this a good practice?)

The initiative is a good practice because it connects diverse stakeholders in a structured learning network that accelerates sustainability innovation and knowledge transfer.



Co-funded by
the European Union

CASE STUDY #2



Community of Practice
on Green Skills for
Organizations' Human Capital

ENTRACK Project



ORGANIZATION / HOST

[Name of the organization hosting the CoP]



COUNTRY & SECTOR

Spain | NGO / Public entities & sustainability organizations



LEARNING CONTEXT

Non-formal learning



SOURCE / WEBSITE

<https://entrack-project.eu/spanish-community-of-practice/>



BRIEF DESCRIPTION

The Entrack Spain Community of Practice brings together individuals and organizations committed to sustainability and energy transition in rural areas. The initiative aims to facilitate collaboration and knowledge exchange among stakeholders interested in promoting fair and inclusive energy solutions. Participants include sustainability professionals, researchers, organizations, and local actors who share experiences and discuss strategies for accelerating the energy transition. The community supports peer learning and networking to strengthen sustainable development initiatives in rural territories.



SUSTAINABILITY FOCUS

Energy transition, renewable energy, sustainable rural development, climate action, and social inclusion in the transition to clean energy systems.



CASE STUDY #2



Success Facets Analysis

1. VISION

The initiative aims to promote a just and inclusive energy transition in rural areas by connecting stakeholders and fostering collaboration around sustainable energy solutions.

2. GOVERNANCE

The Community of Practice operates within the ENTRACK project framework, which is co-funded by the European Union. The initiative is coordinated by project partners who facilitate participation, organize meetings, and support knowledge exchange among members.

3. LEADERSHIP

Project coordinators and sustainability experts act as facilitators, guiding discussions and encouraging collaboration among participants involved in energy transition initiatives.

4. CONVENING

Members meet through virtual meetings organized via the Zoom platform. These sessions provide opportunities for discussion, knowledge sharing, and collaboration between stakeholders interested in rural energy transition.



KEY TAKEAWAY (Why is this a good practice?)

The community creates a collaborative environment where participants exchange knowledge and develop strategies to support sustainable energy transitions in rural contexts.



CASE STUDY #2



Success Facets Analysis

5. COLLABORATION

Participants collaborate by sharing experiences, discussing challenges related to rural energy transition, and identifying innovative solutions through collective dialogue.

6. MANAGEMENT

The project provides coordination, communication channels, and digital platforms that support collaboration among members.

7. USER EXPERIENCE

The main communication channel is a LinkedIn group, where participants can contribute ideas, share resources, and interact with other members. This platform helps maintain engagement between meetings and strengthens the sense of community.

8. MEASUREMENT

Impact is reflected in the engagement of participants, the number of discussions and meetings organized, and the collaborative knowledge generated within the community.



KEY TAKEAWAY (Why is this a good practice?)

The initiative demonstrates how digital communities of practice can support sustainability learning and collaboration across geographically dispersed rural stakeholders.



Iniciativa Española Empresa y Biodiversidad (IEEB)



ORGANIZATION / HOST

Fundación Biodiversidad



COUNTRY & SECTOR

Spain | SMEs with sustainability programs / Business network



LEARNING CONTEXT

Non-formal learning



SOURCE / WEBSITE

<https://ieeb.fundacion-biodiversidad.es/>



BRIEF DESCRIPTION

The Spanish Business and Biodiversity Initiative (IEEB) is a platform created by the Biodiversity Foundation to build strategic alliances with companies and financial institutions committed to biodiversity conservation. The initiative connects businesses interested in integrating biodiversity protection into their strategies and operations. Through networking events, knowledge-sharing activities, and collaborative projects, participating organizations exchange experiences and develop sustainable practices aligned with environmental objectives.



SUSTAINABILITY FOCUS

Biodiversity conservation, nature restoration, sustainable business practices, ESG integration, and alignment with international and European environmental policies.



CASE STUDY #3



Success Facets Analysis

1. VISION

The initiative aims to strengthen the role of companies in protecting biodiversity and promoting sustainable economic development aligned with national and international environmental goals.

2. GOVERNANCE

The initiative is coordinated by the Biodiversity Foundation, which operates under the Spanish Ministry for the Ecological Transition. The platform brings together companies, financial entities, and environmental experts to collaborate on biodiversity-related sustainability initiatives.

3. LEADERSHIP

Leadership is provided by the Biodiversity Foundation and participating organizations that contribute expertise and promote biodiversity-friendly practices within the business sector.

4. CONVENING

Members interact through workshops, conferences, knowledge-sharing events, and collaborative initiatives focused on integrating biodiversity considerations into business strategies.



KEY TAKEAWAY (Why is this a good practice?)

The platform demonstrates how collaboration between businesses and public institutions can promote biodiversity conservation and sustainable corporate practices.



Success Facets Analysis

5. COLLABORATION

Participating companies collaborate by sharing experiences, best practices, and tools to integrate biodiversity into business strategies.

6. MANAGEMENT

The Biodiversity Foundation coordinates the initiative, providing guidance, resources, and networking opportunities for participating organizations.

7. USER EXPERIENCE

The platform facilitates engagement through events, information resources, and networking opportunities for companies interested in sustainability.

8. MEASUREMENT

Impact is evaluated through the participation of companies, the development of biodiversity-related strategies, and the implementation of sustainability actions.



KEY TAKEAWAY (Why is this a good practice?)

IEEB supports knowledge exchange and collaboration among companies committed to biodiversity protection and sustainable development.

The 12 Selected Case Studies

EUROPE	ITALY	BULGARIA	SPAIN
#1 GreenComp Community of Practice #2 Vereniging Circulair Friesland (VCF) #3 Fab City Hamburg – OpenLabs for the Circular Economy	#1 RUS – Network of Universities for Sustainable Development #2 “Natural Capital” CoP (Cariplo Foundation) #3 Organic Districts (Bio-districts) in Italy	#1 Confindustria Bulgaria #2 Bulgarian SME Promotion Agency (BSMEPA) #3 Sustainability Specialists Association (SSA)	#1 EU Peers Spain – CoP for Home Renovation #2 ENTRACK Project #3 Iniciativa Española Empresa y Biodiversidad (IEEB)



Co-funded by
the European Union

2025-1-BG01-KA210-VET-078AFEE2
01.10.2025 > 30.09.2027



Community of Practice
on Green Skills for
Organizations' Human Capital

ACTIVITY 2 - TASK 3.4

Selected 12 Best Practices

Thank you for your attention

CPG Project • Joint Partner Meeting

