



# **Evaluation Report of the AGROFOREST OF BELA FLOR AND THE TIME BANK OF CAMPOLIDE (PORTUGAL)**

**MedTOWN project**

**Co-production of social policies with  
social & solidarity economy actors to fight  
poverty, inequality and social exclusion.**

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## **ACRONYMS**

DA - Demonstrative Action

NGOs - Non-governmental organizations

SDG - Sustainable Development Goals

SSE - Social and Solidarity Economy

# 1. EXECUTIVE SUMMARY

**This section presents an overview of the Project.**

## 1.1. Purpose and scope of the evaluation

**This section outlines the objectives and scope of the Project.**

The evaluation aims to analyse the conditions, the process and the results of the Project, developed by the Parish Council of Campolide, within the scope of the European MedTOWN Project. In particular, the aim is to analyse the performances achieved by the DA - Demonstrative Action of this Project.

Initially, the Demonstrative Action (DA) integrated only the Agroforest of Bela Flor and the Time Bank of Campolide, but, as the Project developed, it also included the activities, carried out in the Community Room, provided by the development of the Agroforest and co-created with the Community, and the creation of a Community Group, the CG of the Neighbourhood of Bela Flor.

Therefore, the evaluation has adapted to this co-production process and encompasses all these activities.

The analysis will not only take into account the conditions, processes and results (and not only these), but will be multidimensional, covering six dimensions: Relevance, Coherence, Effectiveness, Efficiency, Impacts and Sustainability of the Project.

As an evaluation process, it was intended to contribute to correcting, improving and learning during the course of the Project, that is, to its continuous improvement, but it also intends to leave clues and learning for future similar projects.

## 1.2. Project background

**This section outlines the background and rationale for the Project.**

Departing from the specific territory (especially, the Bela Flor neighbourhood, and other public housing estates in Campolide), the following structural vulnerabilities are highlighted: Poverty and Social Exclusion (and their implications on Food insecurity, limited access to certain goods and services); Bonding and Bridging Social Capital (lack thereof) - which inhibits employment and 'decent work' conditions, besides contributing to social isolation; Educational attainment (for younger cohorts) and Informal learning (for adults), which is a necessary (albeit not always sufficient) condition to promote socioeconomic mobility and other social gains.

On the other hand, some Agroforest activities had already been developed previously, in the framework of another project, showing its potential to respond to some of the vulnerabilities mentioned.

For these reasons, the Agroforest Project was assumed to be the basis for a dynamic of co-production of collective actions, with a view to combating Poverty and Social Exclusion and promoting Gender Equality, which are the main objectives of this European Project.

### 1.3. Evaluation process and methodology

**The evaluation process and methodology are briefly presented here.**

Taking into account the objectives and the six dimensions of the evaluation, a mixed model was chosen, using quantitative and qualitative components. Hence, a variety of methods were adopted, from the more classical and quantitative ones, such as document analysis and statistics, to more qualitative and participatory ones (which, in the case of this Project, are the most important, as will be easily realised), such as interviews and focus groups.

By matching the quantitative scales and the qualitative levels of depth, grades on a scale of 0 to 4, it is then possible to compare the various quantitative and qualitative evaluations.

These different methods were used throughout the project, capturing its evolution.

### 1.4. Key findings

**The main findings of the Project are presented below.**

#### 1.4.1. Relevance

This dimension is intended to verify whether the Project corresponds and is appropriate to the problems and needs to which it intends to respond.

The evaluation carried out confirmed the high relevance of the Project.

#### 1.4.2. Coherence

This dimension of the evaluation seeks to analyse whether the Project respects its strategic reference principles and ensures synergy between its different components, and whether it is aligned with local public policies.

The evaluation also confirmed the high coherence of the Project, especially during its course.

#### 1.4.3. Effectiveness

In this case, it is intended to verify whether the results achieved by the Project and whether it achieved its objectives and goals.

The evaluation carried out allowed us to identify that some objectives have been achieved, others have not yet been achieved, although they are in progress. Project Effectiveness can be considered to be generally high.

#### **1.4.4. Efficiency**

This dimension of the evaluation makes it possible to assess the type and level of allocation of resources used by the Project, mainly through quantitative data, then qualified on a scale of 0 to 4.

The evaluation carried out allowed to find different levels of Efficiency, in some cases high, in others moderate.

#### **1.4.5. Sustainability**

The evaluation of the sustainability of the Project aims to analyse the conditions and the likelihood of the continuation of its main actions and results, after the end of its duration, within the framework of the financing of the European Project "MedTOWN".

The evaluation carried out allows us to conclude that the conditions for Sustainability are not yet all met, nor guaranteed, but that some are being built, with the political will to realise them, so the degree of Sustainability is still moderate.

#### **1.4.6. Impact**

The Impacts assessment seeks to identify, characterise and measure (always on a scale of 0 to 4) the lasting, structural, indirect and unexpected effects of the Project.

The analysis carried out has made it possible to identify and characterise some of these main effects, especially on politicians, technicians and members of the community.

This leads to the conclusion that the Project has had an important and high set of environmental, economic, social, territorial, cultural and political impacts.

### **1.5. Main policy recommendations**

**In this section, we aim to present the main policy recommendations, derived from the Project**

The main policy recommendations of this Project, for policies, politicians and actors involved in the policy process, are:

- Support, promote and replicate more Environmental, Social, Cultural, Territorial, Economic, Cognitive and Political Sustainability projects, such as this DA, in other locations and in a generalised way;
- Replicate Participatory co-production projects and initiatives, such as this one;
- Support the creation of more Community Groups, such as the one created in this Project and recognise them politically;
- Approve political measures to encourage and support the above proposals;
- Recognise and support Solidarity Economy organisations, not only Social Economy ones;
- Create and approve a Basic Law of Social and Solidarity Economy, and not only of Social Economy.

Furthermore, this Project points to the need, the importance and interest of moving towards a Partner-State, which engages and supports political processes of co-production and co-management of the *res publica*, from the Local, corresponding to what, in this Project, was called Shared and Participatory Local Governance.

## 2. INTRODUCTION

### 2.1. Brief description of the MedTOWN Project

**In this section, a brief presentation of the Project is given.**

The MedTOWN Project is a project that aims to co-produce Public and Collective Action policies and measures to combat poverty and social exclusion and to promote gender equality. It aims to involve, in this co-creation process, local public authorities (the Parish Council and the City Council, in the case of Portugal), the Local Community and Social and Solidarity Economy (SSE) organisations, within the principles of Community Development, Shared and Participatory Local Governance and Social and Solidarity Economy (see concepts in the annex).

In the Portuguese case, the Demonstrative Action (DA) was based on the development of an Agroforestry dynamic and the creation of a Time Bank, but then extended to the promotion of activities in a Community Room and the creation of a Community Group, as explained below.



## 2.2. Description of the Action in the country

**This section aims to give a presentation of the Portuguese Demonstrative Action, describing its main pillars, objectives, location, social services to be provided, partner public authorities, target groups and direct and indirect participants and beneficiaries.**

Taking into account the objectives mentioned below., the DA was materialised in two pillars, at the beginning:

### **A - Agroforest of Bela Flor<sup>1</sup>:**

- **Appropriation, Recovery and Revitalisation** of an unused and unproductive public space, uninteresting for the Market Economy and unused by the State, in a Shared and Participatory way, **by the Community**, in cooperation with a Local State Actor (Parish government) and with Public (schools and social services) and Private (NGOs, associations, private enterprises and services, Senior University...) institutions;
- Produce healthy and sustainable food, new shared knowledge and environmentally resilient behaviours;
- Create a Community Group, understood as an informal political platform, which brings together Community (residents) Participation with the Partnership of public and private Institutions that intervene in the territory;
- Convert this public space, initially abandoned, into a **new Common**, through the combination of Solidarity Economy, Sustainable Development, Shared and Participatory Local Governance and Community Development;

### **B - Time Bank of Campolide<sup>2</sup>:**

- Translate local skills, talents and knowledge (the "**community abundances**") into **Community Utility**, targeting unmet **Local Needs**, namely those of an essential nature, without recourse to the normal Market and, therefore, without the use of money, bearing in mind that the unit of account and exchange is **Time (the Hour, made equal for all men and women and for all types of Services)**;

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<sup>1</sup> Bela Flor is the name of a social housing estate located in the parish of Campolide, Lisbon.

<sup>2</sup> Campolide is one of the 24 parishes of Lisbon. The parish is, in Portugal (as in Galicia or Asturias in Spain), a political-administrative territory, whose government is elected every four years, with a financial budget to implement local policies and responses.

- Contribute to combat poverty, social exclusion and inequality, by mobilising and valuing hidden and usually wasted talents, skills and knowledge;
- In interaction with the Agroforest, namely by exchanging the hours used in its production and processing with various services, offered or sought in the Time Bank.

Over the course of the Project, the DA has also come to incorporate two other pillars:

### **C - Community Room**

- The activities in the Community Room, which initially served as a support to the Agroforest, but then gained a "life of its own", at the request and by the will of the Community, in a clear process of Participatory co-production;
- Thus, in the Community Room, assigned to an SSE organisation, co-managed with the Community, activities were carried out to support study, leisure time occupation, for children, and a sewing workshop, all fundamental needs, not covered in the Neighbourhood.

### **D - Community Group**

- The creation of a Community Group, foreseen in the activities of the Agroforest, but which also gained a "life of its own", by becoming the place of choice for the identification of the problems and needs of the Neighbourhood and also for debate and reflection, with the aim of co-creating community responses;
- It has therefore become the most advanced expression of co-production of public policies for the Neighbourhood, with the presence open to the Community and representatives of the Parish Council (namely its president), the Lisbon City Council and representatives of four of the five SSE organisations present in the territory.

### **Objectives**

The main objectives of this DA are to create and consolidate community-based co-production processes, and, as a consequence, to respond to basic needs, to contribute to fight against poverty, social exclusion and inequalities and to develop a more sustainable and resilient community in several dimensions (environmental, economic, social, cultural, cognitive and political), following the SDGs Agenda. The DA furthermore seeks to foster a greater social and political awareness, as well as public investment, in the Social and Solidarity Economy,

including it as a means of overcoming persistent Socio-environmental vulnerabilities and challenges in the Portuguese context, specifically in deprived urban areas, such as social housing neighbourhoods.

The DA will try to achieve such general objectives by creating and consolidating community-based co-production processes, in the framework of Solidarity Economy, through a systematic intervention in four essential pillars – the Bela Flor Agroforest, the Time Bank of Campolide, the Community Room activities and the Community Group – which are interconnected (and scale up) with other local initiatives.

The objectives shall be achieved through the generation of new environmental, social and economic value, by harnessing the potential of unused public spaces and Solidarity Economy activities.

By incorporating and conjugating three different economic principles (Public Redistribution, Market Economy and Reciprocity), anchored on a Shared and Participatory approach that promotes bottom-up dynamics and a deepening of Local Democracy, the DA is believed to be pivotal in advancing the co-production of innovative solutions in vulnerable communities.

### **Location**

Neighbourhood “Bela Flor” and Parish of Campolide (Lisbon).

### **Targeted social service to be improved:**

- Co-production and supply to the Community of healthy and sustainable food, new shared knowledge and environmentally resilient behaviours;
- Co-production of a sustainable ecosystem, from an environmental, social, economic, cultural, territorial, cognitive and political point of view;
- Co-production and provision of environmental services to the Neighbourhood;
- Co-production and provision of study support services for children and adolescents in the Neighbourhood;
- Co-production and provision of leisure time occupation services for children and adolescents in the Neighbourhood.

### **Collaborative public authority:**

Junta de Freguesia de Campolide (Parish government)

Câmara Municipal de Lisboa (Lisbon City Council)

### **Target groups:**

- The community of the Bela Flor neighbourhood as a whole;
- The children and adolescents of the Bela Flor neighbourhood;
- The population of the Parish of Campolide;
- SSE organisations (five) working in the Bela Flor neighbourhood;
- Local politicians (Campolide Parish Council and Lisbon City Council);
- Local technicians, working in the Bela Flor neighbourhood.

### ***Direct beneficiaries/participants:***

- Bela Flor Agroforest: **210** (based on the number of Community People helping, attending and benefiting from the Agroforest, visitors and trainees, volunteers, children from two schools (114), who frequently have classes and activities in the Agroforest, members of organisations visiting and receiving training, students from universities preparing theses....).
- Time Bank of Campolide: **40** (based on the national average of members in other Time Banks)
- Community Group, Community Room and other subsidiary activities of the MedTown Project: **150** (based on the number of participants so far in the Community Group (62), the expected number of more attendances in the Community Group (about 30 more), the number of children and adolescents attending the activities of the Community Room (25), the number of other Community People attending community activities (parties, arraiais, lunches), carried out, in the framework of the Project, André the expected number of participants in the neighbourhood Fair and other planned activities related to the Project).

**Estimated Total number of Participants: 400**

### ***Indirect beneficiaries:***

- Bela Flor Agroforest:  $210 \times 3 = \mathbf{630}$  (multiplier effect based on average number of household members), mainly 210 direct members of the Community, but also outsiders.

- Time Bank of Campolide:  $40 \times 3 = 120$  (multiplier effect based on average number of household members), mainly 40 direct members of the Parish.
- Community Group, Community Room and other subsidiary activities of the MedTown Project:  $150 \times 3 = 450$  (multiplier effect based on average number of household members), mainly 150 direct members of the Community, but also from the institutions working in the territory and outsiders.
- **Estimated Total number of direct (400) and indirect Beneficiaries (800): 1200 (The “indirect beneficiaries” are general members of the Community and outsiders, estimated as the multiplier effect of the direct beneficiaries)**

### 2.3. Diachronic description of the Action (including milestones with indicative timetable)

**The main dates of the DA are indicated here.**

05-09-2019 - Start of the Project and Agroforest activities;

18-02-2023 - Inauguration of the Community Room and official start of its activities;

18-02-2023 - “Open Talk” - Meeting of Project MedTOWN, with the Community, Partners and open to society;

29-04-2023 - First meeting of the Bela Flor Community Group;

October 2023 - Second Meeting of Project MedTOWN.

### 2.4. Evaluation process and methodology

**The main thrust of the evaluation methodology adopted is presented here and then detailed in Appendix 2.**

Taking into account the concepts that inspire and methodologically underpin the Project to be evaluated, the evaluation model should be based on twelve strategic reference principles, as detailed in Appendix 2:

- **Self-evaluation;**
- **Animation;**

- **Hetero-evaluation;**
- **Continuity and permanence;**
- **Participation;**
- **Sharing;**
- **Multiplicity of perspectives and knowledge;**
- **Multidimensionality;**
- **Learning and training;**
- **Research-Action;**
- **Methodological diversity;**
- **Flexibility.**

As mentioned above, there are six evaluation dimensions considered, which allows the Project to be approached from various points of view and angles of observation, namely its (as detailed in Appendix 2):

- **Pertinence;**
- **Coherence;**
- **Efficiency;**
- **Effectiveness;**
- **Impacts;**
- **Sustainability.**

The evaluation methodology adopted was diverse, using quantitative and other qualitative methods, as noted above, and included:

- Documental analysis;
- Collection and analysis of statistical data;
- Conducting interviews with members of the local community, local politicians and local technicians;
- Organization and dynamisation of focus groups, involving members of the local community, local politicians and local technicians.

To reconcile the various quantitative and qualitative data and information mentioned, a scale of 0 to 4 is used, where:

4 - Highly checked

3 - Well/Sufficiently checked

2 - Moderately checked

1 - Weakly checked

0 - Not checked

## 3. FINDINGS

**This section presents the main findings of the DA, explaining them and analysing the various questions that allowed them to be assessed.**

### 3.1. RELEVANCE

**Here the Relevance of the DA is analysed, i.e. its adherence to opportunities, problems, needs and challenges, which determined it, based on two questions.**

#### **Overall assessment of the criteria (FINDING 1)**

**The evaluation carried out proved that the DA has been highly Relevant (level 4, on the scale used, from 0 to 4),**

because, according to the elements collected, from the Community, the president of the Campolide Parish Council and the Project Technicians, the Project has managed to mobilise all these protagonists, in large numbers, with many of them already taking ownership of its initiatives and activities. On the other hand, they all stated that the Project has brought new solutions, to respond to the problems and needs of the Community, in particular to the most disadvantaged and covering fundamental needs, such as food, clothing, leisure time occupation, support for studies, relationships of trust between people and positive relationships with Nature.

#### **3.1.1. Question 1**

**In this section, the answer to Question 1 is analysed.**

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Relevance	1. Does the DA (Agroforest + Time Bank) seem to contribute to meet the needs (goods and services) of more vulnerable groups in the territory?	1. The ways in which (and to which extent) the DA is mobilising residents (including Co-management Groups of the Agroforest and Time Bank)	SSE actors/dynamics + Co-production + Social policies	4 (Level of mobilisation, on a scale of 0 to 4), which corresponds to more than 30 participants, Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists completed with the analysis of the official documents of the Parish Council, about its political objectives and corresponding measures

### ***Overall assessment of the question (FINDING 1.1.)***

**Through the mobilisation of Community Participants, together with local politicians and technicians from the Project and local SSE organisations, it has been possible to respond to some unmet local needs for food, clothing, leisure time occupation, support for studies, relationships of trust between people and positive relationships with Nature.**

The data and information collected are unanimous in indicating that the level of mobilisation for the activities and especially for their co-production and co-management has been very high. At present, more than 30 participants are actively mobilised, when 20 were expected, whether people from the community (about 20 children, adolescents and adults), policy makers (2) and technicians from local authorities (3), or technicians from the Project (2) and local SSE organisations (5). Children's Assemblies are held, there is a Community Committee, the Community Group is active and identifying problems and co-producing answers (including social policies), the main decisions are taken together. In this way, some of the fundamental needs of the most vulnerable people in the Community began to be met. But there are still problems to solve.



### ***Other findings or learnings from the analysis of the indicators***

**FINDING 1.2. - One of the most interesting results has been the realisation of Children and Adolescents' Assemblies, demonstrating that it is possible to promote processes of Participatory Democracy and Active Citizenship with them and to involve them also in the processes of co-production and co-management of activities of community interest.**

These assemblies have had between 10 and 15 participants and have discussed, decided and evaluated the activities to be carried out in the Agroforest and Community Room.

**FINDING 1.3. - The evaluation also concluded that the combination of the Agroforest, the Community Room, the Community Group and the Time Bank (the latter still underdeveloped) has allowed the promotion of integrated responses, combining the environmental, social, economic, cultural, territorial, cognitive and political dimensions of the challenges faced.**

It was, for example, very interesting to see that both the Community People and the Technicians mentioned, in a joint and articulated way, economic responses (such as food and clothing), gains in social relations ("the increase in Social Cohesion and trust relationships") and environmental gains ("a better knowledge and relationship with Nature", Environmental Education classes, sessions and workshops).

### **3.1.2. Question 2**

**In this section, the answer to Question 2 is analysed.**

<b>CRITERION</b>	<b>QUESTION</b>	<b>INDICATOR</b>	<b>ELEMENT</b>	<b>TARGET LEVEL INDICATOR</b>
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Relevance	2. Is the DA bringing new solutions to problems that weren't being solved otherwise (or would be more difficult to solve with another approach)?	2. The extent to which SSE orgs., local power representatives and community participants assess the role of innovation and effectiveness of the solutions led by the DA	Social innovation + Co-production + Fight against Poverty, Inequality and Social Exclusion	4 (Level of assessment, on a scale of 0 to 4), Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists completed with the analysis of the official documents of the Parish Council, about its political objectives and corresponding measures.
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***Overall assessment of the question (FINDING 1.4.)***

**The data, information and opinions collected (from the Community, local authorities and the Project Technicians and SSE organisations) are completely unanimous in recognising that the Project has allowed to find, co-produce and realise new answers to some of the problems and needs of the Community.**

In the interviews and focus groups several examples were given, which are evidence of this evaluation: the creation of a sustainable ecosystem, with food production (vegetables and fruits), where before there was an uncultivated and abandoned land; the answers developed in the Community Room, in the areas of study support, leisure time occupation and sewing workshop, which were non-existent until now and were sorely lacking; the answers, co-decided in the Community Group, to the problems of the public space of the Neighbourhood, which were without answers.

All the Participants in the evaluation recognised the innovation of these responses in that territorial context, also because of their co-production character.

***Other findings or learnings from the analysis of the indicators***

**FINDING 1.5. - DA is opening the narrative of the Neighbourhood to other realities. New visitors are coming to Bela Flor such to visit and get to know volunteers and the activities dynamized. Many times the volunteers of the**

**Agroforest were asked to present the project to other visitors and explain the context and activities.**

Environmental educational activities and support to families and children are dynamized, not only by the technicians, but also, by the other neighbours and associations involved. Social support to Bela Flor neighbours and mediation between people and social services and social aid are also verified. The Project has brought new ways of valuing talents and knowledge that are not valued in the market economy, which are very important for the people wellbeing and satisfaction.

### 3.2. COHERENCE

**This section assesses whether the DA has incorporated the strategic principles by which it is guided, i.e. whether it has been faithful to them, by analysing two questions.**

#### **Overall assessment of the criteria (FINDING 2)**

**The evaluation shows that the DA is Well/Sufficiently Coherent, but somewhat unevenly, because it has a very high Internal Coherence, but a less successful External Coherence.**

All community, political and technical protagonists of the evaluation agreed on the high Internal Coherence of the DA (question 3), but gave different answers regarding question 4 on External Coherence (alignment with local public policies).

#### **3.2.1. Question 3**

**In this section, the answer to Question 3 is analysed.**

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
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Coherence (Internal)	3. Are there synergies between different areas of the Project?	3. The extent to which different participants evaluate the synergies developed by the DA	SSE + Social Innovation + Co-production	4 Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists completed with the analysis of the official documents of the Parish Council, about its political objectives and corresponding measures.
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### ***Overall assessment of the question (FINDING 2.1.)***

**All actors rated the synergy between the different areas of the DA as very high and achieved, i.e. that the DA is Highly Internally Coherent.**

In fact, there is a very high level of synergy between the different areas of the DA, as confirmed by the evaluations collected from all the protagonists: total synergy between the Agroforestry, the Time Bank, the Community Room and the Community Group; very high synergy between the environmental, social, economic, cultural, territorial, cognitive and political components of the DA.

### **3.2.2. Question 4**

**In this section, the answer to Question 4 is analysed.**

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
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Coherence (External)	4. Are the aims of the project and local policies for the territory aligned?	4. The extent to which different participants and stakeholders (esp. Local Government) identify the complementarity between the DA and local policies	SSE + Social Innovation + Co-production + Fight against Poverty, Inequality and Social Exclusion	2,5 Resulting from the analysis of the official documents of the Parish Council, about its political objectives and corresponding measures, and also from the analysis provided by the interviews and focus groups, involving all the Project's protagonists..
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### ***Overall assessment of the question (FINDING 2.2.)***

**The information and data collected from all stakeholders show that the DA is Sufficiently Externally Coherent, with very differentiated opinions regarding the alignment of the DA's objectives with local public policies.**

All the protagonists of the evaluation agree that, with the Project, there has been an increasingly positive attitude of the Parish Council and the Municipality towards the objectives of DA and that now the local public policies, or at least the political intentions, are more aligned with the philosophy and principles of DA. But then there is a wide divergence of opinions, with some claiming that there is no knowledge of explicit local public policy or that, at least for the Neighbourhood, it does not exist or is not felt. Others recognise that some lines of local public policy are now visible and have been influenced by the Project and are therefore aligned with it, although not always proactively.

The president of the Parish Council states that "The basis of the Project is participation and co-construction and that these are the fundamental principles of the public policies of the Parish Council". Therefore, he considers that "the Project has been a help and a fundamental tool to go further in this objective of public policies", because, in fact "we, the politicians, do not know what is good for the People and, therefore, we have to listen to them" and "I have learnt a lot from this Project and from the Community Group, where I have always been present". Therefore, he considers that the objectives of the DA are well aligned with the direction of the public policies of the Parish Council.

It is public that The Parish Council proposed to expand the Agroforest concept to other areas of the Parish and also combine the idea of coproduction in the Agroforests with the urban farms and schools. Some activities inspired on the MedTOWN DA will be implemented in the Parish in 2023/2024 under the delegation of powers contracts between the Municipality and the Parish Council.

In the case of the Municipality it semestres that the alignment is better, taking for instance, into account the strategies developed by BIP-ZIP Programme (a municipal Community Development programme), that intends to fund local co-production projects. One of the main problems is the fact that BIP-ZIP projects are short-term projects, that don't allow co-production to root in the institutions. The level of 2.5 (on a scale of 0 to 4) assigned is the result of the average of the levels assigned by the various actors (community, political and technical) of the evaluation.

### 3.3. EFFECTIVENESS

**This section seeks to assess the extent to which the objectives and targets of the DA have been met, by analysing five questions.**

#### **Overall assessment of the criteria (FINDING 3)**

**If one takes into account the various information and data, concerning the 5 Questions, which are analysed in detail below, the main conclusion is that DA was Well Effective (average level of 3.4, on a scale of 0 to 4, if one considers the levels of the seven findings, which appear in this evaluation), with diverse results, some better than others.**

Some results of the Project seem limited and are still below their potential, but this is because certain types of results, linked to agro-forestry production and community activities, need more time to be fully realised.

#### **3.3.1. Question 5**

**In this section, the answer to Question 5 is analysed.**

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Effectiveness	5. What is the economic revenue generated by the Agroforest? (in connection with the operational objectives 1, 2, 3 and 4) ?	5. Total revenue generated by market-oriented activities of the Agroforest (paid workshops, trainings, teambuilding...)	SSE actors/dynamics + Co-production + Fight against Poverty, Inequality and Social Exclusion.	620 €, is the total revenue actually obtained, in the last 3 months, in Agroforest products (70 €), in Agroforest trainings (370 €) and in Community Room services (180 €), which gave, in these 3 reference months, 206.67 € per month.

### ***Overall assessment of the question (FINDING 3.1.)***

**The value of the revenue actually obtained from the various activities of the DA, and not only from the Agroforest, in a relevant and meaningful period (the last three months), was 620 euros, which gives an average monthly value of 206.67 €, above the 200 € set as a target. In this sense, the answer to this Question is that the DA was Highly Effective (level 4, on the scale used, from 0 to 4).**

If we take as a basis the last three months, when it was possible to have relevant harvests in the Agroforest, this made possible some sales in the Community, at symbolic prices, but above all donations of food (vegetables, fruits and herbs), within the principles and values of the Social and Solidarity Economy. The symbolic value of the income obtained was 70 euros.

But, if we add the other revenue actually obtained, within the scope of the other activities of the DA, in those same three months (May, June and July 2023), the value of the income generated by paid activities, in all the DA, becomes 620 €, broken down as follows: Agroforestry products (70 €) + Training developed in the Agroforestry (370 €) + Services provided in the Community Room (180 €).

It should be noted, for the purposes of a more substantiated assessment, that if one considers all the products of the Agroforest, harvested and sold or donated, as well as all the hours of training (1249 h), actually provided in the Agroforest and the services provided in the Community Room, during the three years of the Project, the equivalent market value would have been, in total, € 27 616.14, which would have been equivalent to € 767.12, per month.

### 3.3.2. Question 6

In this section, the answer to Question 6 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Effectiveness	6. What is the volume and the characteristics of the services provided through the Time Bank? ((in connection with the operational objectives 1, 2, 3 and 4) ?	6. Number and types of services exchanged in the Time Bank (monthly average hours)	SSE actors/dynamics + Co-production + Social Innovation + Fight against Poverty, Inequality and Social Exclusion	So far, no services have been exchanged in the Time Bank of Campolide, so the number of hours exchanged is 0 hours. However, there have already been some exchanges in the youth component of the Time Bank, involving teenagers from the MOOV Youth Academy, in relation to a local 2nd cycle school, so it is considered that the DA has been, so far, Weakly Effective, in this component.

#### **Overall assessment of the question (FINDING 3.2.)**

**So far, no services have been exchanged in the Time Bank of Campolide, so the number of hours exchanged is 0 hours. However, there have already been some exchanges in the youth component of the Time Bank, involving teenagers from the MOOV Youth Academy, in relation to a local 2nd cycle school, so it is considered that the DA has been, so far, Weakly Effective (level 1), in this component.**

At the moment Time Bank counts only with the founders as members. Although they have already defined the services (111 diferentes services) to exchange, there wasn't yet dynamic established and exchange of services. However, the Time Bank, that has very slowly started to be promoted, has already received



contacts of 4 neighbours in Campolide, that wanted to join the group and start the exchange of services.

It is also important to note that, in connection with the Time Bank promoted by the MedTOWN Project, a School Time Bank has been developed, within the MOOV Youth Academy, which has also promoted exchanges of services, totalling 27 different services. All in all, the evaluation of this component was level 1 (on a scale of 0 to 4), which means that, on this point, the DA has been Weakly Effective so far.

It is also relevant to mention that in Campolide there wasn't any organization promoting active participation of citizens in a permanent form, promoted by the public administration. Volunteering in the Agroforest and Service exchange through the Time Bank were the first effective proposals to offer alternative forms of citizens cooperation. The other initiatives that may be promoted were limited in time and scope.

### 3.3.3. Question 7

In this section, the answer to Question 7 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Effectiveness	7. Has the Agroforest contributed to a more sustainable ecosystem? ((in connection with the operational objectives 1, 5, 6, 7 and 8)	7. Evolution of a Biodiversity Index of the Agroforest	Co-production + Social Innovation	The Agroforestry Biodiversity Index went from 1 (about 10 different species at the beginning) to 8 (about 80 different species, 47 of which are vegetables and herbs and at least 33 different tree and shrub species).

### ***Overall assessment of the question (FINDING 3.3.)***

The number of different species existing, on the land where the Agroforest is located, has increased from about 10, at the beginning of this activity, to about 80 today, as a result of a strategy based on the principles of Permaculture and Syntropic Agriculture. In this sense, the Biodiversity Index of the Agroforest, measured by the number of different species, went from 1 to 8, which is a strong evidence of Biodiversity and therefore of a remarkable increase in the Environmental Sustainability of the ecosystem. It has therefore to be concluded that, in this component, the DA was Highly Effective (level 4, on a scale of 0 to 4).

The survey and inventory of the number of species made it possible to identify about 10 spontaneous species at the beginning and about 80 today, of which 47 are horticultural and aromatic species, and at least 33 tree species (19 of which are different fruit trees) and shrubs. All species are planted in rows, which respect the principles of Permaculture and Syntropic Farming.

### ***Other findings or learnings from the analysis of the indicators***

**FINDING 3.4. - In addition to the environmental dimension of sustainability, which the Biodiversity Index has highlighted, the DA has emphasised other dimensions of the concept of Sustainability, which it has also clearly reinforced: the social, economic, cultural, territorial, cognitive and political dimensions. It can be concluded that, also in this respect, the DA has been Highly Effective (level 4).**

By the economic outputs (goods and services) realised and the fundamental needs met, the DA has contributed to the Economic Security of the Community. By strengthening social relations and trust, it has contributed to the Community's Social Cohesion. By welcoming people of various ethnic origins (roma, various origins from Portugal, Africa - Cape Verde, Mozambique and S. Tomé and Príncipe and South America - Brazil and Venezuela) and by encouraging intercultural relations, DA has contributed to Interculturality. By paying attention to and enhancing the Bela Flor neighbourhood, which until now has been largely forgotten, the DA has contributed to territorial cohesion. By sharing knowledge of various types and origins and by valuing popular knowledge, based on induction, DA has contributed to an Ecology of Knowledge. By valorising Participation and democratic co-production processes, DA has contributed to Shared and Participatory Local Governance.

All these seven dimensions constitute a richer and more complete view of the concept of Sustainable Development and therefore of Sustainability. It is therefore concluded that the DA has been Highly Effective in this respect.

### 3.3.4. Question 8

In this section, the answer to Question 8 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INFICATOR
Effectiveness	8. Has the Community Group been capable of mobilising local government staff to participate in the platform? ((in connection with the operational objectives 6 and 8)	8. Average Number of professionals of the Municipality and the Parish Council (and their respective Department) in the Community Group	Co-production + Social Innovation	3 In the four meetings of the Community Group already held, there were, on average, three members of the Campolide Parish Council, two politicians (members of the executive body, one being the president) and one technician.

#### ***Overall assessment of the question (FINDING 3.5.)***

**As the target was for an average of 3 members of Campolide Parish Council to attend the Community Group meetings, and this number has been verified so far, it is concluded that, from this perspective, the DA has been Highly Effective (level 4).**

As can be seen from the records of the Community Group meetings and confirmed by the direct observation of the evaluator at the meetings, there has been, on average, a presence of three members of the Parish Council of Campolide, at these meetings, two of them with political responsibilities (members of the executive body, one being the president) and a technician, in a very active way and giving answers to the problems exposed, by the Community.

### ***Other findings or learnings from the analysis of the indicators***

**FINDING 3.6.** - The Community Group meetings have been an excellent occasion for Political Learning, both for Residents and for Politicians, which proved to be an unplanned result and which, from this point of view, also indicates that the DA has been Highly Effective (level 4).

Several Residents spontaneously pointed out the fact that they had learned to function in the Community Group, prepared to speak in their time and listen to others and able to get involved in processes of co-creation and co-management, and not just claiming.

On the other hand, the president of the Parish Council clearly stated that he has learned a lot in the Community Group meetings, considering it "a very useful tool" for political decisions, since it allows him to be and listen directly to People from the Neighbourhood, that he normally does not hear and "point out issues that, otherwise, he would not be aware of", because "it is not in the office that these issues can be known", because "they are only identified by those who live in the neighbourhoods".

### **3.3.5. Question 9**

**In this section, the answer to Question 9 is analysed.**

<b>CRITERION</b>	<b>QUESTION</b>	<b>INDICATOR</b>	<b>ELEMENT</b>	<b>TARGET LEVEL INDICATOR</b>
Effectiveness	9. To which extent has the Community Group been able to solve together with local powers issues that affect the community? ((in connection with the operational objectives 1, 6 and 8)	9. Ratio of Issues posed/ Issues solved (or in the process of being solved) in the Community Group	Co-production + Social Innovation + Fight against Poverty, Inequality and Social Exclusion	In view of the records of the Community Group, 16 problems and needs in the Neighbourhood have already been presented at its meetings, of which 13 have been resolved, are in the process of being resolved or have been forwarded for resolution, which gives a successful referral rate of 81.3%.

### **Overall assessment of the question (FINDING 3.7.)**

**Taking into account the number of problems and needs in the Neighborhood, presented at the Community Group meetings (16) and the number of those that have already been resolved, are in the process of being resolved or have been forwarded for resolution (13), the rate of successful referral is of 81.3%, which, in the time since its inception (April 29, 2023), is quite good, so it can be concluded that the DA has been also Well Effective in this regard (level 3).**

This is also the opinion of the people consulted, for the purpose of the qualitative assessment, whether of the Community (level 3), or of the Technicians (level 3), or of the Politicians (the president of the Parish Council referred that "Without a doubt that the Community Group has helped to find solutions for the neighborhood's problems, especially starting with their identification and the beginning of the creation of answers".

### **3.4. EFFICIENCY**

**At this point, the evaluation focuses on the way in which the main resources allocated to the Project were used, having as main bases of analysis five questions.**

### **Overall assessment of the criteria (FINDING 4)**

**The evaluation shows that the DA is Well Efficient, with diverse results, some better than others, after considering the 5 Questions, which are analysed in detail below, since its average Efficiency level is 3.2 (on a scale of 0 to 4).**

Efficiency indicators show different levels, depending on the issues analysed, being better in terms of the resources used in Agroforest, in the Community Room and in the Community Group, and less good in terms of the Time Bank.

### 3.4.1. Question 10

In this section, the answer to Question 10 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Efficiency	10. What is the approximate cost-benefit analysis of the Agroforest? (How to translate the obvious ecological gains in economic gains - for the population, the parish and the municipality)	10. Retroactive Cost-benefit analysis of planted trees in the Agroforest (Based on estimations of Soares et. al, 2011, whereby: for each 1€, population receives/ spares 4,48€ in benefits - energy consumption (6,2€/ tree), CO2 sequestration (0,33€/tree), control of air pollution (5,4€/ tree), rainfall interception (47,8€/tree) and housing estimated value (144,7€/ tree) (Soares et. al., 2011)	Co-production	The 40 trees and bushes of considerable size and height yield the following estimated economic gains (indirectly, through public savings and/ or potential future profit):  248 € by reduced energy consumption; 13,20 € through CO2 sequestration; 216 € of reduced air pollution; 1912 € through rainfall interception and less maintenance costs/ flood risk management; plus 5788 € in housing estimated value due to the uprooted ecosystem. These values are estimated based on the work of Soares et al., with findings for Lisbon in 2011.

### **Overall assessment of the question (FINDING 4.1.)**

**From the elements collected and the calculations carried out, using the referenced methodology, it was possible to present an estimate of the economic benefits of the Agroforest ecosystem, indirectly through public savings and potential future profit, which allows concluding that, from this point of view, the DA is Highly Efficient (level 4).**

Regarding this question, an estimation exercise to account for the economic benefits of the Agroforest ecosystem to the public costs and private savings or potential earnings has been put in place. Specifically, based on the findings of Soares et al (2011), we have estimated the gains of only 40 uprooted trees and shrubs with considerable size and well-established canopies, due to their larger impact in terms of shade, water absorption, CO2 sequestration and air pollution reduction. It should be noted that the price rises over the last decade (nor the recent staggering inflation) have not been accounted for in these estimates, therefore the economic gains are likely higher than the advanced projections. Furthermore, due to the location of the Agroforest, serving as a natural barrier between the dwellings and an intense traffic highway, the CO2 sequestration as well as the air pollution reduction may play an even more important role than the projections advanced by Soares et al. for the city of Lisbon. Thus, the economic benefits may be further underestimated. It is worth mentioning that there are another 40 trees and shrub species uprooted in place, however we have opted to be conservative in this exercise and to exclude them from the calculations. In spite of that, it is highly likely that these economic projections follow an exponential function over the next few years, as the trees grow and provide further shading (less energy consumption), water retention, control of air pollution and CO2 sequestration, while valuing up the housing stock prices in the area.

### **3.4.2. Question 11**

**In this section, the answer to Question 11 is analysed.**

<b>CRITERION</b>	<b>QUESTION</b>	<b>INDICATOR</b>	<b>ELEMENT</b>	<b>TARGET LEVEL INDICATOR</b>
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Efficiency	11. How cost-efficient is the training provided to residents and volunteers who engage in the Agroforest ?	11. Training (€) given to residents and volunteers, compared to similar paid training (workshops/ seminars)	Co-production + Social Innovation	During the 3 years of the Project, 1120 hours of informal trainings were given, for residents and volunteers, which would amount to 22 400 €, if they were paid, by the criteria of payment of trainings of equivalent level, according to the official regulations, and which were free for the trainees.
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**Overall assessment of the question (FINDING 4.2.)**

**Taking into account the total number of hours of informal training, given to residents and volunteers (1120), free of charge, and the market value they would correspond to (22400 €), if they were paid, according to the scales stipulated in the official regulations for remuneration of equivalent training, it can be concluded that, from this point of view, the DA was Highly Efficient (level 4).**

During the 3 years of the Project, 1120 hours of informal trainings were given, for residents and volunteers, which would amount to 22 400 €, if they were paid, by the criteria of payment of trainings of equivalent level, according to the official regulations, and which were free for the trainees.

Since 2020, MedTOWN DA was developed through activities every Tuesday and Thursday, with volunteers, neighbours and outcomers. These activities represented, most of the times, not only maintenance actions, but also informal workshops between the trainers and the volunteers. During one day, people did, shared and learn together, promoting regular workshops on a weekly basis. These generated a very impactful dynamic in the Neighbourhood and access to differentiated and specialised information that otherwise it will not be easily present in the Neighbourhood.

Here are some examples of more specific training, for more specific groups:

- **“Wood In Bloom”** – a carpenter workshop dynamised once a month, during 6 months, by the local MedTOWN trainers, the neighbours and with the cooperation of a local SSE organisation (ADM Estrela);
- **Carpenter Group of volunteers, led by Lisbon Spoons** - the group united 7 members and share knowledge on wood construction and 2 sessions were developed in the Agroforest to build wooden materials ( 4 hours each);



- **Spoon carving demonstration** - using Agroforest wood. A partnership with Lisbon Spoons (<https://www.instagram.com/lisbonspoons/>) – 4 hours;
- A workshop developed in this community space, focused on regenerative farming and sustainable food, dynamised by the technicians of the Project – 4 hours. This initiative allowed the interaction between 2 european projects: MedTOWN and FOODWAVE, financed by the DEAR Programme, promoted in Portugal through Rede DLBC (<https://rededlbclisboa.pt>);
- Sharing circle with the community focused on Effective Communication, facilitated by the psychologist of the Parish Council – 2 hours.

### 3.4.3. Question 12

In this section, the answer to Question 12 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Efficiency	12. How cost-efficient are the activities exchanged in the Time Bank, compared to average market prices for the same services?	12. Activities exchanged in the Time Bank compared to average market value (per hour)	Social Innovation + Fight against Poverty, Inequality and Social Exclusion	As already mentioned, there have been no exchanges of services in the Banco do Tempo de Campolide, but 111 services are planned to be exchanged. If they are initially exchanged as 1 hour each, their average market value will be €10 per hour, which could equate to €1110 in total, in a first estimate.

### **Overall assessment of the question (FINDING 4.3.)**

Given that there have been no exchanges of services in the Time Bank and only a few in the School Time Bank, as already mentioned, with an average equivalent market value of 10 €/hour, it must be concluded that, for the time being, in this component, DA is Weakly Efficient (level 1).

111 services are offered for the first exchanges in the Time Bank. Due to its differentiated nature, its equivalent market values are very varied, but essentially amount to an average value of € 10/hour, which emphasises that it has a potential level of High Efficiency.

### **3.4.4. Question 13**

In this section, the answer to Question 13 is analysed.

<b>CRITERION</b>	<b>QUESTION</b>	<b>INDICATOR</b>	<b>ELEMENT</b>	<b>TARGET LEVEL INDICATOR</b>
Efficiency	13. What is the balance between economic revenue of the Agroforest and the previous costs associated with cleaning and managing the area?	13. Net economic revenue generated by the Agroforest's paid activities vs. municipal savings with treating 500 sq. Meter of unused land	SSE and Co-production	Net Economic revenue generated by the Agroforest's paid activities - 206,67 € Cost of land management (before agroforest) - 95,24 € Ratio - 217 %

### **Overall assessment of the question (FINDING 4.4.)**

Taking into account that the ratio between the average monthly income, related to revenues generated by Agroforest products and paid activities associated with it, and the cost associated with the maintenance of the space occupied by the Agroforest, by the Parish Council, is 217 %, i.e.

**somewhat below the 300 % expected, it can be concluded that, in this component, the DA is Well Efficient (level 3, on a scale of 0 to 4).**

The calculation of revenues generated by paid activities associated with Agroforest took into account all revenues obtained in the last three months (the most representative), which were € 620, which gives the average monthly value of € 206.67. In turn, the calculation of the average monthly cost of maintaining the land occupied by Agroforest, before it existed, took into account the average monthly costs of the Parish Council with the green spaces of the Parish (workers, materials and wear and tear of equipment included), which are 95.24 €. As a result, the ratio between one value and the other is currently 217 %, but it has much greater potential, because not only are the "hidden" revenues much higher (only the vegetables, fruits and herbs of the Agroforest, if they were sold at market prices, would be worth 287.69 €, which would give 302.1 %), but they also have great potential for growth.

### **3.4.5. Question 14**

**In this section, the answer to Question 14 is analysed.**

<b>CRITERION</b>	<b>QUESTION</b>	<b>INDICATOR</b>	<b>ELEMENT</b>	<b>TARGET LEVEL INDICATOR</b>
Efficiency	14. What is the economic revenue generated by the Agroforest? (in connection with the operational objectives 1, 2, 3 and 4) ?	14. Total revenue generated by market-oriented activities of the Agroforest (paid workshops, trainings, team-building...)	SSE actors/dynamics + Co-production + Social Innovation + Fight against Poverty, Inequality and Social Exclusion	Implicit revenues, according to the market value, of activities only linked to Agroforest, in the last three months - products (287,69 €) + trainings (370 €) = 657,69 €, which gives an average monthly value of 219,23 €.

### **Overall assessment of the question (FINDING 4.5.)**

**Taking into account that the average monthly value, of the last three significant months, of the implicit revenues only from Agroforest,**

**calculated at market prices, is 219.23 €, therefore above the target of 200 €, it is concluded that the DA, in this component, is being Highly Efficient (level 4).**

In this case, to measure Efficiency only linked to Agroforestry, only the values of implicit revenues from products and training, directly linked to Agroforestry, were calculated, which gives an average monthly value of 219.23 €. Remember that the average monthly revenues actually received from all activities, linked to DA, are 206.67 €. In other words, any of the values is higher than the target of 200 €, which confirms the conclusion of Highly Efficient.

### 3.5. IMPACT

**In this section, we aim to assess what the lasting, structural, indirect and unexpected effects of DA are, based on the analysis of the six associated Questions.**

#### **Overall assessment of the criteria (FINDING 5)**

**The evaluation shows, after analysing the six associated questions, that the DA has overall High Impacts, with an average score of 3.6 (on a scale of 0 to 4).**

The detail of these High Impacts is presented below under each of the six questions, but it should be noted that the Impacts are high, both with regard to the SSE organisations, the technical staff of the Project, the volunteers who have been involved in the various activities, the trainees, visitors to the Agroforest, the Community and the politicians.

#### **3.5.1. Question 15**

**In this section, the answer to Question 15 is analysed.**

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
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Impact	15. What have been the major impacts of the DA in the three kind of actors involved in the Project?	15. Self-reported impacts, concerning all the protagonists of the DA		Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists
	- On SSE organisations	- Self-reported impacts on SSE organisations	SSE actors/dynamics	4
	- On the technical staff of the Agroforest	- Self-reported impacts on the technical staff of the Agroforest	SSE actors/dynamics + Co-production + Social Innovation	4
	- On the volunteers of the Agroforest	- Self-reported impacts on the volunteers of the Agroforest	SSE actors/dynamics + Co-production + Social Innovation	4

**Overall assessment of the question (FINDING 5.1.)**

**The data and information collected in the interviews and focus groups allow us to state that the DA has had High Impacts (level 4), whether on those responsible and technicians of the SSE organisations, or on Agroforest staff and volunteers, who have been committed to the activities of the Project.**

The information and opinions collected confirm with evidence that the Project has had a very important impact on at least four of the five SSE organisations present in the Neighbourhood, as they have become more involved in all DA activities (Agroforest, Time Bank, Community Room and Community Group), which was not the case before, becoming effective and committed partners, as also illustrates their involvement as active partners in the Pilot Project. They also mention the many Knowledge they have acquired, thanks to this Project, about Agroforest and about Community Development and what a Community Group is.

Regarding the technicians of the Project staff, they are unanimous in emphasising the important learnings and impacts of this Project, namely regarding a deeper knowledge about Agroforest and the strategies used, but especially about Community Intervention, Community Groups and social projects. It also allowed them to be more attentive to the characteristics and needs of People and, for example, "as a Woman and Citizen, to better understand the difficulties of being a Woman and the role of Women in this Community", helping them to "have a Gender awareness", so "I leave here enriched, as a Woman and Citizen".

As for the volunteers in the Project activities, what has been collected underlines the positive impacts, since they generally testify that they learn a lot, that they are very satisfied with the activities carried out and that they intend, in several cases, to replicate what they have learnt in other places.

### 3.5.2. Question 16

**In this section, the answer to Question 16 is analysed.**

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Impact	16. What have been the major impacts for the participants of the Co-Management Groups and Participants of the Community Group?	16. Self-reported impacts on all Participants of the Co-Management Groups and Participants of the Community Group	SSE actors/dynamics + Co-production + Social Innovation + Fight against Poverty, Inequality and Social Exclusion	4 Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists

#### **Overall assessment of the question (FINDING 5.2.)**

**As it turned out, in the interviews and focus groups carried out, there were varied and important impacts on all the people and groups involved in the co-management processes and in the Community Group. Community participants, staff and SSE organisations (as mentioned in the previous point) and politicians all refer to the strong impacts that this Project has had on them, as will be analysed below, so it can be concluded that DA has had High Impacts on all (level 4).**

The impact on several people and groups in the community is indeed great, leading them to participate in the various activities of the Project, especially in the Agroforest, the Community Room and the Community Group, to take initiatives and lead community processes and initiatives, to feel closer and more demanding with the local authorities, to promote greater community interaction and to contribute to Social Cohesion, having "opened a door to co-production". Women, in particular, were shy in their private spaces and now "are discovering the public space and what their role can be there". They are evolving "from Mother-Woman to Citizen-Woman, realising that they have a Voice and that they can use it", and that is very interesting.

One of the evidences of this authentic Empowerment process, impacted by the Project, was the Community appropriation of the room of one of the SSE organisations, with local presence, becoming a Community Room, used and managed by the Community. It is an exemplary case of how to transform a public

space (a non-housing municipal space), handed over to a private SSE organisation, into a Commons, i.e. a space appropriated, used and managed by the Community.

Another strong impact was the approximation between the Junta de Freguesia and the Neighbourhood and its residents, mainly thanks to the Community Group. The president of the Junta de Freguesia himself recognises the impact that this project has had on him and his governance, namely by helping him to be more attentive to the residents and the problems of the Neighbourhood, which, through the Community Group meetings, reach him directly and live, thus helping him to "be a better politician".

### 3.5.3. Question 17

In this section, the answer to Question 17 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Impact	17. What have been the major impacts for Participants of the Agroforest Activities and the Time Bank?	17. Self-reported impacts on all Participants of the DA (Agroforest activities and the Time Bank)	Co-production + Social Innovation + Fight against Poverty, Inequality and Social Exclusion	3,7 Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists

#### **Overall assessment of the question (FINDING 5.3.)**

As mentioned in the previous points, the Project has had very important and relevant impacts on all its Participants, but if we combine it with the Participants (at the beginning) of the Time Bank, where the dynamics are more delayed, it has to be concluded that, in this set, the DA continues to be Highly Impactful, but with a slightly lower level (3.7, on a scale of 0 to 4).

As analysed in the previous sections, the impacts on five types of Project Participants (Community, Volunteers, Technicians, SSE Organisations and Politicians) have been very high (level 4). But for the Participants, involved in the creation of the Time Bank, the impacts cannot be very high yet, as the exchange of services has not yet started. However, these Participants have been liaising, working together in the process, have already identified 111 services to exchange and have been following the School Time Bank, so there are already some impacts on their awareness and conception of what co-production is and on their motivation, availability and commitment, on their follow-up and involvement in the other activities and on the principles of the Project, so in the context of the evaluation it was considered relevant to assign them the Moderate level (2, on the scale of 0 to 4). Taking the simple arithmetic average of the six types of Participants, a level of Impact of 3.7 is reached, which corresponds to Highly Impactful.

### 3.5.4. Question 18

In this section, the answer to Question 18 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Impact	18. What have been the impacts on the teachers and students who visited and had classes in the Agroforest?  - On the teachers     - On educational methodologies	18. Impacts   - Benefits perceived by teachers regarding outdoor classes in the Agroforest    - Impacts on educational methodologies	Co-production + Social Innovation	Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists 4  4



### **Overall assessment of the question (FINDING 5.4.)**

The information and data, collected in the evaluation process, from the various actors of the Project, indicate that the Impacts on the teachers of the two schools (one public, one private), involved in study visits and classes in the Agroforestry, and on the educational methodologies adopted were High (level 4).

The collected records refer that the teachers of the two schools indicated that it was very positive and interesting to "take the children out of school" and offer them the possibility to "learn outdoors, in close relationship with Nature, touching and observing the earth, the trees, the animals (a rooster and chickens, which walk outdoors), the plants", managing to "overcome the fear of children getting dirty".

With the Agroforestry, it was possible to apply different educational methodologies, not usual in school, with "freer and more informal teaching and more practical, linked to life".

Records also collected from children confirm the interest and taste for this "type of classes", which are "very cool".

### **3.5.5. Question 19**

In this section, the answer to Question 19 is analysed.

<b>CRITERION</b>	<b>QUESTION</b>	<b>INDICATOR</b>	<b>ELEMENT</b>	<b>TARGET LEVEL INDICATOR</b>
Impact	19. How likely is the Parish or Municipal Council to replicate the experiences of co-management as the DA proposed?	19. Evaluation of the DA and perspectives on its replication in the Parish/ City	Co-production + Social Innovation	2,8 Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists

### **Overall assessment of the question (FINDING 5.5.)**

In the evaluation process, the information and opinions collected were quite disparate, with some doubting that the Parish Council is willing to replicate the DA in other areas, others making it dependent on certain conditions and also those who strongly affirm that such replication will happen. If the different positions are analysed, an average level of 2.8 is reached, i.e. Well/Sufficiently Impactful, from this point of view.

The more sceptical say that replication is unlikely, "unless there is pressure from technicians and the Community". Others emphasise the hope that "this project will inspire others", and that "it will be interesting for other parish councils to come and see". There are, however, interesting signs, such as the approval of some proposals, presented to the Executive of the Parish Council, which, in some way, are located in the sequence of this Project: creation of another Agroforest; placement of an organic composter in the Urban Gardens and training of gardeners, on more sustainable agricultural methods.

The president of the Parish Council states firmly that this Project is to be replicated, because "this is the way", hoping "to be able to replicate co-creation in all areas of the Parish, without abdicating his responsibilities, but identifying problems and situations and creating together".

#### **3.5.6. Question 20**

In this section, the answer to Question 20 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
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Impact	20. What is the impact of the project in terms of scientific production and articles in the media, especially local media?	20. Written outputs <ul style="list-style-type: none"> <li>- Number and type of scientific reports/papers based on the DA's experience</li> <li>- Newspaper articles</li> <li>- Number of locally produced and published newsletters</li> </ul>	SSE actors/dynamics + Co-production + Social Innovation	Indicators of scientific, social and media production and dissemination: <ul style="list-style-type: none"> <li>- Communications at international seminars in universities, one on "Co-production of Public Policies" and the other on "SSE and the Commons" - 2, presenting Agroforest and the DA;</li> <li>- Newspaper articles published - 1, about the Agroforest;</li> <li>- Participation in web radio programmes - 5, on the various components of the Project;</li> <li>- Presentations at International Meetings - 1;</li> <li>- Presentations at National Meetings - 3.</li> </ul>
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**Overall assessment of the question (FINDING 5.6.)**

**It is true that the indicators presented do not correspond exactly to the planned targets, but those mentioned in the table are very relevant and give great value to this Project, expressing, undoubtedly, that the DA is Well Impactful (level 3), with a strong recognition, from the scientific, social and media points of view.**

A first paper on the Project was presented in January 2023 at the International Conference on “Co-production of Public Policies”, which took place at the New University of Lisbon. A second paper will be presented to the International Conference on “SSE and the Commons”, which will take place in November 2023, at ISCTE – University Institute of Lisbon.

There were also 5 participations in programmes on a web radio, for presentations of the MedTOWN Project, the Agroforest, the activities of the Community Room and the Community Group, as well as a newspaper article on Agroforest.

There is also a presentation in the International online event - Tackling Climate

Change Through Ecosystem Restoration – w. Daniel -  
<https://www.linkedin.com/events/tacklingclimatechange6846512197426925568>

There were also 3 presentations at National Meetings: **Festival Umundu Lx** – "Agroforest in the city - an example of sustainability at all levels"; **Exhibition "Hortas de Lisboa – urban farms in Lisbon"**

<https://museudelisboa.pt/pt/acontece/hortas-de-lisboa>  
<https://exposicao hortas delisboa.blogspot.com/search?q=Bela+Flor>

Bela Flor Agroforest was considered a relevant urban garden in the city and was part of the exhibition content, present not only on the online contents but also on the physical form, at Museu de Lisboa; **Launching of Festival Jardins Abertos video** - "*Festival Jardins Abertos*" is the festival that opens the gates of all Lisbon's gardens. Produced in partnership with Lisbon Municipality, the festival brings together professionals working in gardening, landscaping, culture and sustainability. It's a festival in which Lisbon's most enthralling gardens open their gates to the public, all for free.

Bela Flor Agroforest was one of the urban gardens chosen to make part of the festival line-up. During 2 days (weekend), MedTOWN team along with Bela Flor Volunteers received the public and presented the space and the community coproduction developed.

For these reasons, although these indicators do not meet the planned targets, the level of Impact in this respect is considered to be strong, i.e. the DA is Well Impacting (level 3).

### 3.6. SUSTAINABILITY

This section assesses the conditions, possibilities and probabilities of the continuity and autonomisation of the Project, or of some of its activities, namely after the end of its funding.

#### Overall assessment of the criteria (FINDING 6)

The evaluation shows that the DA is Well Sustainable, after considering the 2 Questions, which are analysed in detail below, since its average Sustainability level is 2,9 (on a scale of 0 to 4).

The data collected by the evaluation show that some conditions for sustainability are not yet met but are likely, but others seem more doubtful.

### 3.6.1. Question 21

In this section, the answer to Question 21 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Sustainability	21. How likely/willing are the Co-management groups and the Community Group to keep meeting and acting together after the Project ends?	21. Likelihood of all participants (Citizens, Technicians, Politicians and SSE Organizations to keep engaged with the co-management processes	Co-production + Fight against Poverty, Inequality and Social Exclusion	2,9 Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists

#### **Overall assessment of the question (FINDING 6.1.)**

**The likelihood of the involvement of the different actors in the co-management processes developed by the project is quite variable, as detailed below, so from this point of view the DA is Sufficiently Sustainable (level 2,9 on a scale of 0 to 4).**

Community Participants state that they are "strong enough to continue", which is also assessed as likely by the Project technicians. Therefore, the latter consider that the Community Room is more likely to continue, with the involvement of the Residents, than the Agroforest, because the latter needs technicians. It remains to be seen how far People will be willing to fight for the Common Good, and not just for their personal interests (level 3).

The technicians say that even if they continue to have some personal links with the community, they can only continue to work if they are paid, which is not guaranteed and about which they have doubts (level 2).

The SSE organisations, which are in the Neighbourhood, will remain there and are willing to continue to support DA activities, provided the other conditions are met (level 3).

The president of the Parish Council states that his commitment is "total" and that he hopes that "these seeds will continue to bear fruit" and that he will do everything to achieve this, although it is not up to him alone, as will be seen in question

22 (level 3.5).

Another important conclusion of the evaluation is that "if Community People get involved and fight" for the outcomes of co-production, "it will be very difficult for politicians not to get involved".

Regarding the Community Group, all say that the likelihood of its continuation is very high and almost certain.

### 3.6.2. Question 22

In this section, the answer to Question 22 is analysed.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Sustainability	22. Will the Parish Council continue to support the DA (with their available resources) after the Project ends?	22. Necessary conditions for the Parish Council to keep supporting the DA	SSE actors/dynamics + Co-production + Social Innovation	2,9 Resulting from the analysis provided by the interviews and focus groups, involving all the Project's protagonists

#### ***Overall assessment of the question (FINDING 6.2.)***

**The likelihood that the Parish Council continue to support the DA (with their available resources) after the Project ends is quite considerable, but it depends on whether the necessary conditions can be met, as described below, so from this point of view the DA is currently Sufficiently Sustainable (level 2.9 on a scale of 0 to 4).**

The conditions listed in the evaluation as necessary for the Parish Council to continue to support the DA are: 1) The Parish Council recognising what it has to gain from continuing this Project; 2) Political will, which the President assures, and political unanimity, in approving the Project, seems to facilitate; 3) Pressure from the Community, which the Participants state they are committed to ensuring; 4) The financial availability on the part of the Parish Council to continue paying the Project technicians, which is not guaranteed, but can be "replaced" by the

transfer of workers from the Parish Council to continue DA activities; 5) The possibility of support from the Lisbon City Council, which has to be won; 6) The support of the SSE organisations in the territory, but their possibilities are very variable.

The average of the probabilities of achieving the six conditions listed, some more likely than others, resulted in an average level of 2.9 (on a scale of 0 to 4). This corresponds to a rating of Well/Sufficiently Sustainable.

### 3.7. Lessons learned

**In this section, the main lessons to be learnt from this Project will be stated.**

The main lessons to be learnt from this Project are:

- In order to understand the real problems and needs of communities, it is not enough for technicians and politicians to know, but it is also essential to listen to and involve the community itself, and consequently to get out of the offices;
- Consequently, the fight against poverty and social exclusion and the promotion of gender equality can only be successful if it involves the very people and groups who find themselves in these situations;
- Community involvement in public policies co-production processes can and should encompass all types of people and social, age and ethnic groups, but it is usually Women who are first and most involved, and it is very interesting to see them move from the role of Mother-Woman to Citizen-Woman;
- The presence and involvement of policy-makers in community dynamics, for example in a Community Group, is also key for them to learn Politics and be better able to formulate public policies;
- The logics and processes of Representative Democracy, legitimised by elections, are not threatened, but only benefit from the community dynamics that underpin Participatory Democracy;
- The role of technicians is fundamental in these participatory co-production processes, but it must be fundamentally a Community Animation role.

## **4. PILOT PROJECTS' FINDINGS**

**In this section, some brief evaluation notes of the Portugal Pilot Project are presented. As it is still at an early stage of implementation, these notes should be understood as preliminary and only cover some aspects of the Relevance and Coherence of the Project.**

### **4.1. RELEVANCE**

**In this section, brief notes are given on the suitability of the Pilot Project to the problems and needs that determined it.**

**Overall assessment of the criteria**

**The Pilot Project is Highly Relevant (level 4 on a scale of 0 to 4) as it is very actively mobilising Residents for its activities and is bringing new solutions to Community problems and needs, these being the same two criteria for assessing Relevance that were used in the DA.**

**Overall assessment of the FINDING 1**

**The Pilot Project is succeeding in mobilising very actively the Residents - Highly Relevant (level 4).**

Residents have been very involved in this project from the very beginning, having been at its origin and having participated in the preparation of the application.

**Overall assessment of the FINDING 2**

**The solutions and activities underway in this project are clearly innovative for the problems and needs they aim to address - Highly Relevant (level 4).**



Residents and technicians expressed this assessment of innovation, taking into account that the proposed activities sought precisely to complete and add value to existing responses in the context of the DA.

#### **4.1. COHERENCE**

**This section assesses whether the Pilot Project is articulated in its components and whether it is aligned with the objectives and principles of the DA, in particular with the logic of co-production and the values of the SSE.**

##### **Overall assessment of the criteria**

**The Pilot Project is Highly Coherent (level 4 on a scale of 0 to 4), because its internal links and synergies are high and it is aligned with the objectives and principles of the DA, in particular with the logic of co-production and the values of SSE.**

##### **Overall assessment of the FINDING 3**

**The Pilot Project has a very strong articulation between its activities and internal components - Highly Coherent (level 4).**

The Project has always endeavoured, in its design and implementation, to ensure synergies between its activities and internal components.

##### **Overall assessment of the FINDING 4**

**The Pilot Project is perfectly aligned with the objectives and principles of the DA, in particular with the logic of co-production and the values of the SSE - Highly Coherent (level 4).**

The way of preparing the application for the Pilot Project, involving the Residents, Participants in the DA, with the support of the technical staff and with the involvement of the local SSE organisations, ensured a high alignment with the objectives and principles of the DA, especially with the logic of co-production and the operating values of the SSE.

## 5. CONCLUSIONS AND POLICY RECOMMENDATIONS

### 5.1. Conclusions

**In this section, the main conclusions to be drawn from the DA will be presented.**

By analysing and relating the main findings and the answers to the 22 Questions, which are part of the evaluation, the following main conclusions can be drawn (ser Table 1):

- **The DA has generally very positive evaluation results (above 3 on a scale of 0 to 4), which means that it is a Project with a Good Evaluation;**
- Evaluation levels could still be higher, but the fact that the Time Bank is not yet fully concretised lowers the average of some evaluation levels, which means that, in most components and activities, the Project has a High Evaluation;
- On average, the DA has been Highly Relevant and Highly Internally Coherent, but only Sufficiently Externally Coherent;
- Effectiveness and Efficiency levels have also been High, but are diminished, on average, by the lower levels of the Time Bank;
- The DA has been Highly Impactful, with very important and strong impacts on all Project actors, being, for now, less strong in the case of the Time Bank;
- The least evaluated component so far is Sustainability of the DA , with some doubts and uncertainties, but there are some promising pillars and indications;
- It can therefore be said that, for the time being, DA is only Sufficiently Sustainable and **this is a dimension that needs special attention and explicit and determined strategies.**

TABLE 1 - SUMMARY OF THE EVALUATION OF THE DEMONSTRATIVE ACTION	
DIMENSIONS	LEVELS
RELEVANCE	4
COHERENCE	3,3
EFFECTIVENESS	3,4
EFFICIENCY	3,2
IMPACT	3,6
SUSTAINABILITY	2,9
<b>AVERAGE</b>	<b>3,4</b>

Going through some more specific analyses:

- Regarding the Relevance of the Project, the mobilisation of Residents and the existence of innovative solutions are both Highly Relevant;
- Also with regard to Relevance, new results emerged, namely: the creation of a Children's Assembly; the need to extend the DA from two components (Agroforestry and Time Bank) to two more (Community Room and Community Group); the intense and rich synergies between these four components of **a new DA**; the resulting Integrated and Multidimensional Vision; and the emergence of new perspectives and narratives by the Residents involved;
- As already mentioned, the DA has a High Internal Coherence but less achieved External Coherence, which is related to different interpretations of the alignment of its objectives with local public policies;
- The DA has been Highly Effective in terms of income generated, Biodiversity Index achieved, number of Parish Council members involved and Community problems and needs resolved or referred for resolution, but has not yet been Effective in terms of the Time Bank, as already noted;
- The DA has also been Highly Efficient, in terms of cost-benefit analysis, regarding environmental protection and economic gains, compared to the costs of maintaining the space now occupied with the Agroforest, trainings carried out and implicit income generated but, for now, it has a Weak Efficiency, as far as the Time Bank is concerned, as already mentioned;

- The DA has been Highly Impactful on all its protagonists (Community Participants, Volunteers, Technicians, SSE Organisations and Politicians), both from the Agroforestry, the Community Room and the Community Group, less so with the Time Bank Participants, as they are still at the beginning;
- The scientific, social and media production and dissemination of the Project is already very remarkable and relevant, but it can still be strengthened;
- The likelihood of replication of the DA to other parts of the City is assessed in a very different way, so this Impact is still subject to debts and questions;
- As far as the sustainability of the DA is concerned, this is the dimension that has been least assured and which still raises doubts, both about the commitment of the various actors to this end and about the implementation of the conditions necessary for this sustainability on the part of the Parish Council.

**In conclusion, the DA as a process and dynamic of co-production has been very successful from various points of view, but it still needs to be extended to the Time Bank and it is necessary to invest in strengthening its sustainability conditions.**

## 5.2. Policy recommendations

**Here, policy learnings are identified concerning the SSE context, Co-production conditions, Social Innovation conditions and Social Policies.**

### 5.2.1. Concerning SSE context

**This section analyses the policy learnings, concerning SSE organizations, not only from the Legal Framework, but also those that are being designed and can be proposed, based on this Project and on the DA.**

- **According to some approaches, confirmed by the legislation of some countries, the Solidarity Economy, despite its common origins and pillars with the Social Economy, is distinct from the latter in some of its essential characteristics (such as the plural economic project, the plural political project, the emancipatory and, above all, ecocentric**

**concept of Solidarity and the innovative partnership relationship with the State – cf., for example, Laville, 2018). The political and institutional recognition of this distinction is fundamental for the affirmation and development of the Solidarity Economy, as intended in the DA.** However, as mentioned in the Legal Framework “The concept and designation of Solidarity Economy is not considered in the Basic Law on Social Economy (30/ 2013), only that of Social Economy.”

- **This is a problem for the development of the Project**, because in Portugal, the existing legal framework is not very "friendly" and favourable to innovation in SSE, which is the aim of the Project and the DA. It will therefore be necessary to have some creativity in the solutions found and to expect the Project to propose innovative policy measures and, therefore, sometimes outside the legal framework.
- **There is, however, a framing feature of the Project, which may be an opportunity, to be taken advantage of, because**, on the other hand, as stated in the Legal Framework, “The Demonstrative Action involves a local authority, which does not depend on SSE legislation; community dynamics of an informal nature, which also do not depend on SSE legislation; and some partners from the Social and Solidarity Economy, which are framed generically by SSE legislation, but without specific implications.”
- **This is the reason why we are looking at this Project and the DA, as a pilot project**, able to experiment and generate new formulas and new processes of working and of framing the economic activities that we are developing, compatible with the principles, the values and the concepts of the Solidarity Economy (more than with the traditional Social Economy, namely in what concerns being a plural economic project, assuming an Ecocentric Solidarity, proposing a dynamic of co-production and of Shared and Participative Local Governance, in the relations with the State, and deepening Democracy in the public space) and of the Economy of the Commons.
- **In other words, one of the main endeavours of the DA is to be capable to propose new normative and operational criteria and innovative institutional arrangements for public policies and ways of advancing the existing legal frameworks**, so that they promote the logics of Solidarity Economy (even in its non-formalized forms), instead of limiting or even inhibiting them. A useful inspiration might be the national legislation on communal land (baldios), which regulates the collective (community) management of rural land.

### 5.2.2. Concerning Co-production conditions

**This section analyses the policy learnings, concerning Co-production conditions, not only from the Legal Framework, but also those that are being designed and can be proposed, based on this Project and on the DA.**

- **Despite the existence of a developed legal framework, there is no specific legislation for Social and Solidarity actors.** Thus, as mentioned in the Legal Framework, “There are several legislations that define the State support to social solidarity institutions. We can therefore speak of partnerships between the State and these institutions in areas such as social action, education, health and support for children, the elderly and people with disabilities, in line with what is defined in article 198 a) of the Portuguese Constitution.” Despite this framework, as mentioned, there is no specific legislation for Social and Solidarity Economy actors.
- **There are, however, some statutes of political-institutional recognition that allow special support for organisations that achieve them.** In fact, as is also mentioned in the Legal Framework, “To benefit from partnerships and support from the State, Social Economy organisations must have the status of Private Social Solidarity Institutions, Non-Governmental Development Organisations, Non-Governmental Environment Organisations or Non-Governmental Organisations of Disabled People.”
- **There is therefore an opportunity if they get these statutes.** So, taking into account these constraints, this Project and its DA will not be able to be based on the modalities foreseen in the legal frameworks, but will rather have to open new paths of co-production at local level, which are innovative and open new doors for future generations of public policies and legal frameworks.
- **On the other hand, it is also necessary to remember another characteristic, which can be a constraint but also an opportunity.** In fact, as also mentioned in the Legal Framework, “The Demonstrative Action involves a local authority, which does not depend on PPUB and PPP regulations, community dynamics, of an informal nature, which also do not depend on PPUB and PPP regulations, and some partners from the Social and Solidarity Economy, which are framed generically by PPUB and PPP regulations, but without specific implications.” Therefore, the great challenge is to be able to practice and experiment new processes of co-production, assuming this Project, once again, as a pilot project, whose innovation is also to open new paths of public policies of Shared and Participatory Local Governance, which in the future may inspire new legal frameworks.
- **On the other hand, it is important to emphasise and know, from a practical point of view and in terms of the actions to be developed,**

**that** “There is a Public Procurement Code (Decree-Law n.º 18/2008<sup>3</sup>), but it is not specific to Social and Solidarity Economy organisations or to PPP with agents of the SSE. But the to Social and Solidarity Economy organisations must also respect it, in their actions with the State.”

- **But this is valid for some actions, but not for others.** So, it should be noted, as stated in the Legal Framework, that “The Demonstrative Action involves a local authority, which relies on PP and PPP regulations for some actions, community dynamics, of an informal nature, which do not depend on PP and PPP regulations, and some partners from the Social and Solidarity Economy, which are framed generically by PP and PPP regulations, in some actions, but without specific implications.” **Therefore, in some DA actions, the rules of Public Procurement will have to be taken into account, but in others not, which allows for more freedom and creativity in the processes.**

### 5.2.3. Concerning Social Innovation conditions

**This section analyses the policy learnings, concerning Social Innovation conditions, not only from the Legal Framework, but also those that are being designed and can be proposed, based on this Project and on the DA.**

- **Finally, it is important to note that** in Portugal, there is no specific legislation for Social Innovation. However, there is a Programme and Agency for Social Innovation (“Portugal Inovação Social”), which can fund and technically support Social Innovation projects. At the moment, this Project and the DA are not planning to make use of this support, but in the future this may happen.

### 5.2.4. Concerning Social Policies

**This section analyses the policy learnings, concerning Social Policies framework, not only from the Legal Framework, but also those that are being designed and can be proposed, based on this Project and on the DA.**

- **In Portugal, a law (Decree-Law no. 55/2020, of 12 August 2020<sup>4</sup>) has recently been adopted that defines the conditions for the decentralisation of social policies to the local level, i.e. to local authorities, which brings new interesting challenges for local social policies, adapted to the specificities of each community and involving local actors;**

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<sup>3</sup> <https://data.dre.pt/eli/dec-lei/18/2008/p/cons/20210721/pt/html>

<sup>4</sup> <https://files.dre.pt/1s/2020/08/16700/0000200011.pdf>



- **Its implementation has given rise to many difficulties, questions and uncertainties, particularly with regard to the resources required and made available, and is therefore not yet fully realised;**
- **However, this political initiative opens up interesting prospects for new social policies, with more creativity, better adapted to each territory and therefore more concrete and effective in the fight against poverty and social exclusion;**
- **In this new framework, it is very important to capitalise on the lessons learnt from this project and its DA, particularly with regard to the important role of community involvement and dynamics and the promotion of co-production processes in these areas;**
- **In particular, the enormous Participatory contribution that the existence of Community Groups can make to the co-production of social policies should be capitalised on, especially considering that there are already 26 Community Groups or similar in the Lisbon Metropolitan Area and replicas are being tried out in other areas of the country.**

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## APPENDIX 1 – PILOT PROJECT'S EVALUATION

As the Pilot Project is still at the beginning of its implementation, the corresponding evaluation report is not yet fully presented and is limited to the presentation of some brief evaluation notes in section 4.

## APPENDIX 2 - MONITORING AND EVALUATION FRAMEWORK.

Taking into account the concepts that inspire and methodologically underpin the Project to be evaluated, the evaluation model should be based on twelve strategic reference principles,

- **Self-evaluation** - the evaluation is fundamentally centred on a logic of self-evaluation of the protagonists and participants of the Project. They will be the main subjects of the evaluation.
- **Animation** - therefore, the "external evaluator" will essentially be an animator of the self-evaluation processes, provoking and promoting it;
- **Hetero-evaluation** - however, the "external evaluator" has another important role, which is to confront, systematise and propose (hetero-) evaluation perspectives that complement and challenge the reflections emerging from the self-assessment;
- **Continuity and permanence** - this evaluation cannot and should not only consider the results ("ex-post" perspective) of the Project, but should also

value the starting points ("ex-ante" perspective) and the processes in their course ("on going" perspective);

- **Participation** - given the principles inherent to Community Development, the evaluation implies the active participation of the people and of the Community involved;
- **Sharing** - for the same reason, it also implies the involvement and cooperation of partner organisations, groups and entities, which do not belong to or emanate from the Community, including local politicians and technical staff working in the Project and in local organisations.;
- **Multiplicity of perspectives and knowledge** - the evaluation must be able to summon multiple views and perspectives, with various origins, sensitivities, knowledge and languages;
- **Multidimensionality** - six evaluation dimensions will be taken into account (see below for their explanation), related to the components and phases of the normal action planning process in the Community;
- **Learning and training** - this evaluation model, based on the participatory and shared reflection of the protagonists and participants involved, stimulates learning and training on the concepts and practices mobilised and on the community realities experienced (and thus also reflected), becoming an informal strategy for acquiring Knowledge and, in a way, Adult Education;
- **Research-Action** - following the previous point, this evaluation model, by generating and stimulating (new) knowledge, can serve as a basis for Research on these dynamics, but is simultaneously a support for Action and for its continuous improvement, feeding a potentially fruitful dialogue and intersection between the two components, that is, enabling Research-Action processes;
- **Methodological diversity** - due to its principles and characteristics, this evaluation combines quantitative and qualitative approaches and indicators, calling for a diversity of information and data collection techniques, which implies the challenge of using evaluation scales that, in a quantitative way, allow the compatibility and qualification of both quantitative and qualitative dimensions, as explain below;
- **Flexibility** - the proposed evaluation model is never definitive, much less rigid, so that, when it is applied and when it progresses in its realisation, changes and adaptations may always arise, in its own structure, contents, procedures and indicators.

As mentioned above, there are six evaluation dimensions considered, which allows the Project to be approached from various points of view and angles of observation, namely:

- Its **Pertinence**, i.e. whether its existence is justified, given the problems and needs, which were at its origin and made it be promoted, including whether they persist (these or others) and continue to justify it;
- Its **Coherence**, i.e. the fidelity and rigour with which it incorporates respects and practices its principles and reference values, namely those that derive from the concept (Community Development) that frames it: especially the strategic principles of Territorialisation, Participation, Empowerment, Integrated Vision, Partnership Work and Flexibility;
- Its **Efficiency**, i.e. the type, ways and quality of allocation of the resources it mobilises;
- Its **Effectiveness**, i.e. the degree and quality of fulfilment of its objectives and targets, both quantitative and qualitative;
- Its **Impacts**, i.e. the structural, lasting, indirect and unexpected effects it have had on the Community, in individual and collective terms, in personal and community autonomy and empowerment, in the entities and groups that are part of it, in public services, in partnership relations, in the Technicians involved and in the surrounding society;
- Its **Sustainability**, i.e. the conditions, possibilities and probabilities of its continuity and autonomisation, namely after the end of its funding.

The evaluation methodology adopted was diverse, using quantitative and other qualitative methods, as noted above, and included:

- Documental analysis;
- Collection and analysis of statistical data;
- Conducting interviews with members of the local community, local politicians and local technicians;
- Organization and dynamisation of focus groups, involving members of the local community, local politicians and local technicians.

To reconcile the various quantitative and qualitative data and information mentioned, a scale of 0 to 4 is used, where:

4 - Highly checked

3 - Well/Sufficiently checked

2 - Moderately checked

1 - Weakly checked

0 - Not checked

# APPENDIX 3- PRESENTATION OF THE PILOT PROJECT

In this Appendix, a summary of the pilot project is presented, approved and under implementation within the MedTOWN Project in Portugal.

## A - OVERVIEW OF THE PORTUGAL PILOT PROJECT



### MEDTOWN SUBGRANTS - Pilot Project in Portugal Bela Flor – Campolide

During the month of May, a call for applications was launched for a Grant regarding community co-production initiatives within the scope of MedTOWN project, with a maximum funding of 10,000 euros.

This grant was aimed at initiatives carried out in Bairro da Bela Flor, continuing the MedTOWN focus and the work developed with local entities and volunteers throughout the project. Several informal talks were held at Bela Flor, to clarify application rules, objectives and impacts.

Junta de Freguesia de Campolide received one application that brought together several activities proposed by the community for Bela Flor, considering as main promoter ADM Estrela Association, in consortium with BOA Colaborativa Association, which has been active in Bela Flor for several years, and GlocalDecide Association, that is the responsible manager of the local community room. This Application included also Bela Flor Agroforest, the Bela Flor Community Commission and the Bela Flor Community Group.

This application, called “**Bela FlorEsta Comunitária**”, includes activities, such as:

- A1 - Community production of food and maintenance of agroforestry
- A2 - Training in food production and management of an urban agroforestry system
- A3 – Promotion of an Agroforest Atelier focused on environmental education, visual arts and musical rhythms in nature
- A4- Promotion of activities in the Community Room, such as Sewing, Cooking, Visual Arts and Design
- A5 – Promotion of community shared lunches and snacks on activity days
- A6 – Promotion of international sports/cultural activities in the Bela Flor housing cooperative room



**Bela FlorEsta Comunitária** was ideated by the community and will be fully promoted by the 3 formal associations in the consortium, with the support of the 3 informal ones and Junta de Freguesia de Campolide.

Bela Flor is fully activated and creating opportunities to improve the public space and basic structures of the neighborhood, opening it to the city, cooperating and recreating the already existing resources.

We hope to keep up the pace and maintain this interest, commitment and level of responsibility of all the engaged partners.

Bela Flor is coproduction...and joy!



## 1. Summary table of the subgrant project

Nome do projeto	Bela FlorEsta Comunitária
Localização das atividades	Agrofloresta da Bela Flor, Sala Comunitária da Bela Flor e Sala da Cooperativa
Duração do projeto	3 meses
Contribuição da União Europeia	8 650,00 euros (correspondente a 86,5% do orçamento global)
Percentagem dos custos elegíveis relativa á contribuição da União Europeia	86,5%
Orçamento Total	9999,47 euros
Participantes diretos (tipos de grupos envolvidos)	Crianças Jovens Adultos/as Seniores
Grupos beneficiados indiretamente	Toda a Comunidade: Crianças; Jovens; Adultos/as; Seniores.

## 2. Description of the subgrant Project

### a) Objetivos do projeto

O objectivo geral do Projecto é o de promover uma melhor consciência ambiental e o Bem-Estar e o Bem Viver da Comunidade, contribuindo para mudar comportamentos, na relação com a Natureza, para responder a necessidades de apoio ao estudo e de ocupação de tempos livres das Crianças e Jovens e para mobilizar e valorizar os talentos e as competências da Comunidade.

De um modo mais específico, pretende-se:

- Reforçar os dias de actividades e dar continuidade à co-produção e à co-gestão da Agrofloresta, segundo os princípios da Agricultura Regenerativa e da Permacultura;
- Reforçar e aprofundar as actividades de ocupação dos tempos livres das Crianças e dos/as Jovens do Bairro da Bela Flor;
- Desenvolver novos ateliês de mobilização e de valorização dos talentos e competências presentes ou potenciais na Comunidade, viabilizando a sua concretização em actividades úteis para a sociedade e, se possível, capazes de gerar rendimentos complementares, para as Pessoas envolvidas;
- Desenvolver competências artísticas e de comunicação em grupos da Comunidade, que depois possam ser mobilizadas e utilizadas, para fins comunitários;
- Alargar e reforçar as dinâmicas participativas no Bairro, de modo a viabilizar processos de co-produção e de co-gestão de acções promotoras do Bem Comum, envolvendo a Comunidade, os órgãos do Poder Local e as instituições que intervêm no território.

*Mencionar de que forma o promotor e /ou parceiros tem conhecimento do território/comunidade e se já participaram em alguma das actividades promovidas pelo projeto MedTOWN*

*(Agrofloresta da Bela Flor, Banco de Tempo de Campolide, Sala Comunitária da Bela Flor, Workshop de coprodução ecosocial, Encontros, Formações, Grupo Comunitário, entre outros)*

A relação da ADM Estrela com o território iniciou-se em 2015, com a promoção de atividades de tempos livres para crianças e jovens, na qualidade de parceira do Programa Escolhas 3.ª Geração. Em 2020, fruto da parceria com Grupo Informal da Agrofloresta, a Junta de Freguesia de Campolide e o Agrupamento de Escolas Marquesa de Alorna, na área da sustentabilidade, consolidou-se a sua presença com o desenvolvimento de atividades de educação ambiental na Agrofloresta para a comunidade educativa do Agrupamento. Este trabalho tem sido reforçado pela presença de uma equipa técnica nas sessões mensais.

Mais recentemente, alargou a sua intervenção com a dinamização do “Balcão do Bairro”, resposta de atendimento social, a funcionar na Sala Comunitária, e aberta a todos os moradores do território.

Foi também convidada a integrar o recém-criado Grupo Comunitário da Bela Flor.

A GlocalDECIDE já é parceira da Agrofloresta da Bela Flor como responsável da Sala Comunitária, tendo também, no último ano, apoiado a dinamização e criação do Grupo Comunitário, o que implica que tem estado cada vez mais envolvida nas várias actividades do Projecto.

A Boa Colaborativa já é parceira da Agrofloresta da Bela Flor apoiando a dinamização das actividades de educação ambiental com as crianças da comunidade.

*Definir e descrever os participantes directos e grupos beneficiados indirectamente, indicando quais as suas necessidades e limitações, assim como o projeto atenderá a essas necessidades e melhorará a sua situação.*

Os participantes directos são:

- a Comissão Comunitária da Bela Flor, que também fará parte da co-organização das actividades,  
  
que poderão manter a sua prática de organização comunitária, identificando recursos locais e necessidades da comunidade, trabalhando conjuntamente para encontrar soluções, reforçando a sua participação cívica;
- o Grupo de Crianças e Jovens da Bela Flor, que também farão parte da co-organização das actividades e que continuarão a encontrar resposta a necessidades de um espaço e actividades para estes grupos etários, que não existiam no Bairro;
- os/as Adultos/as do Bairro da Bela Flor, sobretudo as Mães, Pais e Avós das Crianças e Jovens referidos/as, que irão continuar a beneficiar de espaços, onde podem desenvolver actividades, de acordo com os seus interesses e necessidades, podendo ganhar e valorizar competências que lhes permitam obter, eventualmente, rendimentos complementares e onde podem conviver, combatendo a solidão e reforçando a coesão e redes de solidariedade;
- voluntários externos ao Bairro da Bela Flor, que irão beneficiar de oportunidades de aprendizagem de manejo de uma agrofloresta sucessional e de produção hortícola em contexto urbano.

Os grupos beneficiados indirectamente serão:

- a comunidade escolar da freguesia de Campolide, que manterá um espaço onde poderá desenvolver actividades de educação ambiental

- a Comunidade, em geral, que poderá participar de actividades proporcionadas pelo Projecto, nas suas diferentes componentes.

*Descrever brevemente a lógica de intervenção do projeto, nomeadamente a forma de participação comunitária em que se baseia.*

O projecto funcionará numa lógica de co-produção com reuniões semanais dos grupos de trabalho e uma reunião mensal com a comunidade alargada, tendo o Grupo Comunitário, como quadro geral de referência e de decisão.

Serão contratadas pelo menos três pessoas do Bairro para implementar algumas das actividades do projecto - nomeadamente para apoio à dinamização da sala, assistência técnica e comunicação. Será também, sempre que possível, privilegiada a contratação de pessoas do Bairro da Bela Flor, para facilitar as formações.

A1 - Produção comunitária de alimentos e manutenção da Agrofloresta

A2 - Formações em produção alimentar e manejo de um sistema agroflorestal urbano

A3 - Dinamização de um ATL na Agrofloresta - educação ambiental informal, ritmos musicais na natureza

A4 - Dinamização de actividades na sala comunitária (Artes Plásticas e Design, Costura, Culinária) A5 - Dinamização de almoços comunitários e lanches em dias de actividades

A6 - Dinamização de actividades desporto/cultura intergeracionais na sala da Cooperativa

*Indicar os resultados esperados, incluindo uma lista dos resultados com indicadores e metas a atingir, caso se aplique.*

Resultado Esperado 1 - Reforço da capacidade participativa e de Cidadania de Crianças e Jovens do Bairro, através das actividades dos tempos livres

Indicador: No de crianças e jovens envolvidas/os activamente e a tomar parte nas decisões, de forma continuada, nas actividades promovidas pelo Projecto: 15

Indicador: No de reuniões em que as Crianças e Jovens propuseram iniciativas e tomaram parte das decisões: 6.

Resultado Esperado 2 - Aumento dos conhecimentos e das práticas de produção hortícola, por parte de Pessoas do Bairro, segundo os princípios da Agrofloresta

Indicador: No de participantes que referem ter aumentando as suas competência em produção hortícola: 3

Indicador: N.o de Pessoas que mudaram os seus comportamentos e hábitos alimentares, depois das formações do Projecto: 3

Resultado Esperado 3 - Aumento do envolvimento activo e das expressões de Cidadania da Comunidade do Bairro da Bela Flor

Indicador: N.o de Pessoas da Comunidade activamente envolvidas na proposta e dinamização de actividades e na tomada de decisões de interesse comunitário: 10

Resultado Esperado 4: Envolvimento activo de Pessoas exteriores ao Bairro, como Voluntários/as, nas actividades do Projecto

Indicador: N.o total de Voluntários/as que participam activamente nas actividades do Projecto: 30

Resultado Esperado 5: Reforço das actividades que respondem a necessidades manifestadas pela Comunidade

Indicador: Aumento do n.o de actividades/sessões realizadas, que respondem a necessidades manifestadas pela Comunidade: mais 5

*Indicar qual a estratégia para sustentabilidade do projeto, pós-financiamento.*

A Estratégia de Sustentabilidade do Projecto pós-financiamento assenta na combinação de cinco pontos:

- a) Envolvimento da Comunidade na apropriação e na responsabilização de algumas actividades, que podem ser prosseguidas, mesmo sem financiamento;
- b) Envolvimento do Grupo Comunitário e de alguns dos seus Parceiros (incluindo a GLOCALDECIDE) na assunção de algumas das actividades;
- c) Estabelecimento de um protocolo com a Junta de Freguesia, para que assuma algumas das actividades mais essenciais;
- d) Organização de algumas candidaturas, como aos Programas BIP-ZIP, Bairros Saudáveis e outros, para obtenção de financiamentos adicionais;
- e) Organização de formações pagas e de acções de voluntariado empresarial, cedência de espaços para team building ou acções de responsabilidade social para o sector privado e processamento e venda de produtos da Agrofloresta, para obtenção de receitas, para apoio às actividades, iniciadas com o Projecto.

*Descrever o cronograma geral do projeto.*

As actividades vão-se concentrar nos meses de Julho e Agosto, mas haverá também algumas actividades em Junho. Pretende-se, durante este período, reforçar as actividades em curso no projecto MedTOWN semanalmente, ou seja, mais 2 dias por semana. Isto responderá a uma necessidade de actividades para o público infante/juvenil durante o período de férias, e também para adultos e seniores, com o objectivo de se germinarem grupos e oficinas que possam estabelecer-se no futuro. Todas as actividades, de A1 a A6, decorrerão em todas as semanas de Junho, Julho e Agosto, a partir do momento em que o Projecto possa ter início.

*Descrever a Relevância do projeto.*

A Relevância elevada deste Projecto decorre, sem dúvidas, do levantamento e identificação de necessidades, a que tem procedido a Comunidade, em particular a Comissão Comunitária, nomeadamente para efeitos de apresentação na primeira reunião do Grupo Comunitário, no dia 29 de Abril de 2023. O Projecto procura ir ao encontro das principais necessidades enunciadas nessa apresentação, pelo que é muito relevante ou pertinente. Além disso, esta proposta vem reforçar as actividades que já têm vindo a ser desenvolvidas em modelo de co-produção nos últimos anos, com os mesmos parceiros envolvidos.