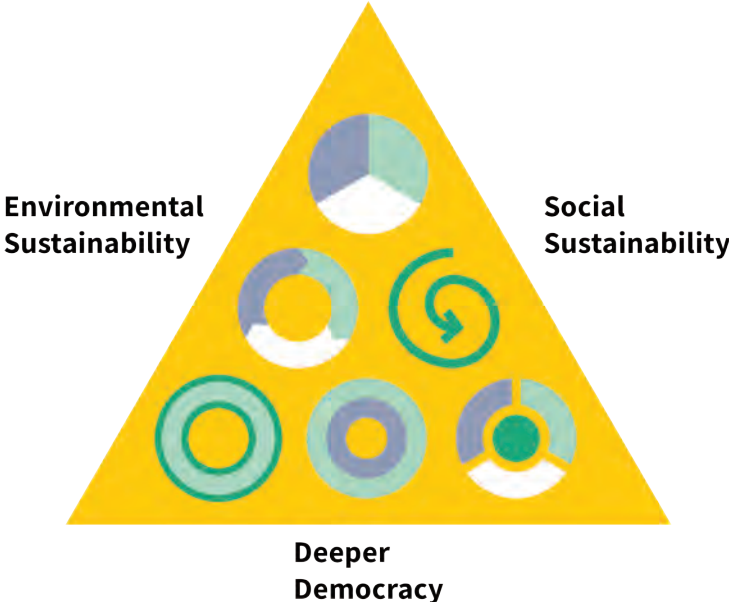


Presentations

Economy for the Common Good International Conference (ECGIC III) 2024

3-5 June 2024, Leeuwarden, The Netherlands



Quantifying the environmental and economic impacts of feeding China's monogastric livestock with food waste: a general equilibrium approach

PhD candidate: Weitong Long

Supervisors: Dr. Xueqin Zhu, Dr. Hans-Peter Weikard, Prof. Oene Oenema, Prof. Dr. Yong Hou

Jun 3, 2024



Background

- **Global Food Waste:** 1.3 billion tonnes annually, mostly in landfills and incinerators, causing greenhouse gas (GHG) emissions.
- **Feeding animals with food waste:** can possibly reduce GHG emissions, mitigate land pressures, and alleviate food-feed competition.
- **Contribution to Sustainable Development Goals (SDGs):** may also support SDG 2, SDG 6, SDG 12, SDG 13, and SDG 15.



Indirect and spillover effects not covered in previous studies

- **Rebound Effect:** Feeding animals with food waste may lower feed costs, potentially expanding livestock production and increasing emissions.
- **Broader Impact:** Expanded livestock production and effects on other commodities may alter expected reductions in cropland and emissions.
- **Economic Considerations:** Ignoring income effects from using food waste as feed may bias conclusions on food affordability.

Research objective and questions

- **Research objective:**

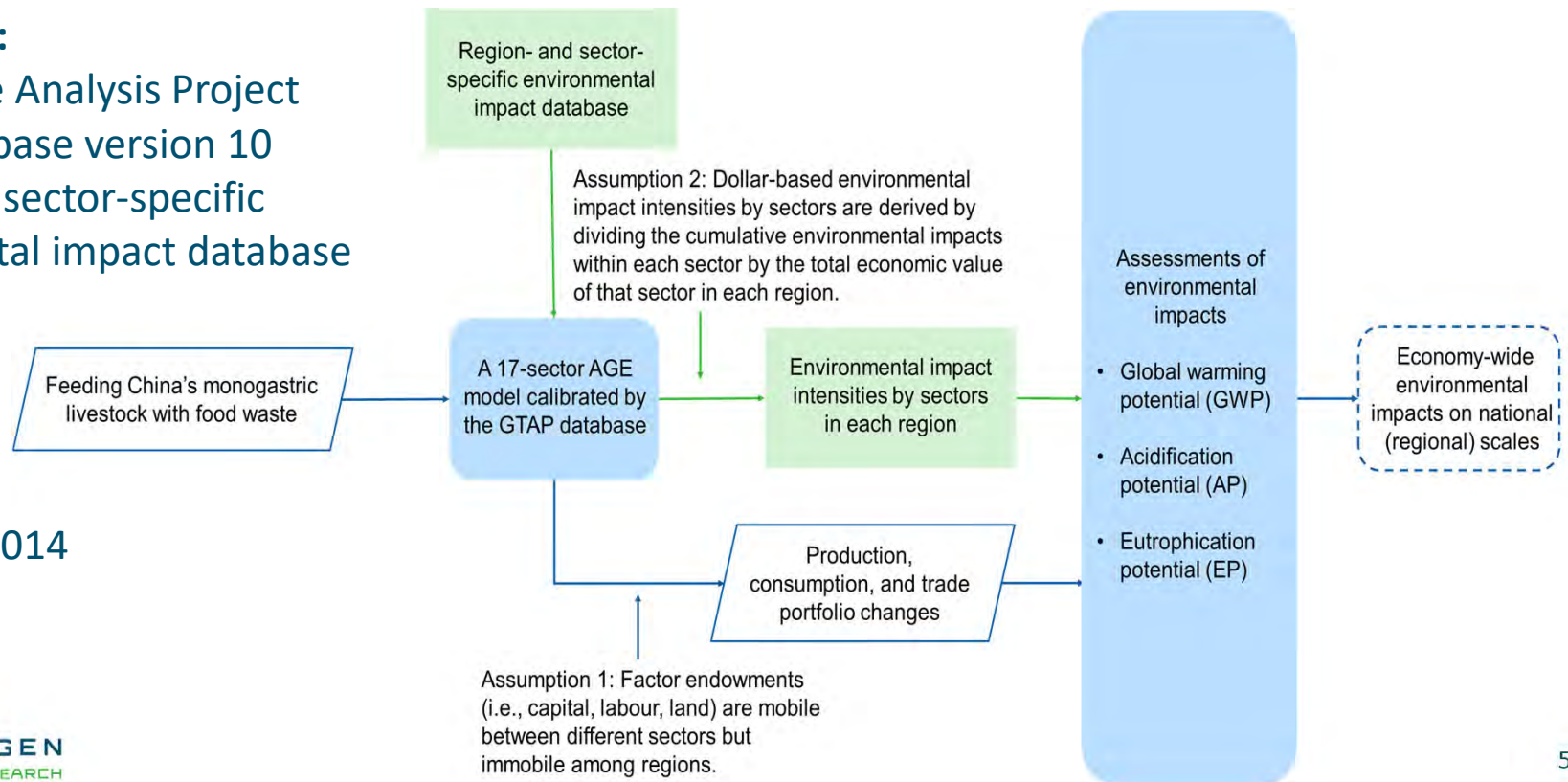
- To assess the environmental and economic impacts of upcycling food waste in China's monogastric livestock production in a global context.

- **Research questions:**

- First, how will an increased utilisation of food waste as feed influence livestock production, food supply, and other sectors in China?
- Second, how will these influence economy-wide emissions of greenhouse gases, acidification pollutants, and eutrophication pollutants?
- Third, how will these influence food security (i.e., food availability, food affordability)?

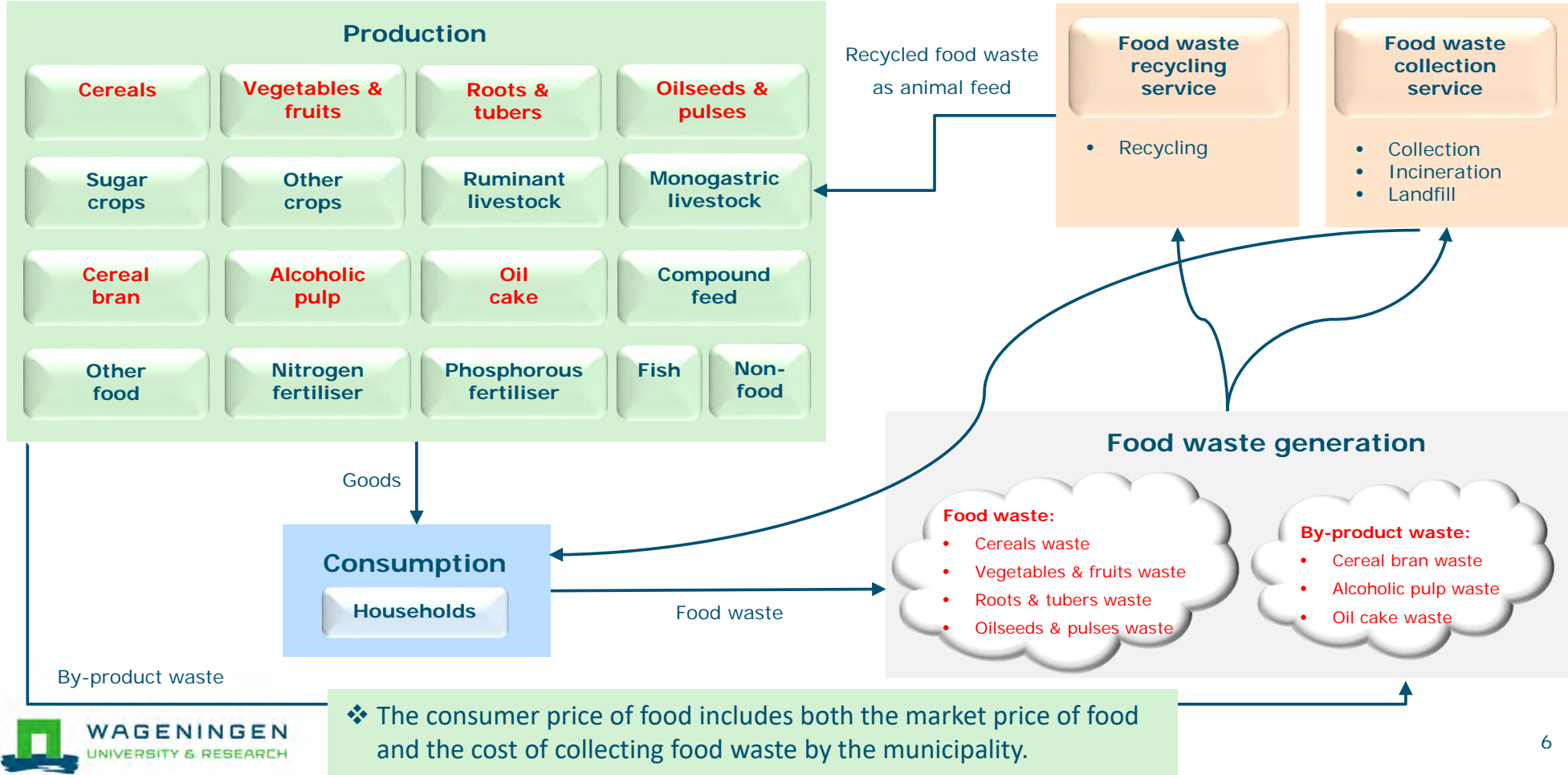
Integrated environmental-economic modelling framework based on applied general equilibrium (AGE) models

- **Data source:**
 - ✓ Global Trade Analysis Project (GTAP) database version 10
 - ✓ Region- and sector-specific environmental impact database



- **Base year: 2014**

How to incorporate food waste in Chinese economy?



Key assumptions used in the scenarios

➤ We will maintain the same *protein and energy intake for per unit of animal output* in all scenarios.

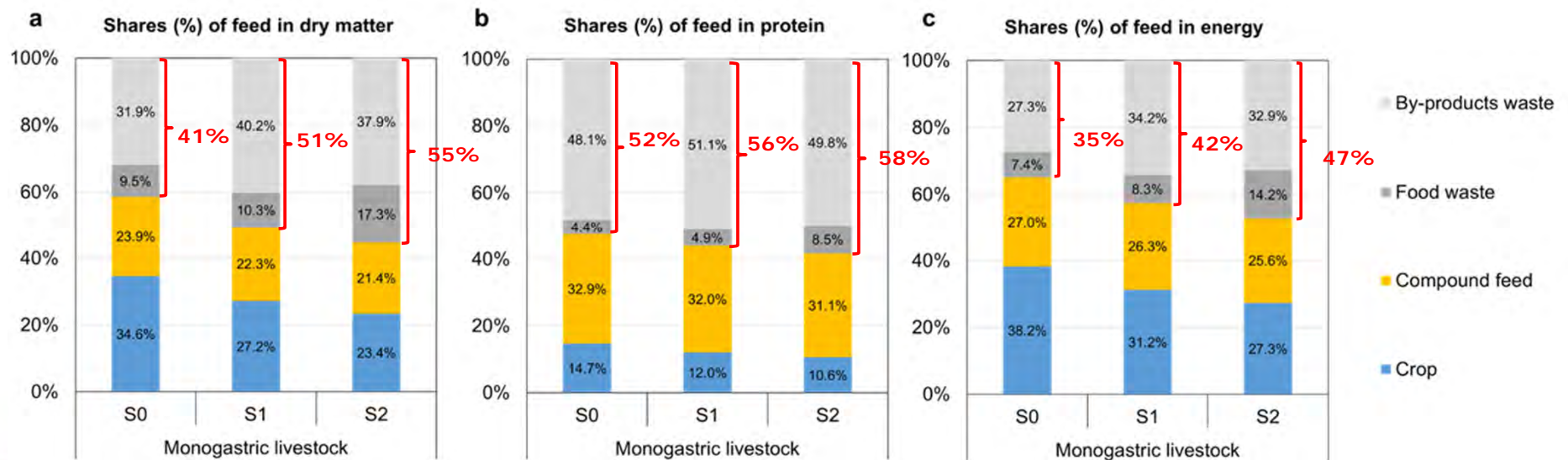
Scenarios ^a	Food waste as animal feed in its total supply	Detailed explanation
S0: Baseline	Food waste: 39% By-products: 51%	
→ Cross-provincial transportation of food waste is not allowed S1: Allowing partial use of food waste as feed	Food waste: 54% By-products: 100%	<ul style="list-style-type: none"> Expanding the “food waste recycling service” sector to achieve this goal.
→ Cross-provincial transportation of food waste is allowed S2: Allowing full use of food waste as feed with economies of scale	Food waste: 100% By-products: 100%	<ul style="list-style-type: none"> Expanding the “food waste recycling service” sector to achieve this goal. A 1% increase in recycling waste will give a 0.078% increase in the costs of recycling waste (Cialani and Mortazavi, 2020).

Results part 1:

Impacts on livestock production, food supply,
and other sectors

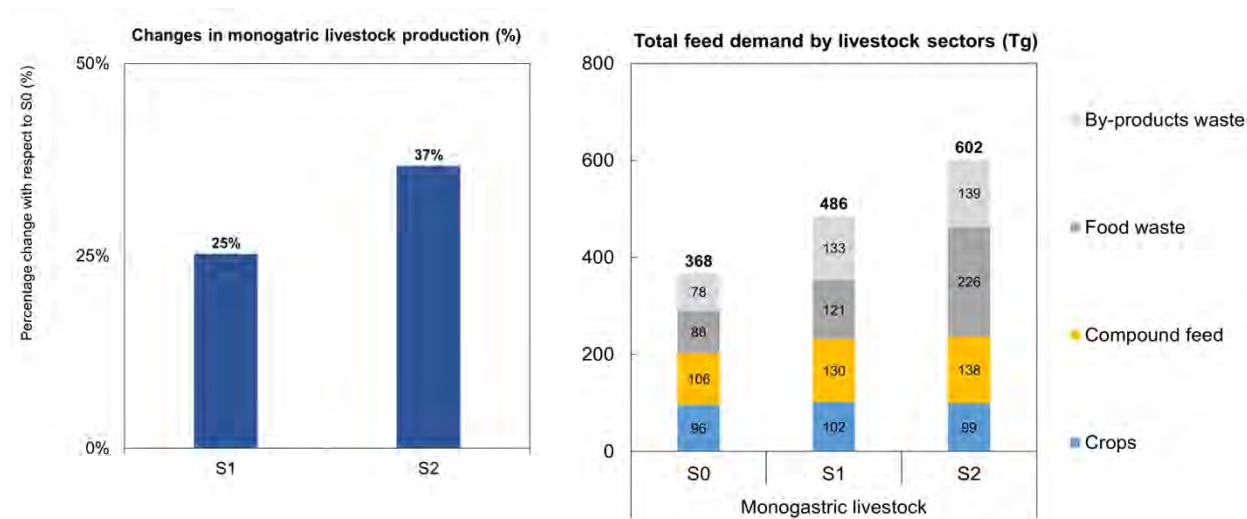
Food waste can replace human-edible feed crops for per unit of monogastric livestock production

- Upcycling 54-100% of food waste as feed increased its share (9-14% in dry matter, 4-6% in protein, and 8-12% in energy) within total feed for monogastric livestock production.



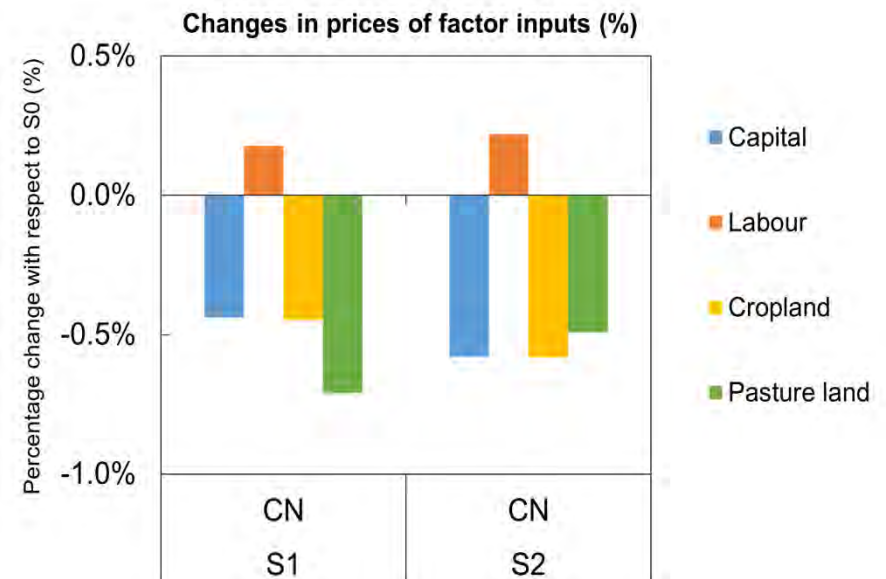
Expanded monogastric livestock production will reverse the substitution of human-edible feed crops in animal diet

- **Expand Livestock production:** Upcycling food waste as feed reduced feed costs and increased profits, driving a 25-37% rise in monogastric livestock production.
- **Feed Demand Increase:** This expansion caused a 9.5-9.9% surge in total demand for human-edible feed crops as feed.



Expanded monogastric livestock production will lead to the substitution of labour with other relatively cheaper factor inputs

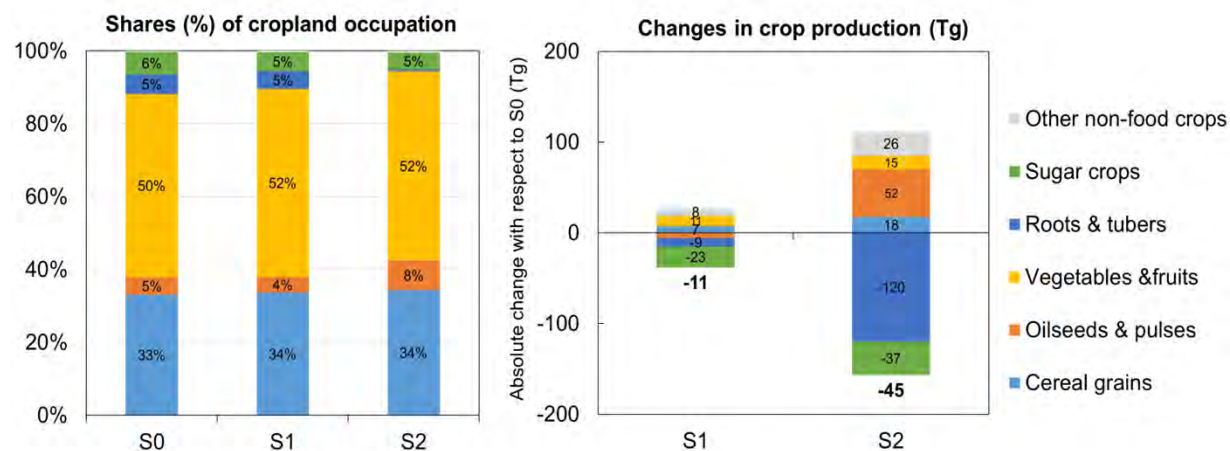
- **Wage Boost:** Expanded livestock production raised the average wage across the Chinese economy by 0.18-0.22%.
- **Labour Substitution:** Producers may substitute labour with other relatively cheaper factor inputs (i.e., capital, cropland, and pastureland).



The substitution of labour with other factor inputs has varying impacts on different types of crop production

- **Crop Priority Shift:** Crop producers will reduce the production of labour-intensive crops, such as roots & tubers (7-90%) and sugar crops (17-27%).
- **Cropland Reallocation:** Saved cropland will be used for increasing the production of cereal grains (1-3%), vegetables & fruits (2-3%), and other non-food crops (34-105%).
- **Oilseeds & Pulses Production:** Oilseeds & pulses production will decrease by 8% with partial food waste use as feed, but increase by 71% with full use.

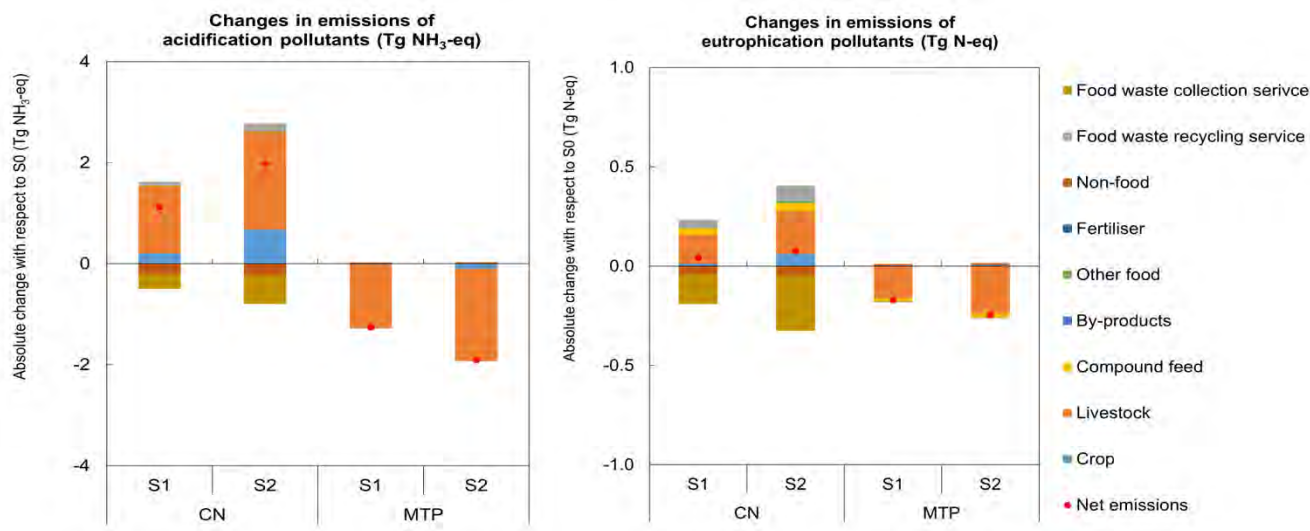
→ to choose the cheapest combination of inputs



Results part 2: Impacts on economy-wide emissions of greenhouse gases, acidification pollutants, and eutrophication pollutants

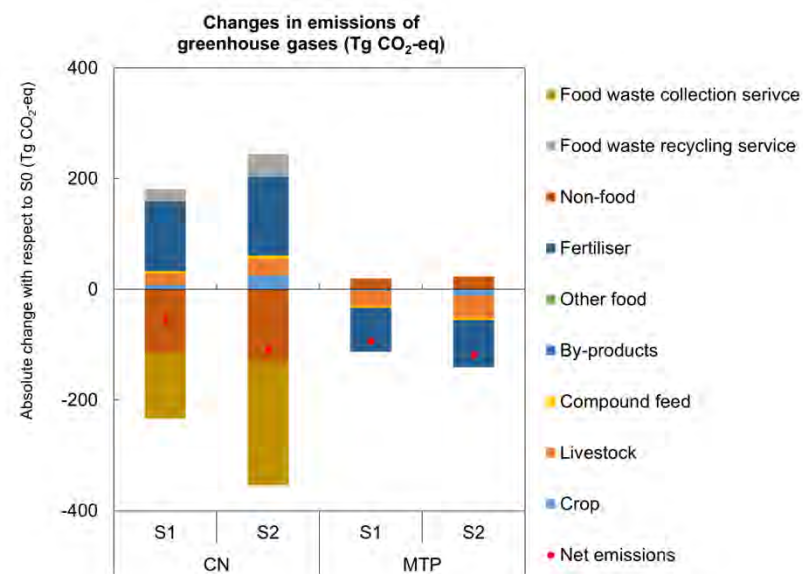
Negative environmental spillovers in emissions of acidification and eutrophication pollutants in China

- Environmental spillovers in China:** Expanded monogastric livestock production increased economy-wide emissions of acidification (3-6%) and eutrophication (0.5-0.8%) pollutants.
- Trading Partners' Environmental Gains:** China's main food and feed trading partners (MTP, e.g., Brazil, US, Canada) saw reduced economy-wide emissions of acidification (9-14%) and eutrophication pollutants (3-4%) by saving domestic livestock production.



Greenhouse gases (GHG) emissions reduction in China

- **GHGs Reduction in China:** Economy-wide GHG emissions decreased by 0.5-0.9%, primarily due to less food waste in landfills and incinerators, and contracted non-food production.
- **Trading Partners' Environmental Gains:** MTP reduced economy-wide GHG emissions (1.2-1.5%) by saving domestic production of livestock and fertiliser.



Results part 3:

Impacts on food security (i.e., food availability, food affordability)

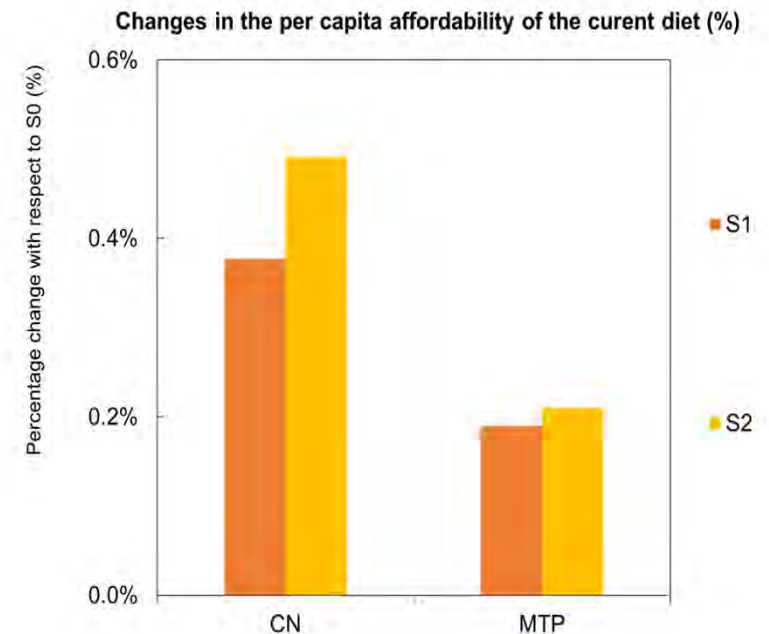
Improved global food availability

- **Food Availability in China:** Increased calorie availability (0.19-0.37%, 6-12 kcal capita⁻¹ day⁻¹) sustains an additional 2.6-5.2 million people in China.
- **Food Availability in Trading Partners:** Marginal decrease in calorie availability (0.02-0.03%, 0.5-1.0 kcal capita⁻¹ day⁻¹) in MTP puts 0.1-0.2 million people at risk of hunger.

		Calorie availability (kcal capita ⁻¹ day ⁻¹)	Additional number of people to be fed as the current diet (million people)
S0	China	3241.0	0
	MTP	3319.3	0
S1	China	3247.1	2.6
	MTP	3318.8	-0.1
S2	China	3253.1	5.2
	MTP	3318.4	-0.2

Improved global food affordability

- **Food Affordability in China:** Per capita affordability of the current diet increased by 0.38–0.49% in China.
- **Food Affordability in Trading Partners:** Per capita affordability of the current diet rose by 0.19-0.21% in MTP.



Conclusions

- **Impact on Livestock Production and Wage:** Upcycling 54-100% of food waste as feed increased monogastric livestock production by 25-37% and the average wage across the Chinese economy by 0.18-0.22%.
- **Negative Environmental Spillovers:** Increased Chinese economy-wide emissions of acidification (3-6%) and eutrophication (0.5-0.8%) pollutants due to expanded monogastric livestock production.
- **GHGs Reduction:** Synergy effects from less food waste in landfills and incinerators, alongside contracted non-food production, decreased Chinese economy-wide GHG emissions by 0.5-0.9%.
- **Asymmetric Impacts on Food Security and Environment Sustainability:** Feeding food waste strategies increased food availability (6-12 kcal capita⁻¹ day⁻¹) and affordability (0.38-0.49%) in China but slightly reduced food availability (0.5-1.0 kcal capita⁻¹ day⁻¹) and increased affordability (0.18-0.22%) in its trading partners.

Thank you!

Questions?

Contact me via
weitong.long@wur.nl



The current food waste utilisation in China

	Total amount (Tg)	Used as feed (%)	Unused biomass (%)
Cereals waste	36.09	39%	Landfill (40%) & incineration (21%)
Vegetables & fruits waste	175.01	39%	Landfill (40%) & incineration (21%)
Roots & tubers waste	13.32	39%	Landfill (40%) & incineration (21%)
Oil seeds & pulses waste	1.27	39%	Landfill (40%) & incineration (21%)
Cereal bran	31.34	36%	Landfill (42%) & incineration (22%)
Alcoholic pulp	42.34	16%	Landfill (55%) & incineration (29%)
Oil cake	84.66	72%	Landfill (18%) & incineration (10%)

The most key figure for summarising results

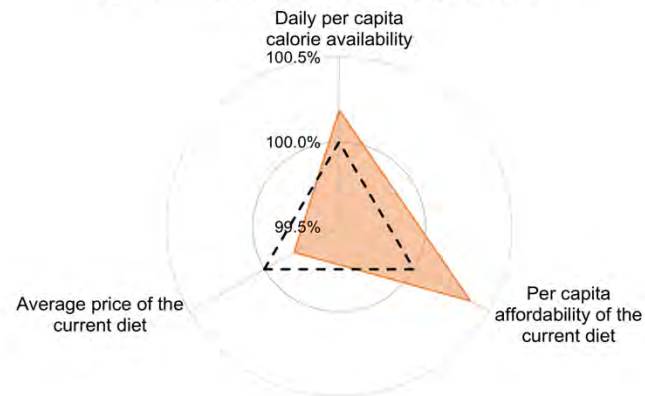
Food security-related indicators

- Improved food availability
- Improved food affordability
- Reduced food price

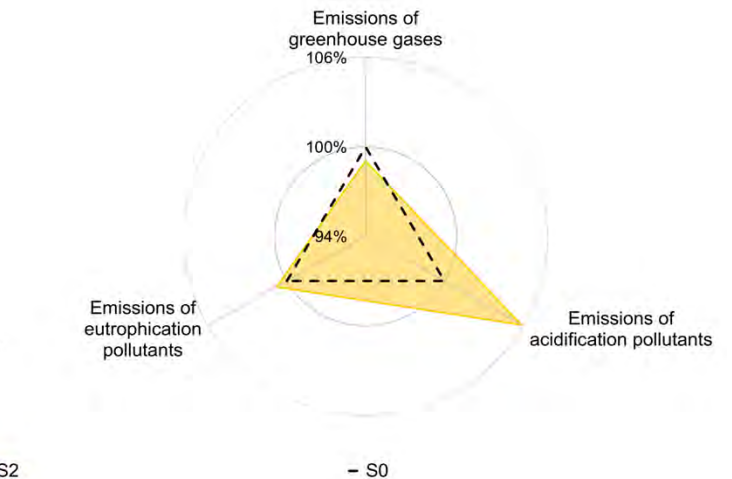
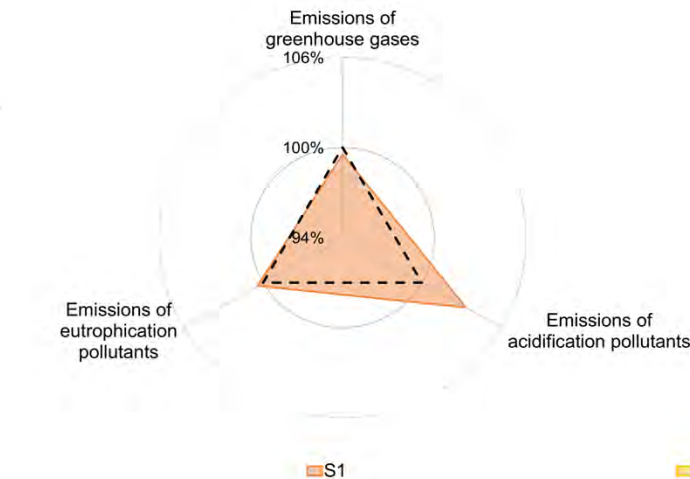
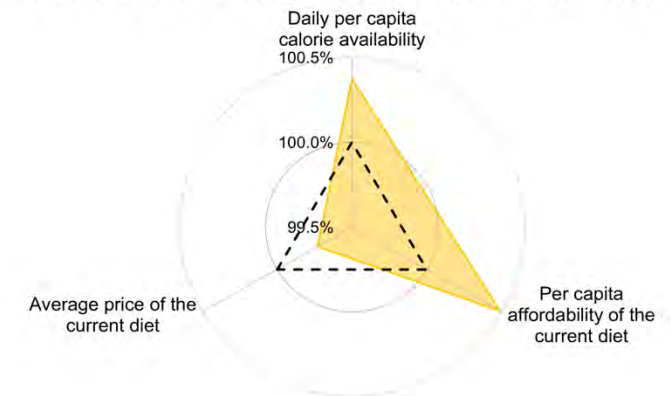
Environment sustainability-related indicators

- Decreased GHG emissions
- Increased emissions of acidification and eutrophication pollutants

S1: Allow partial use of food waste as feed



S2: Allow full use of food waste as feed with economies of scale



Modelling the sustainable transition of metropolitan food systems

Francesca Rubiconto, Sol Maria Halleck Vega,
Eveline S. van Leeuwen



Introduction

- Food systems are major drivers of greenhouse gas emissions, land degradation, freshwater use
- Metropolitan regions are responsible for most of this environmental impact
- The food sector is also an important source of income and employment
- These effects can extend well beyond the metropolitan region



Introduction

- EEIOA cannot account for income and substitution effects
- CGE provide an aggregated and stylized representation
- We introduce a scalar, systemic, and multilevel perspective
- A tool to support policy-making for sustainable transition of metropolitan food systems



1. Scalar approach

- Metropolitan regions have a crucial role
- They can influence food production and distribution patterns
- They control activities that are crucial for reducing the food carbon footprint
- They can support the development of alternative schemes of food provisioning

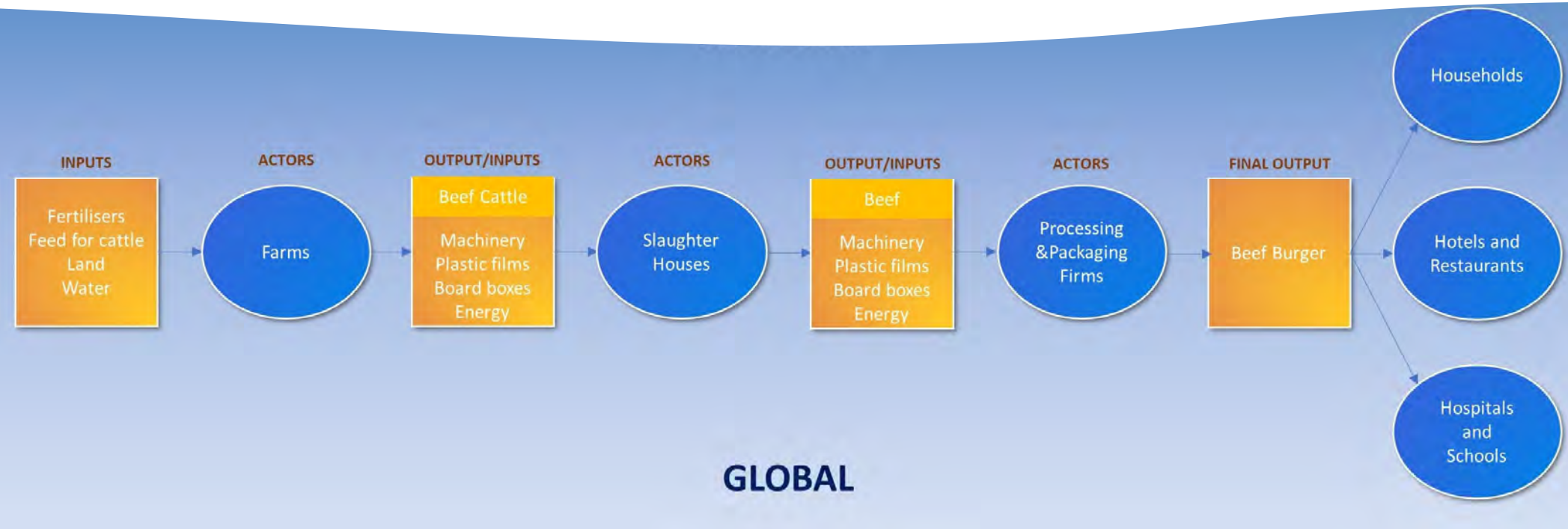


2. Systemic approach

- Each food product is produced through a combination of local and global inputs
- Numerous direct and indirect effects in other sectors and regions
- A systemic approach to food systems acknowledges the central role of demand
- It identifies the interdependencies between activities, inputs, outputs and actors



A systemic approach to food systems



3. Multilevel approach

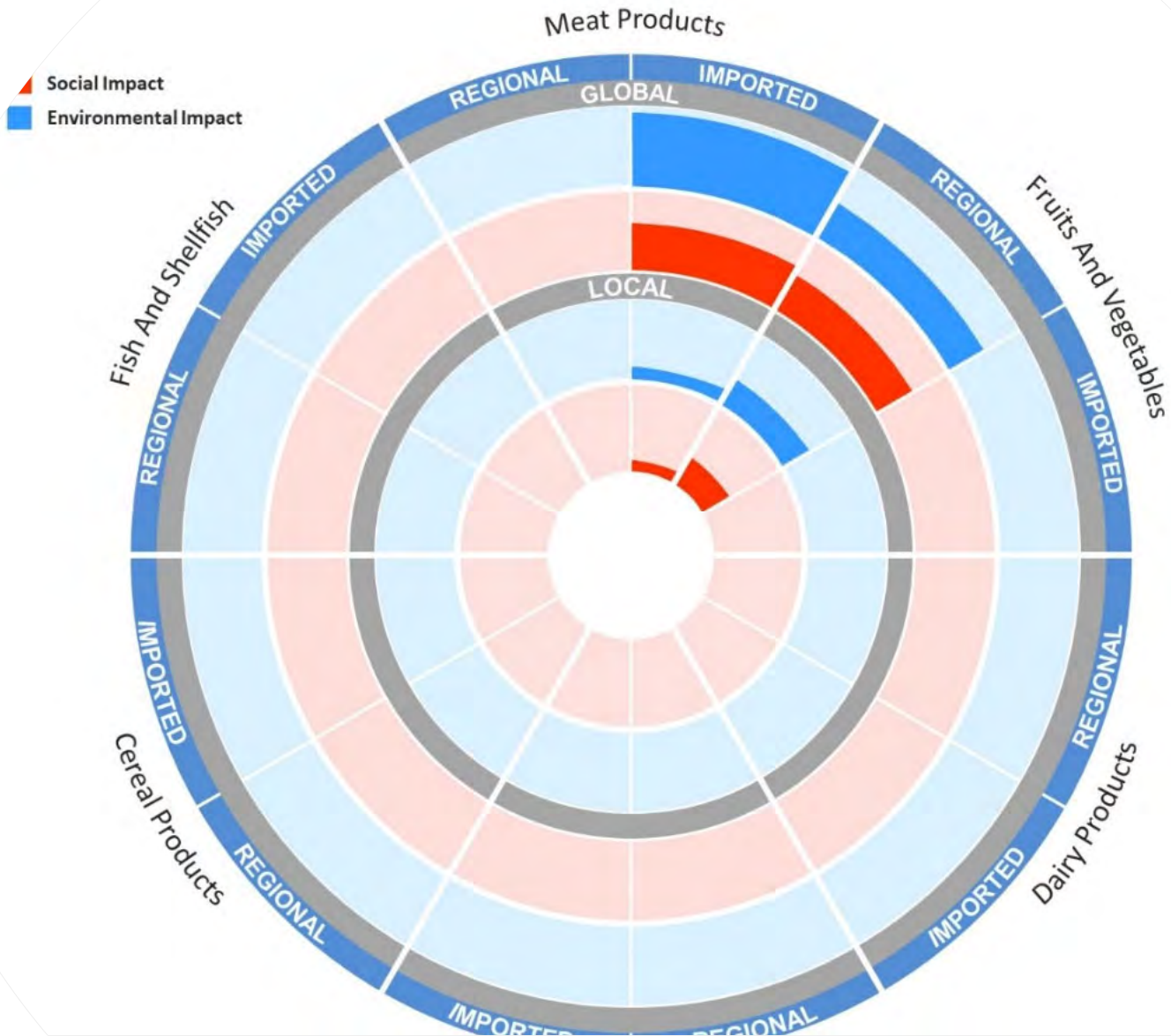
Explicit trade-offs:

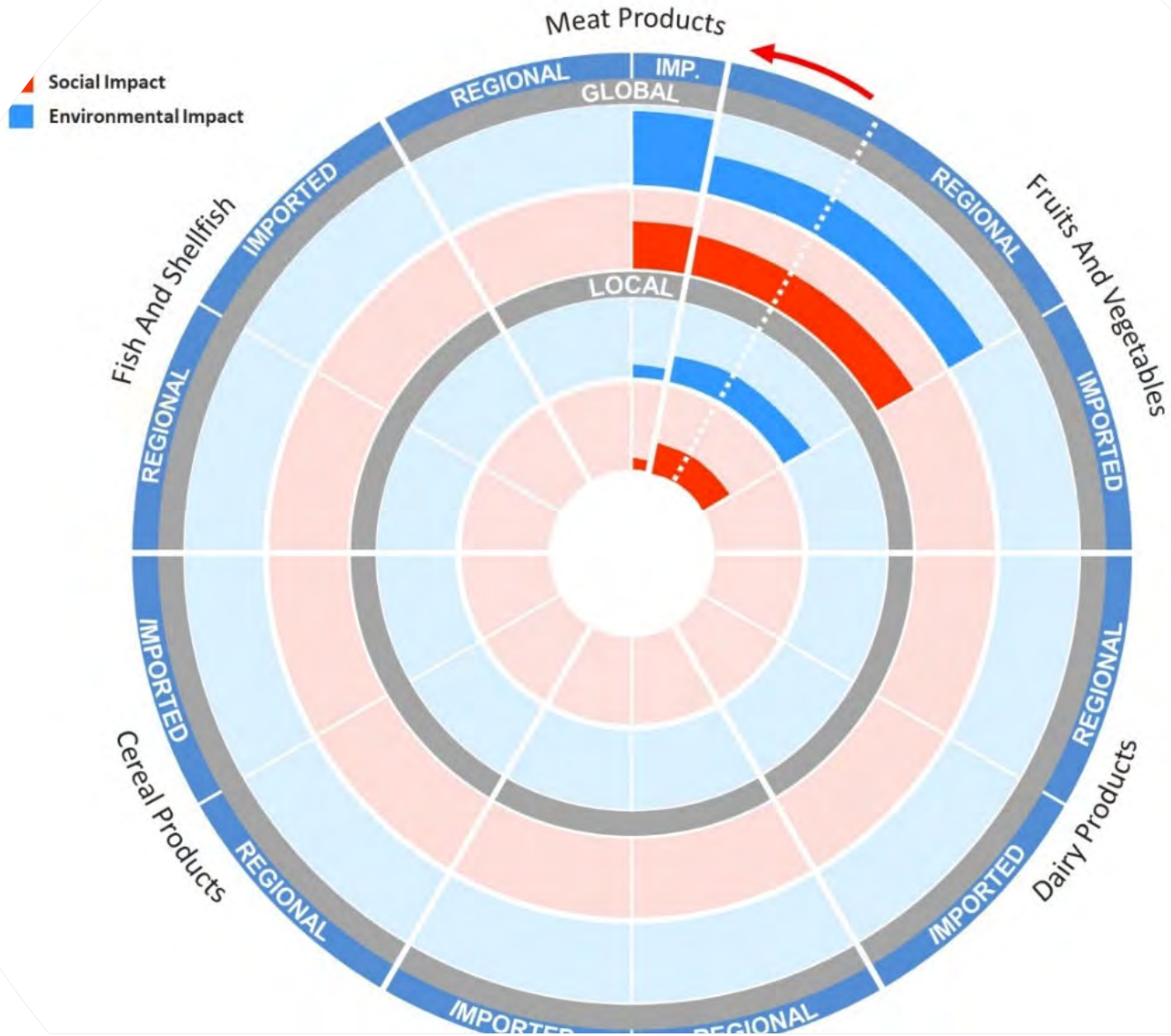
- Between different food categories
- Between food products of different origin

Implicit trade-offs:

- Between environmental and socioeconomic
- Between local and global effects

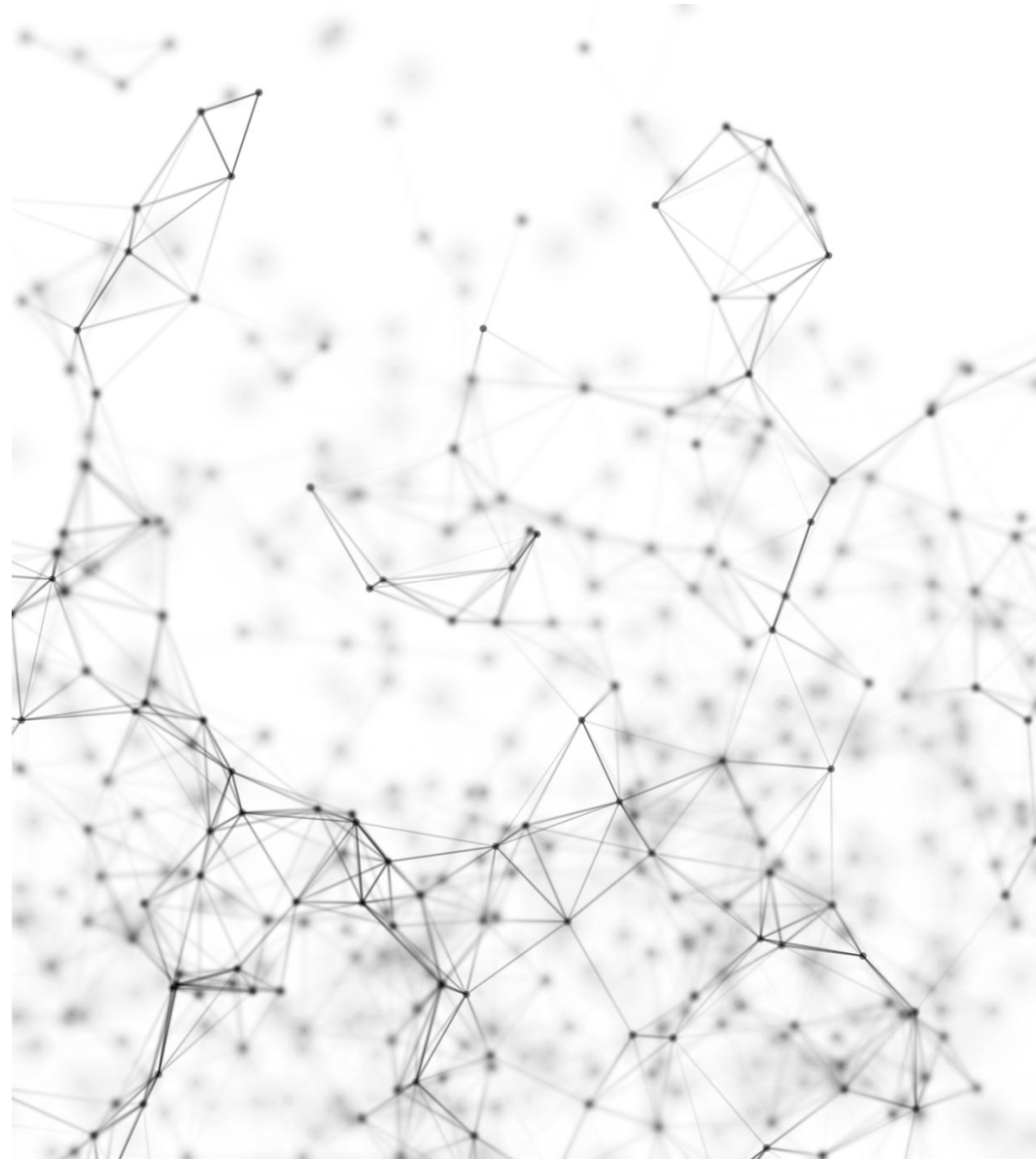






1. Micro-macro modelling

- The microscale of the model incorporates substitution effects between food products
- The macroscale of the model represents complex and simultaneous interactions
- It traces the environmental and socioeconomic effects associated to food choices



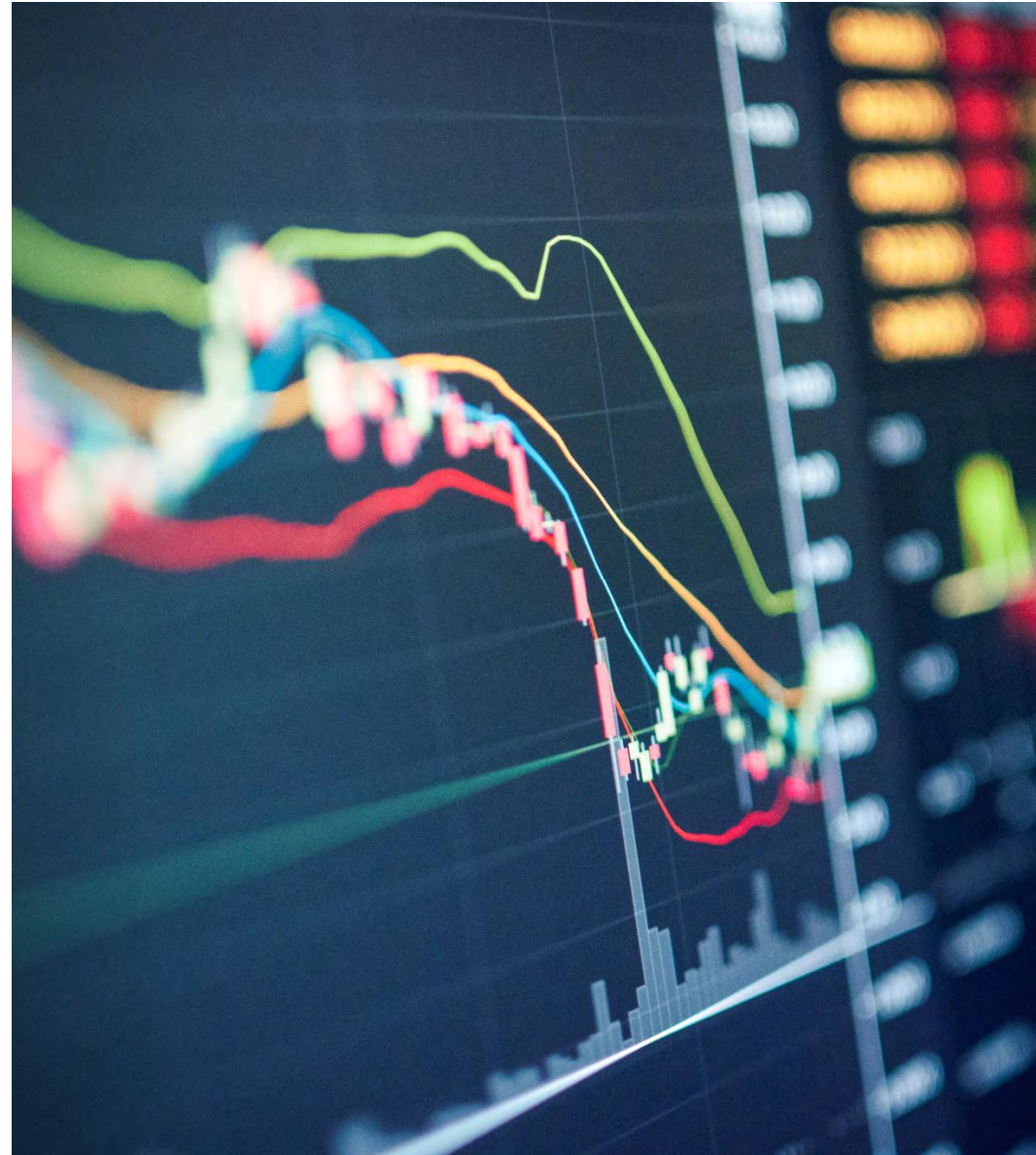
2. Demand-driven modelling

- Heterodox macro models extend the traditional input-output models
- They attribute a central role to demand
- They account for the redistributive effects of economic policies



3. Scenario-based modelling

- To investigate the indirect and unintended effects of regional government policies
- To capture the simultaneous and cumulative effects on socioeconomic and environmental variables
- To identify potential implicit trade-offs between environmental and socioeconomic, regional and global effects



MR-GlobalFood

- It combines:
 - Material and income flows between sectors and countries in the world
 - Finer level of detail for metropolitan region and food sector
- 13 regions
- 13 agricultural products
- 11 food products
- 17 general products





CCS models

Macroscale

Microscale

Consumption-based

Systemic

Scenario-based

Data-driven



Conclusions

- Account for the preferences and choices of the main actors in the metropolitan food system
- Model complex effects associated to a change in consumer preferences and public policies
- Investigate multilevel trade-offs between environmental and socioeconomic outcomes



III Economy for The Common Good International Conference
Converging Future-Fit Economic Models: Advancing Just and Sustainable Regions

The Doce River Basin's way to the common good: mapping a sustainable path through springs restoration.

Guilherme Rosa Thiago

June 3rd 2024

 univale

 GIT

Programa de Pós-Graduação
Gestão Integrada do Território

Introduction

Environmental Crisis

- Arises from the constant denial of the natural bases that sustain the economic process, a process that depends on ecological sustainability to last over time (Leff, 2022).

What can we do?

- Overcoming the environmental crisis would be possible if economic processes were structured in a sustainable and environmentally integrated way.
- What concrete measures can governments, companies, and organized civil society take to move in this direction?

Instituto Terra and the Olhos D'Água Program

- Ecosystem restoration initiative in the Doce River Basin (DRB), Brazil
- If and to what extent the ODP affects socio-economic development in its area?

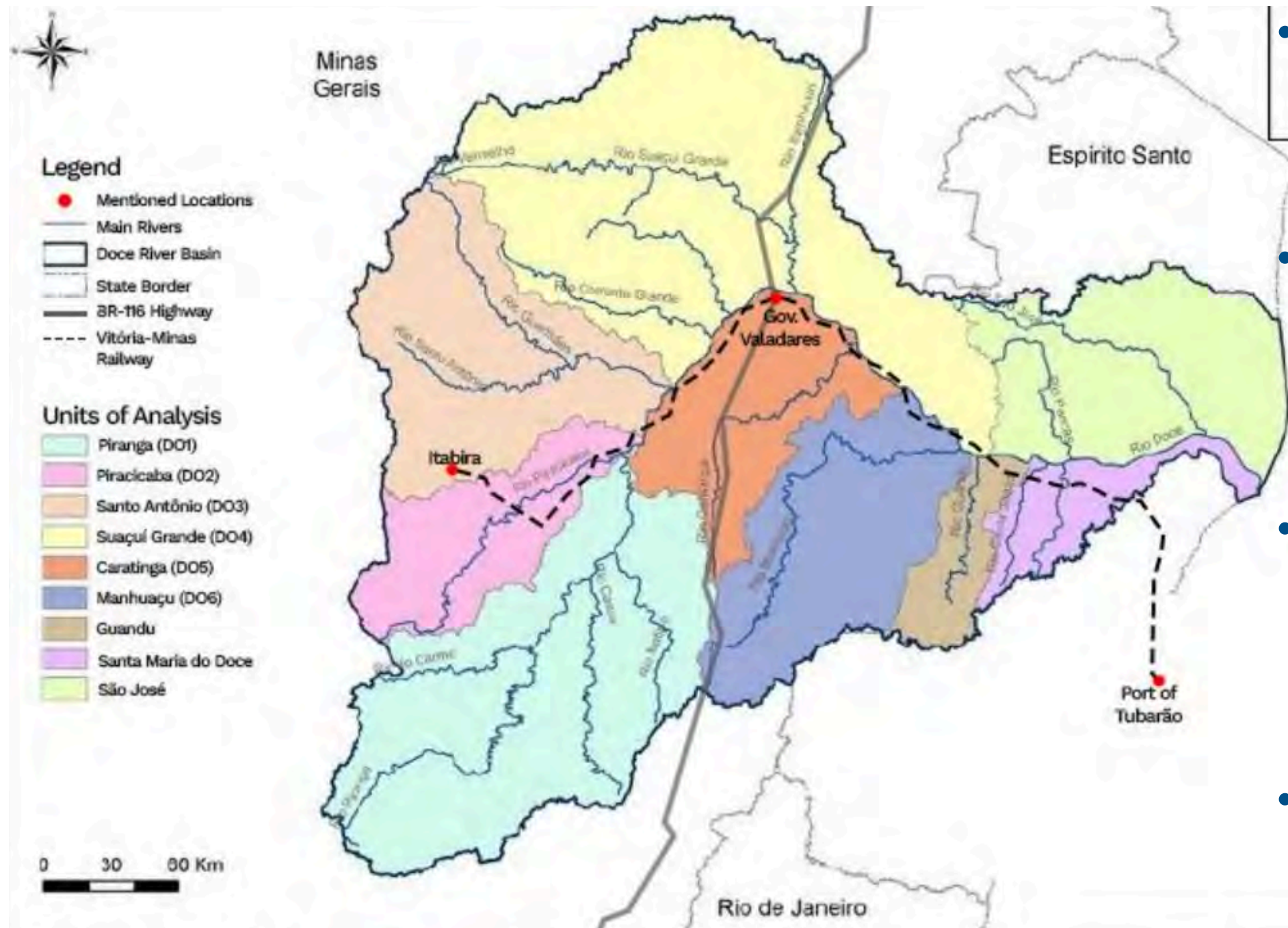
The Doce River Basin



- **Beginning of the 18th century**
- **Gold extraction** in the central area of Minas Gerais
- **Dense forests:**
 - inaccessible to colonizers
 - inhabited by native people
 - protection for the mining area against gold smuggling
- **Mid 18th century**
 - alternative to the decline of gold mining
- **Beginning of the 20th century**
 - arrival of foreign capital
 - steel industries
 - DRB occupation gained momentum
- The DRB had the **perfect combination** of forests, iron ore and rivers

The Doce River Basin

Doce River Basin Units of Analysis



- **Mid 20th century**
 - Convergence of international, national, and state/local elite interests
- **Brazilian government**
 - Established a state monopoly on the extraction and transportation of iron ore
- **World War**
 - made the US promote the mineral extraction industry to meet its demands for iron ore and mica.
- **Large-scale mining** became the only possible path to development

The Doce River Basin

Manhuaçu River Sub-Basin (DO6)



- **Manhuaçu Sub-Basin (DO6)**
 - Suffers the most from the environmental crisis
 - Severe droughts and rain deficit
- **Aimorés**
 - The hub city of the DO6
 - reduced its vegetation cover to 0,3% during the 20th century (Brianezi, 2015)
- **Instituto Terra's headquarters**
- **Capim River Micro-watershed**

The Doce River Basin

Instituto Terra

Fazenda Bulcão Private Natural Heritage Reserve (RPPN-FB), Aimorés/MG.



Degraded land in 2001 and the forest standing in 2013.

Mission: "to stimulate sustainable development through the recovery and conservation of forests, environmental education, and the correct use of natural resources"

How? Ecosystem restoration, production of Atlantic Forest seedlings, environmental extension, environmental education and applied scientific research

Instituto Terra and the
Olhos D'Água Program

Olhos D'Água Program

- **One of the best practices for recovering and conserving water resources on the planet** (UN/Water, 2011).
 - Already restored over 2000 springs in the Doce River Basin.
 - Its goal is to restore over 300.000 springs in the DRB.
 - It has a 30-year action plan
- **Methodology:**
 - a. Mobilization of producers and evaluation of the springs in the field;
 - b. Preparation of the project and delivery of equipment;
 - c. Isolation of the spring and installation of the septic tank;
 - d. Environmental Rural Registry (CAR);
 - e. Monitoring.
- Instituto Terra sees the ODP as a **catalyst for changes** in the mentality of farmers, a lasting process of engagement and environmental education.
- Because of its headquarters in Aimorés, between 2010 and 2018, ODP worked with 636 farmers in the city, especially in the **Capim River Micro-watershed**.



Instituto Terra and the
Olhos D'Água Program

Olhos D'Água Program



A farmer admiring his restored spring, and a glass of water straight from the spring.

Instituto Terra and the
Olhos D'Água Program

Methodology and results

- **Understand the farmer's perceptions of the ODP's impacts on their properties, based on the experience of each interviewee after the ODP.**
 - 20 face-to-face interviews in the Capim River Micro-watershed;
 - Interviews were audio recorded and then transcribed;
 - Organized using Microsoft Excel;
 - Highlighted the main parts of each answer;
- **Identified five main issues that emerged from the interviews**

The ODP has a positive impact

17 interviews

"the amount of water in all 3 [springs] has increased a lot. During the dry season the water didn't flow, now it flows all year round. During droughts, it slows down a lot, but it never stops flowing. Before, when it wasn't fenced in, there was hardly any water for the cattle to drink. In the (...) second year [after being fenced in], it was overflowing with water. It practically doubled its capacity to hold the cattle"

Interviewee 05

The IT gave the fence and never came back

05 interviews

"Instituto Terra gave away the fence and it never came back. If I get something from the government [referring to the equipment that IT gives to producers to fence] and it's good for me, I'm not going to take care of it?"

Interviewee 11

**Methodology
and results**



Some did not notice the difference after the ODP

03 interviews

"No, I haven't seen any difference yet. When it rains, there's a bit of a puddle"

Interviewee 04

Some want more financial and technical support

03 interviews

"They should give more support to the producer to maintain the fence and everything. (...) It's good that you publicize what's going on, how it happened, that the project was efficient, and maybe more improvements will appear"

Interviewee 04

They emphasized the rain deficit

02 interviews

"After it was fenced in, there was no [water] shortage. But rain is important, if there's no rain there's no tree to solve it. A couple of years ago there was a lack of rain and it reduced it well"

Interviewee 10

Mapping the Doce River Basin's restoration

- **The ODP has positive socio-economic impacts on the rural properties at the Micro-watershed level**
 - Financial issues limits the scale of the program
 - Got new funding from the German investment bank KfW to restore
 - 4000 springs
 - 50.000 more (almost 20% of the total 300.000)
- **How to transform the ODP into a Public Policy for regional sustainable development?**
 - Adopting a mission-oriented strategy (Mazzucato, 2021):
 - “government intervention as a catalyst for creating and structuring markets through dynamic partnerships and investments by public and private actors to solve major challenges”

Mission Map to restore the DRB

Setting the political agenda and civic engagement towards the grand challenge of	Restoration of the X River Micro Watershed
A mission with a clear objective	Recovering Y springs in the River X
Innovation across sectors	Organized Civil Society (IT and farmers' associations), Public Authorities and the private sector (business and organizations).
Portfolio of Projects and bottom-up experimentation	<ol style="list-style-type: none"> 1) Sustainable Farming - Healthy School; 2) Agile public procurement; 3) Building Better Business; 4) ODP at the Micro-watershed level;

Four existing Public Policies (three from the DRB and one from the ECG in Amsterdam) which, if combined at the municipal level in the DRB, have the potential to enhance the effects of the ODP and the other Public Policies in a virtuous cycle of sustainable development.

Conclusions

- **Answering the main goal:**
 - The interviews validated the ODP's positive impacts at the Micro-watershed level.
- **To tackle the issue with the ODP scale**
 - We built a mission map that can serve as a guide for alternative local models of sustainable development at the municipal level in the DRB;
 - Concrete steps that can be taken by Brazilian businesses, municipalities, and civil society together;

Centuries ago the **Minas Gerais** State united Brazil through its drive for **gold**. In this decade, the agendas and conditions are in place for Minas Gerais to once again integrate the country, but now with a drive for the **Common Good**.

Thank You!

Guilherme Rosa Thiago

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GIT Programa de Pós-Graduação
Gestão Integrada do Território

Loud or quiet quitting? The influence of work orientations on employee effort and turnover

**Milena Nikolova (University of Groningen)
ECGIC Conference 2024**

This work has received funding from the Dutch Research Council (NWO) from the Open Competition XS scheme, Number 406.XS.01.062

(Post)-pandemic world of work

- Great Resignation

- 2021: 48 mln job quits in the US, smaller in other countries
- 2022: in the NL 20% switched jobs

- Quiet quitting

- Doing minimum required not to get fired, "shirking"

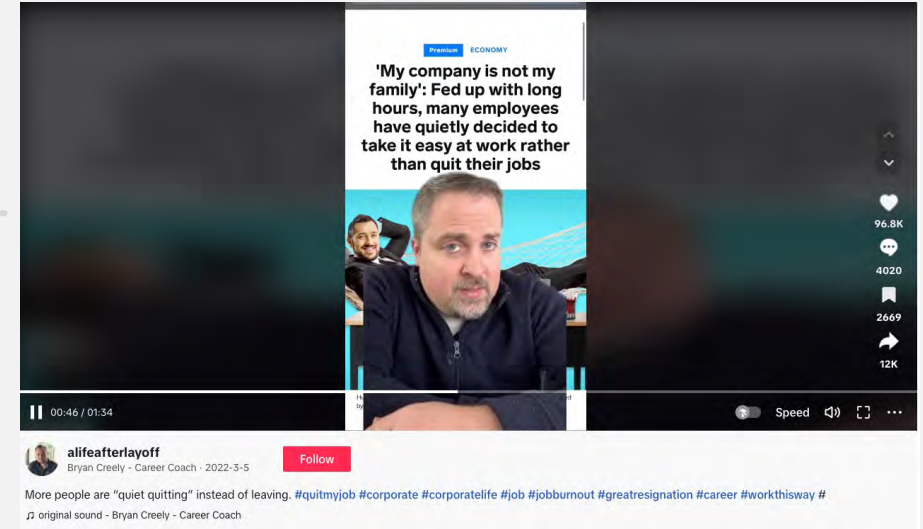
OR

- Fulfilling your job description
- **59% disengaged globally**, 18% actively disengaged, 23% actively engaged (Gallup, 2023)

(Post)-pandemic world of work

- Great Resignation

- 2021: 48 mln job quits in the US, smaller
- 2022: NL: 20% switched jobs



- Quiet quitting

- Doing minimum required not to get fired, "shirking"

OR

- Fulfilling your job description
- **59% disengaged globally**, 18% actively disengaged, 23% actively engaged (Gallup, 2023)

- Is this something new???

Why care?

- **Turnover** is contagious (e.g., Felps et al., 2009)
 - Economic costs of turnover:
 - The departure of one worker costs of 63 days in terms of wages (Yu et al., 2021)
 - One s.d. increase in turnover leads to 1.59 decrease in ROA in the next quarter (Li et al., 2022)
- **Disengagement** costs: \$8.8 trillion per year, 9% of global GDP (Gallup, 2023)



Image Source: DALL-E

This Paper's Contributions

- Work orientations in labor economics
 - A new research agenda?
- First study on how work orientations influence quit intentions, job search, effort at work, and engagement (quiet quitting) attitudes
- Focus on the Netherlands
- Original data collection (nationally-representative)

What *are* work orientations?

- The **long-term** views that people have about their work (Wrzesniewski, 1997; 1999)
 - **Job:** work is a means to earn a living
 - **Career:** work is a way to advance in life and in one's job & gain social status
 - **Calling:** work is a way to achieve fulfillment



Source: DALL-E

Hypotheses

- H1: **Job-oriented** individuals may seek new jobs and consider quitting more due to their primary financial motivation and minimum effort approach.
- H2: **Career-oriented** individuals tend to stay and work harder if their job offers growth opportunities and aligns with their career aspirations & leave/put low effort otherwise.
- H3: Those with a **calling orientation** are less likely to quit or job hunt, as they find intrinsic reward and identity in their work.

Data collection

- Dutch LISS Panel
 - April-May 2023 (one cross-section)
- Response rate 73% (2,512 respondents)
- Median response time 5 minutes
- Nationally-representative
 - Dropped non-working, over 67, those with a biological sex “other”, and those who did not provide answers to the key dependent variables
- **Final sample = 2,380**

Selected dependent variables

- 11% plan to quit in the next 12 months
- 19% are searching for a job
- 45% put at least 80% of their maximum effort at work
- 12% believe that quiet quitting is acceptable

Measuring work orientations (Wrzesniewski et al., 1997)



Correlations

Dimension	Cronbach's alpha	Eigenvalue (1 st principal component)	Variation explained
Job orientation index	0.51	1.39	70%
Career orientation index	0.65	1.96	65%
Calling orientation index	0.74	2.67	53%

Classify respondents into one work orientation based on the highest index score

33% job

31% career

35% calling

	Job orientations index	Career orientations index	Calling orientations index
Job orientations index	1		
Career orientations index	-0.050	1	
Calling orientations index	-0.386	0.034	1

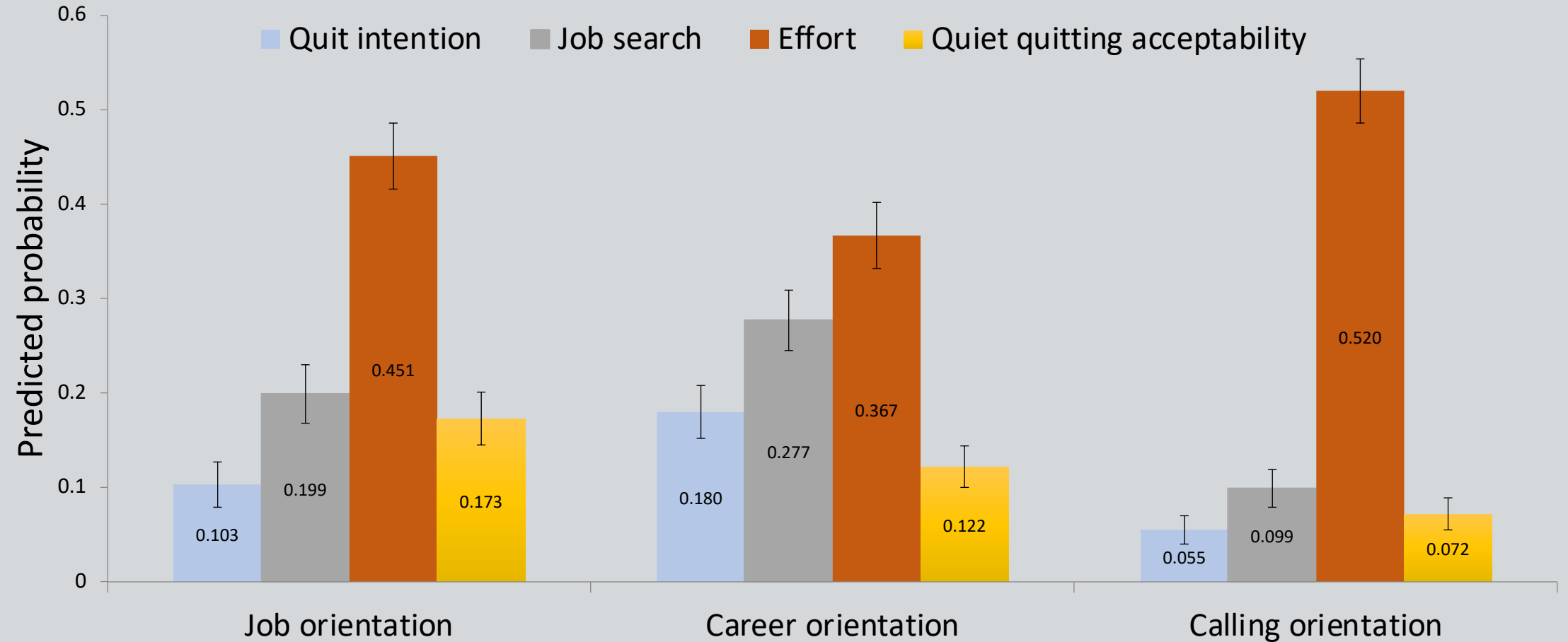
Work orientations response profiles

Job: older, non-self-employed, mid-to-low-skilled, lower work meaningfulness

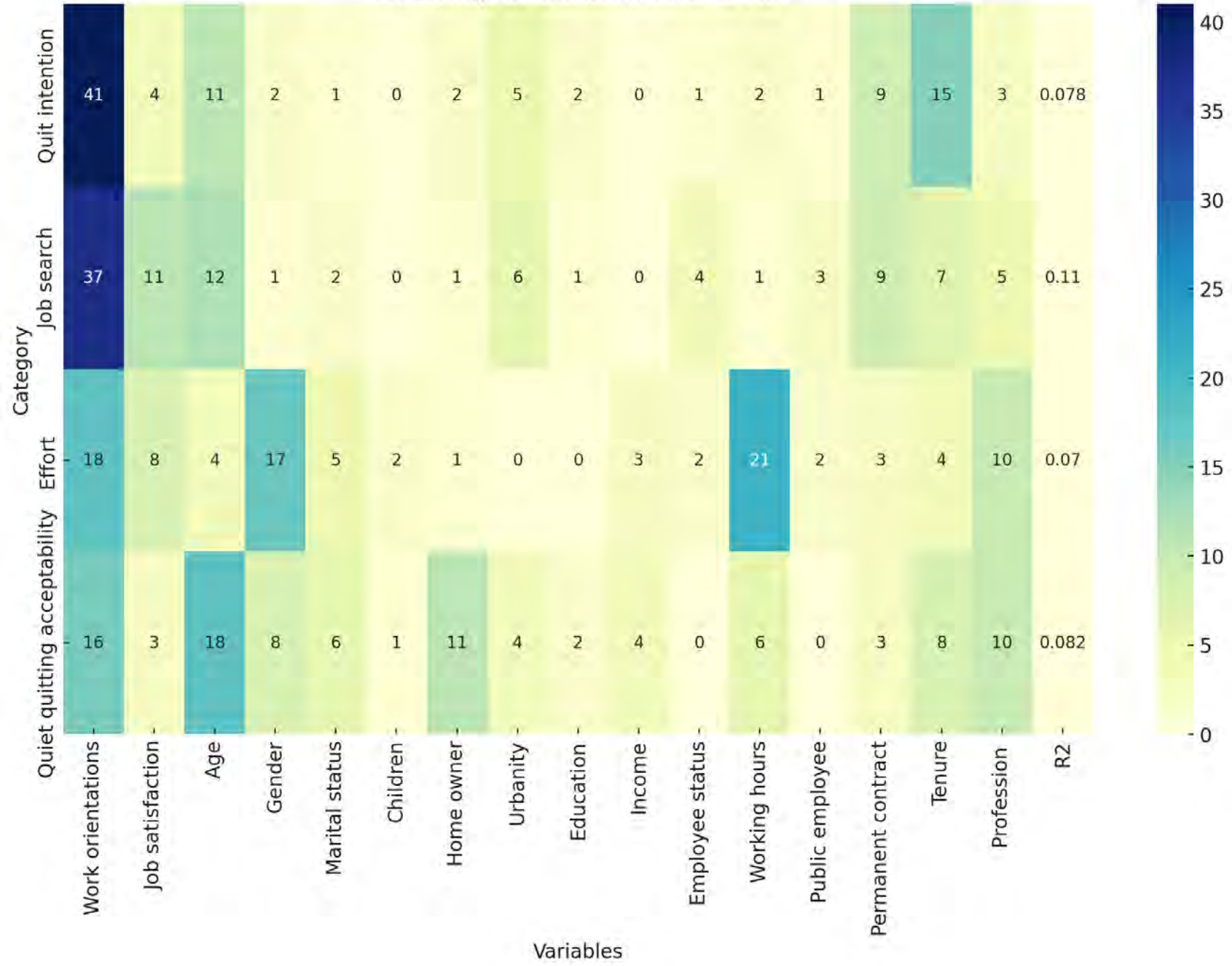
Career: younger, non-married, non-self-employed, urban, non-public employee, shorter tenure, mid-level supervisory, lower work meaningfulness, lower job satisfaction

Calling: female, home owner, rural, college-educated, self-employed, advanced academic/professional, longer work hours higher job satisfaction, higher work meaningfulness

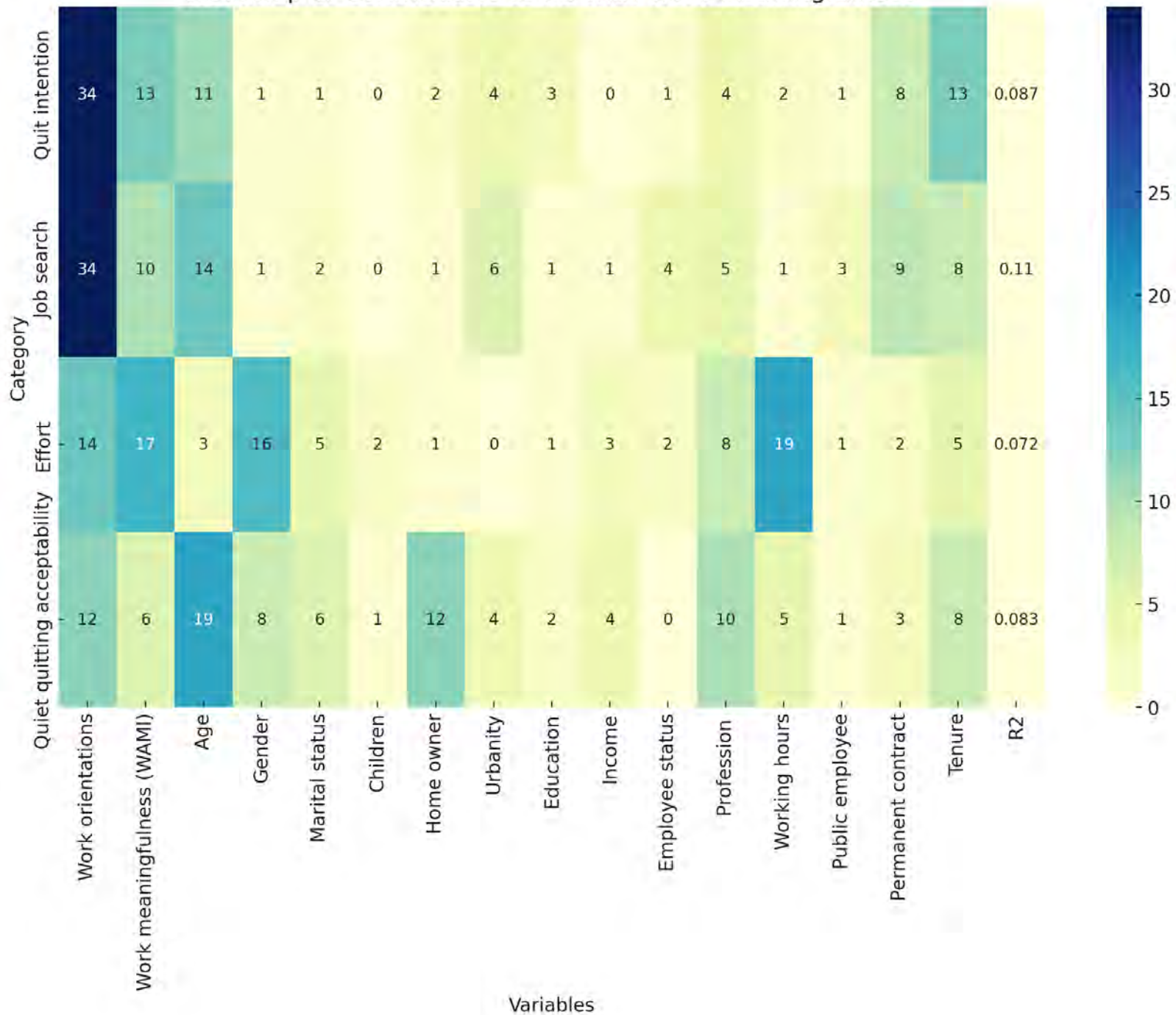
Main results



Heatmap of Contributors to R2



Heatmap of Contributors to R2 with Work Meaningfulness



Robustness Checks

- Controlling for personality traits (Big 5)
- Common method variance
 - Controls for job sat and work meaningfulness + Big5
- One predominant work orientation?
- Vignette measures of work orientations

Summary and conclusion

- We do not yet fully understand WO=> longitudinal data collection is key!!!
- WO determine job search, effort, and job quit intentions
 - Even more powerful than job satisfaction & work meaningfulness
- Examine WO => future behaviors in the LISS (data collected in 2024)
- Many open questions: (How) does technological change affect and interact with WO?
- WO enrich standard economics models, provide more realistic/complete picture of workers' motivations and labor market behaviors

Thanks!

Questions?

m.v.nikolova@rug.nl

Appendix

Motivation: The Great Resignation

- In 2021: 47 million job quits in the US (highest since the 2000s)
 - In April 2021: 3.9 million
- Also in other countries, including the Netherlands
 - In 2022, 20% of NL workers changed jobs (x2 compared with 2013)



Image source: DALL-E

Motivation: The Great Resignation

- In 2021: 47 million job quits in the US (highest since the 2000s)
 - In April 2021: 3.9 million
- Also in other countries, including the Netherlands
 - In 2022, 20% of NL workers changed jobs (x2 compared with 2013)

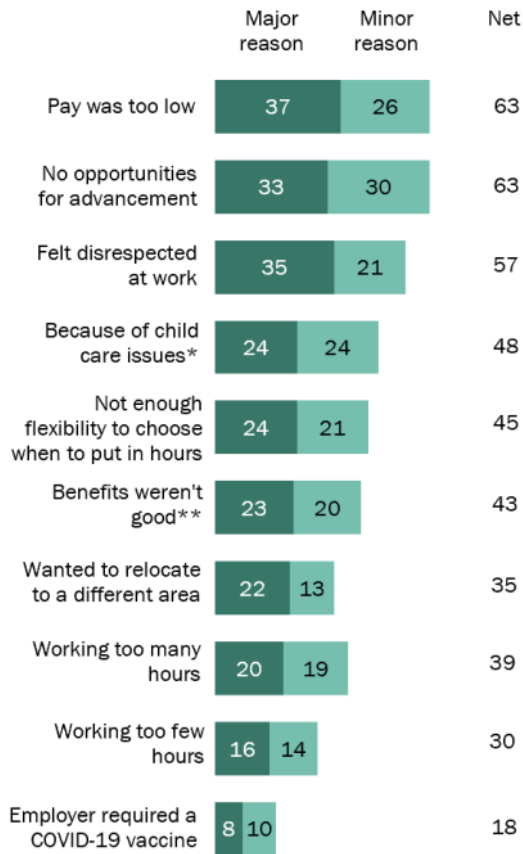


Image source: DALL-E

The Great Resignation: A crisis of meaning?

Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ___ why they did so



*Among those with children younger than 18 living in the household.

**Question provided health insurance and paid time off as examples.

Note: Figures may not add to subtotals due to rounding.

Source: Survey of U.S. adults conducted Feb. 7-13, 2022.

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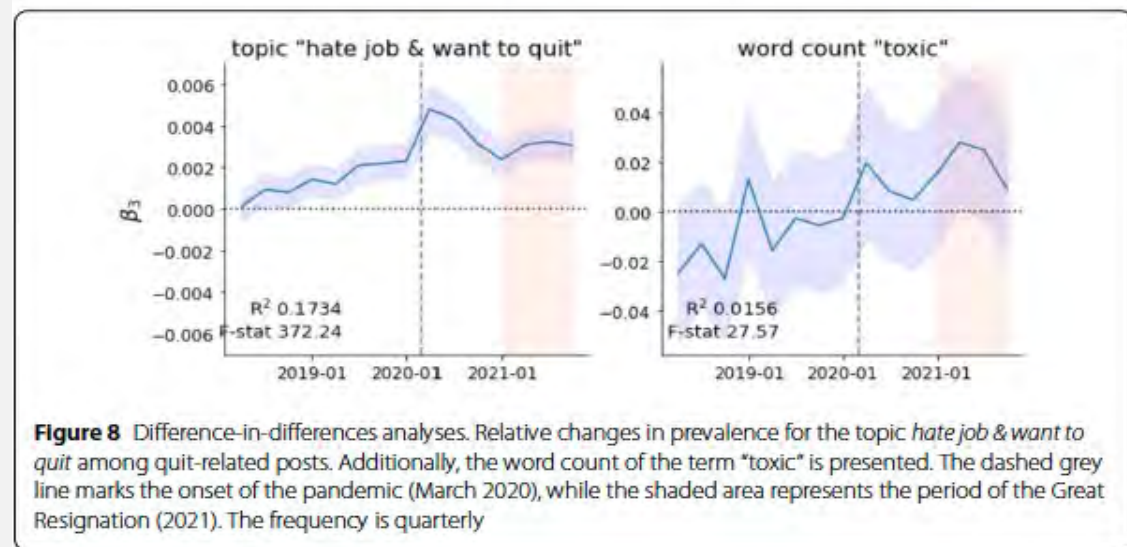
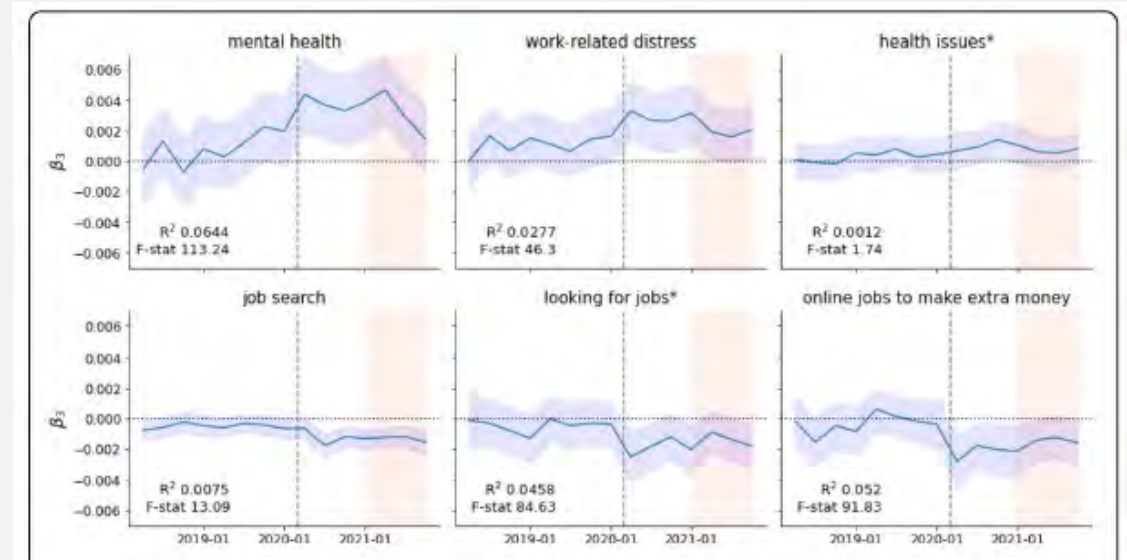
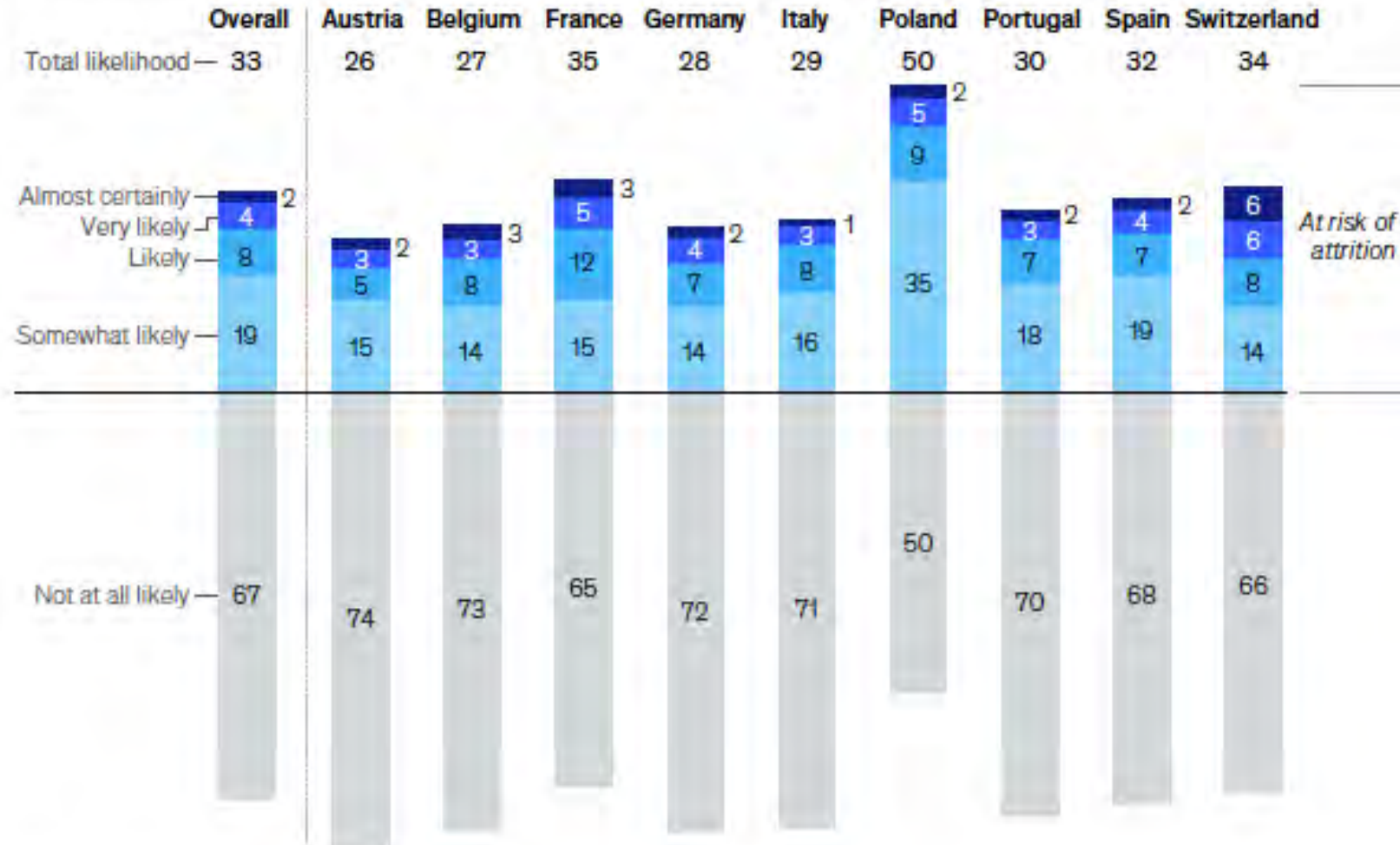


Figure 8 Difference-in-differences analyses. Relative changes in prevalence for the topic *hate job & want to quit* among quit-related posts. Additionally, the word count of the term "toxic" is presented. The dashed grey line marks the onset of the pandemic (March 2020), while the shaded area represents the period of the Great Resignation (2021). The frequency is quarterly

Is it over yet?

One in three European workers is considering quitting in the near term.

Likelihood that respondents will leave their current jobs in the next 3–6 months, %



Note: Figures may not sum to total, because of rounding.

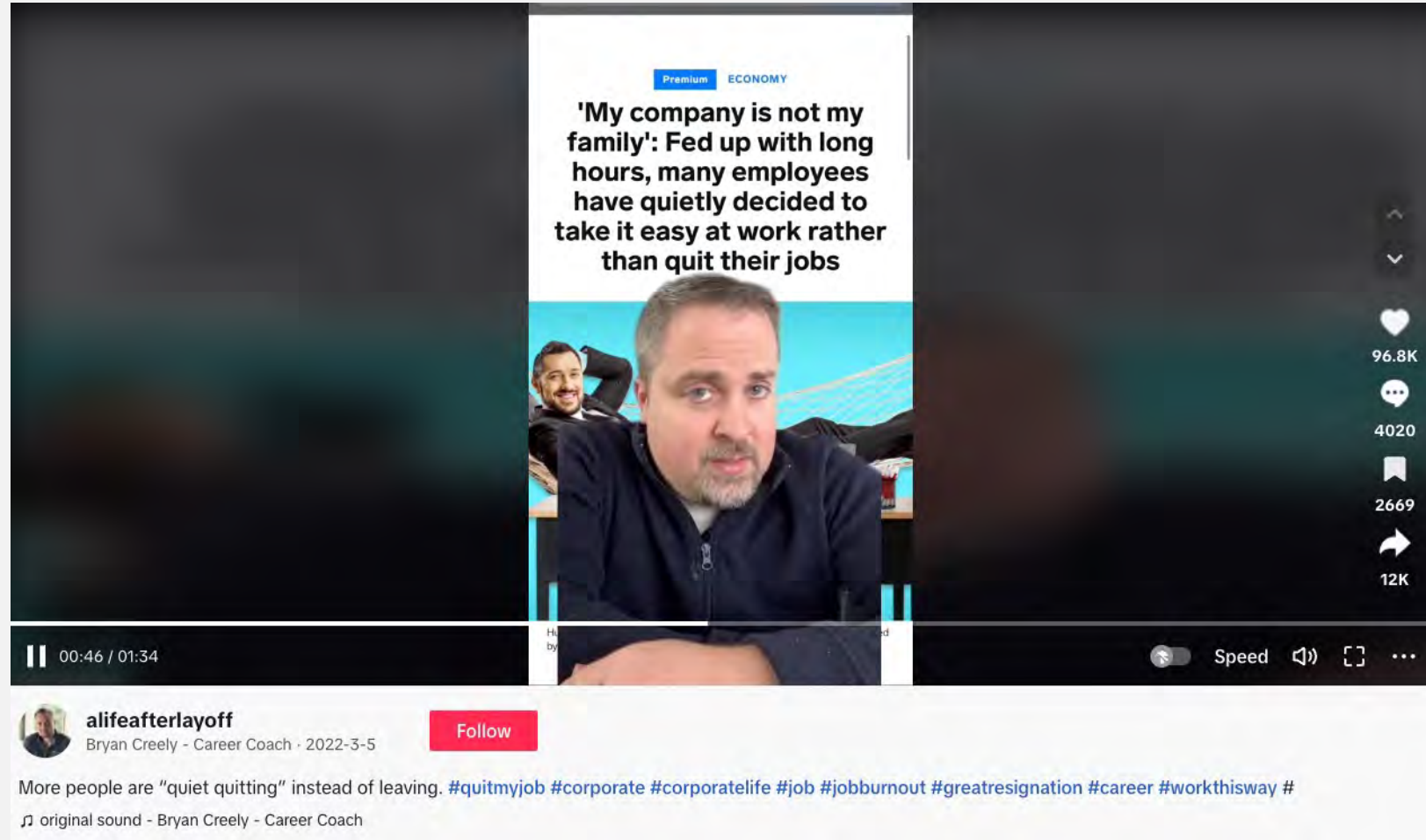
Source: Subset of respondents from McKinsey's 2022 European Great Attrition, Great Attraction survey who were employed at the time of the survey, which was conducted in Sept 2022 (n = 10,992).

Quiet quitting: or what happened to those who did not quit their jobs

- Doing minimum required not to get fired, "shirking"

OR

- Doing what is in your job description to avoid burnout
- March 2022: quiet quitting video of career coach Bryan Creely
 - July – TikTok video of Zaid Khan
- Is this something new?



Source: TikTok

Why quiet quitting?

- No solid scientific research, but factors include (Hamouche et al., 2022):
 - COVID
 - Burnout
 - Work-life imbalance
 - Lack of recognition
 - Poor management
- “Boundary-setting” or “revenge calibrating”

How prevalent is quiet quitting?

- Data on engagement (*is disengagement a symptom, consequence, or a synonym for quiet quitting?*)
- **Globally: 59% disengaged**, 18% actively disengaged, only 23% actively engaged (Gallup, 2023)
- In the Netherlands, only 14% engaged



Source: DALL-E

Work Orientations: Vignettes

Below are three descriptions of categories of people. Please read all three carefully. For each category, indicate how well this category describes you.

Category A people work primarily to earn enough money to support their lives outside of their jobs. If they were financially secure, they would no longer continue with their current line of work, but would really rather do something else instead. To these people, their jobs are basically a necessity of life, a lot like breathing or sleeping. They often wish the time would pass more quickly at work. They greatly anticipate weekends and vacations. If these people lived their lives over again, they probably would not go into the same line of work. They would not encourage their friends and children to enter their line of work. Category A people are very eager to retire.

Category B: work as a career

Category C: work as a calling

1. Not at all like me 2. Not really like me 3. A bit like me 4. Exactly like me

Vignettes

- Beginning of the survey
- Noisy responses (not carefully reading, lengthy paragraphs)
- No clear respondent profiles
- Only 1,524/2,380 respondents could be classified as being exclusively in one category
- Poor correlation with the index items
- Only 498 respondents' vignette respondents match those of the items responses

No clear response patterns on vignette questions

	(1)	(2)	(3)
	Job orientation, vignettes	Career orientation, vignettes	Calling orientation, vignettes
Age	-0.021** (0.008)	0.007 (0.009)	0.014 (0.009)
Age squared/100	0.024*** (0.009)	-0.009 (0.010)	-0.015 (0.009)
Male	0.021 (0.028)	-0.031 (0.028)	0.009 (0.027)
Married	0.036 (0.027)	0.014 (0.027)	-0.049* (0.026)
Children in household	0.014 (0.027)	0.012 (0.027)	-0.026 (0.026)
Home owner	-0.002 (0.031)	0.005 (0.032)	-0.004 (0.031)
Urban resident	-0.014 (0.025)	-0.019 (0.025)	0.034 (0.025)
College education	-0.076** (0.030)	0.048 (0.030)	0.027 (0.029)

Poor correlation between vignette and indices based on items

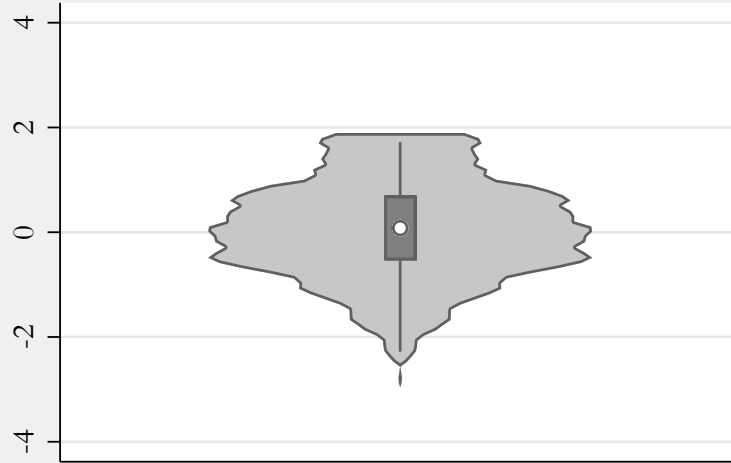
Correlation between work orientation categories, items and vignettes						
	Job orientation, items	Career orientation, items	Calling orientation, items	Job orientation, vignettes	Career orientation, vignettes	Calling orientation, vignettes
Job orientation, items	1					
Career orientation, items	-0.4605	1				
Calling orientation, items	-0.5801	-0.456	1			
Job orientation, vignettes	-0.018	0.013	0.006	1		
Career orientation, vignettes	-0.021	0.013	0.009	-0.525	1	
Calling orientation, vignettes	0.040	-0.026	-0.016	-0.481	-0.494	1

No clear patterns with the full vignette answers

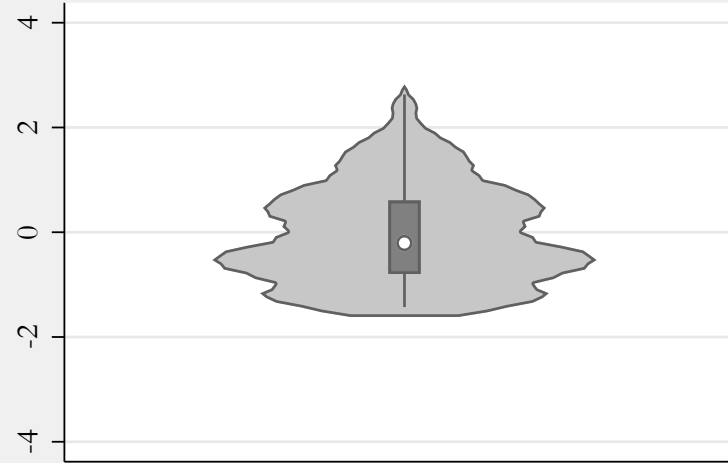
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Quit intention	Job search	Effort	Best work	Boundaries	Only renumerated work	Quiet quitting acceptability
Panel A: With Exogenous Individual Controls							
Work orientations (ref: job)							
Career	0.002 (0.019)	-0.004 (0.024)	-0.004 (0.031)	-0.021 (0.024)	0.027 (0.023)	0.015 (0.023)	0.024 (0.020)
Calling	0.011 (0.020)	-0.000 (0.024)	0.002 (0.031)	0.009 (0.025)	0.019 (0.024)	0.050** (0.025)	-0.005 (0.020)
Observations	1,524	1,524	1,524	1,524	1,524	1,524	1,524
Pseudo R ²	0.048	0.042	0.007	0.014	0.017	0.008	0.043
Panel B: With Full Set of Individual Controls							
Work orientations (ref: job)							
Career	0.002 (0.019)	-0.005 (0.024)	0.002 (0.030)	-0.017 (0.024)	0.020 (0.023)	0.017 (0.023)	0.023 (0.020)
Calling	0.010 (0.019)	-0.002 (0.024)	0.002 (0.031)	0.015 (0.025)	0.012 (0.023)	0.053** (0.025)	-0.008 (0.020)
Mean DV	0.106	0.185	0.446	0.806	0.830	0.180	0.123
Observations	1,522	1,522	1,522	1,516	1,524	1,516	1,516
Pseudo R ²	0.067	0.070	0.026	0.036	0.070	0.044	0.071

Violin Plots, Standardized work orientation indices

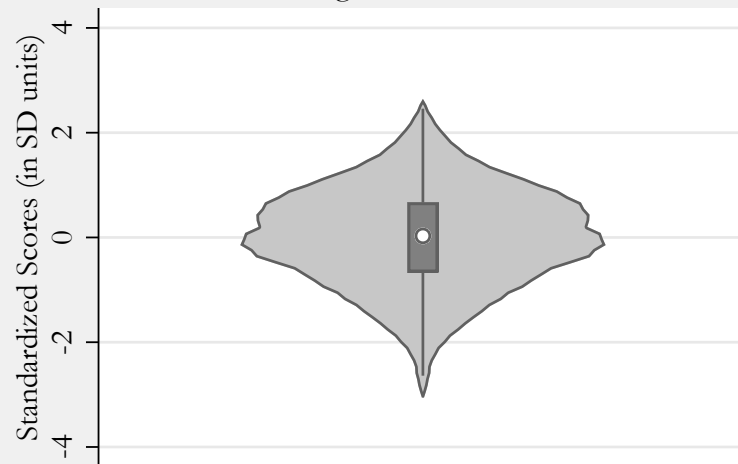
Job orientation index



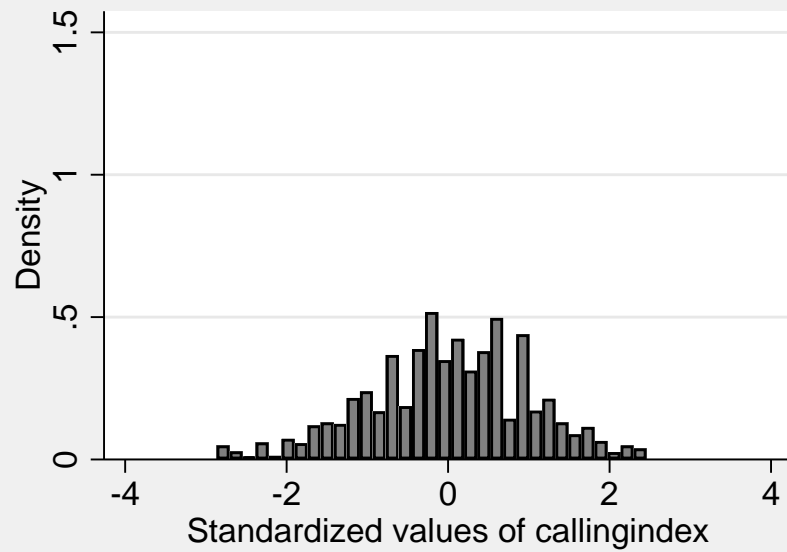
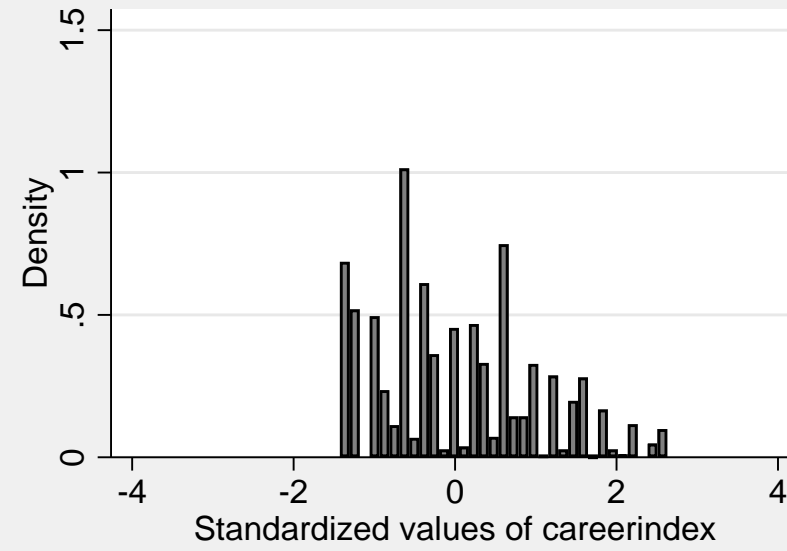
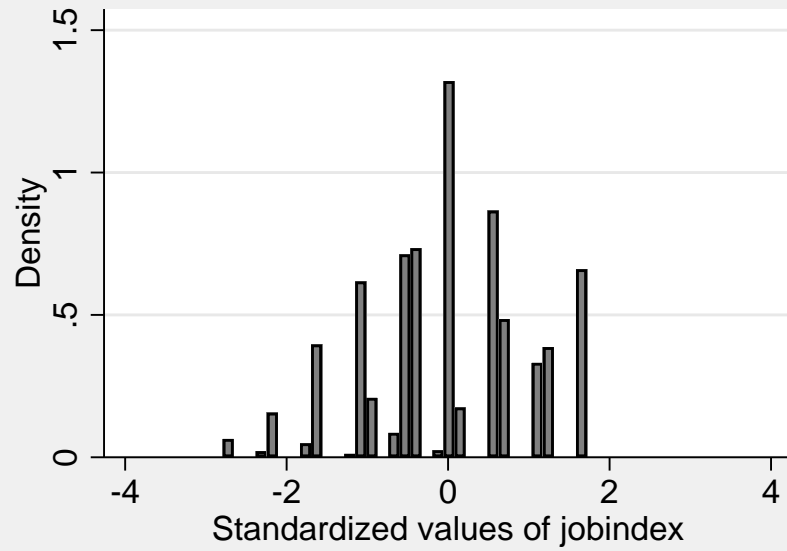
Career orientation index



Calling orientation index



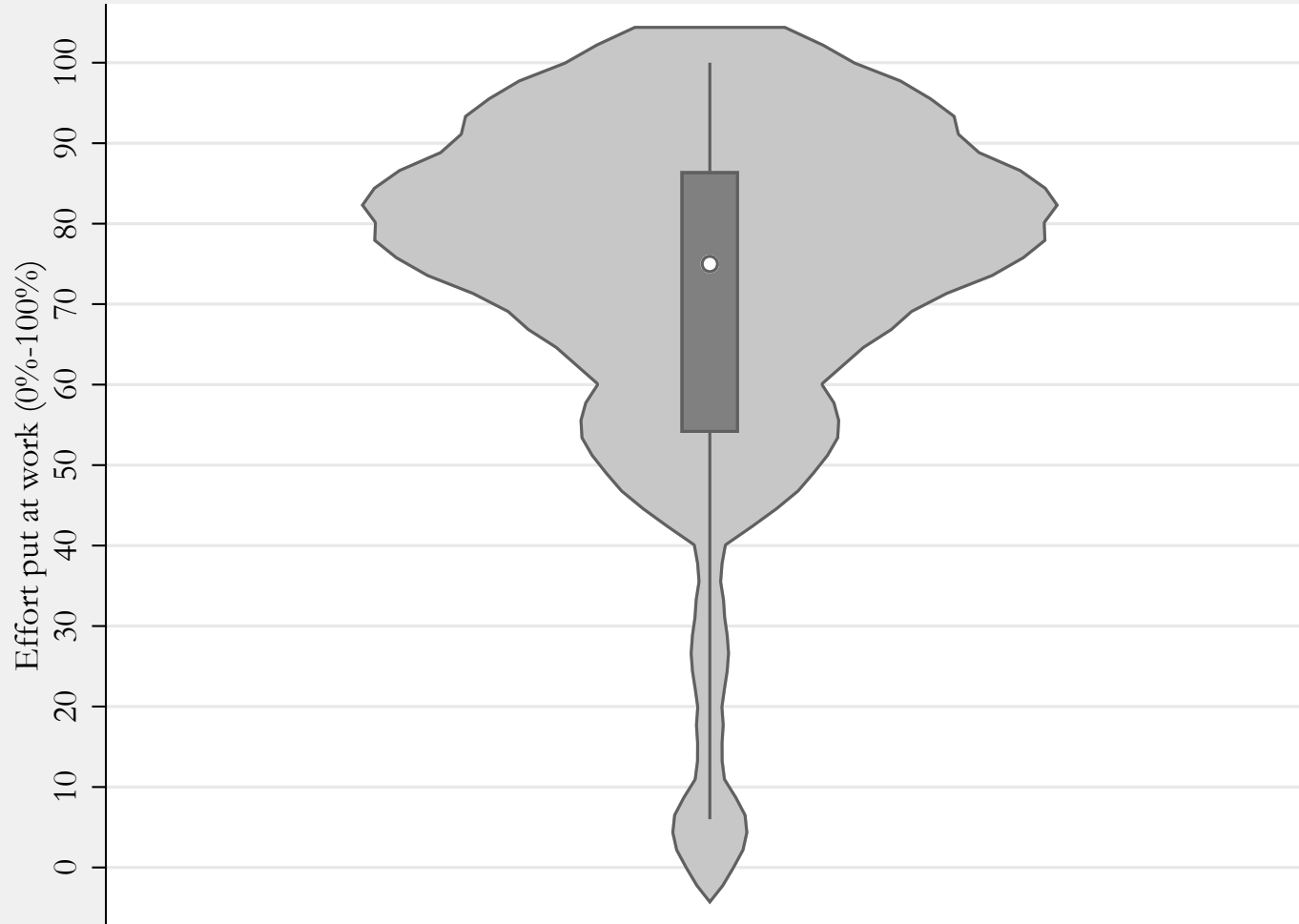
Histograms, Standardized work orientation indices



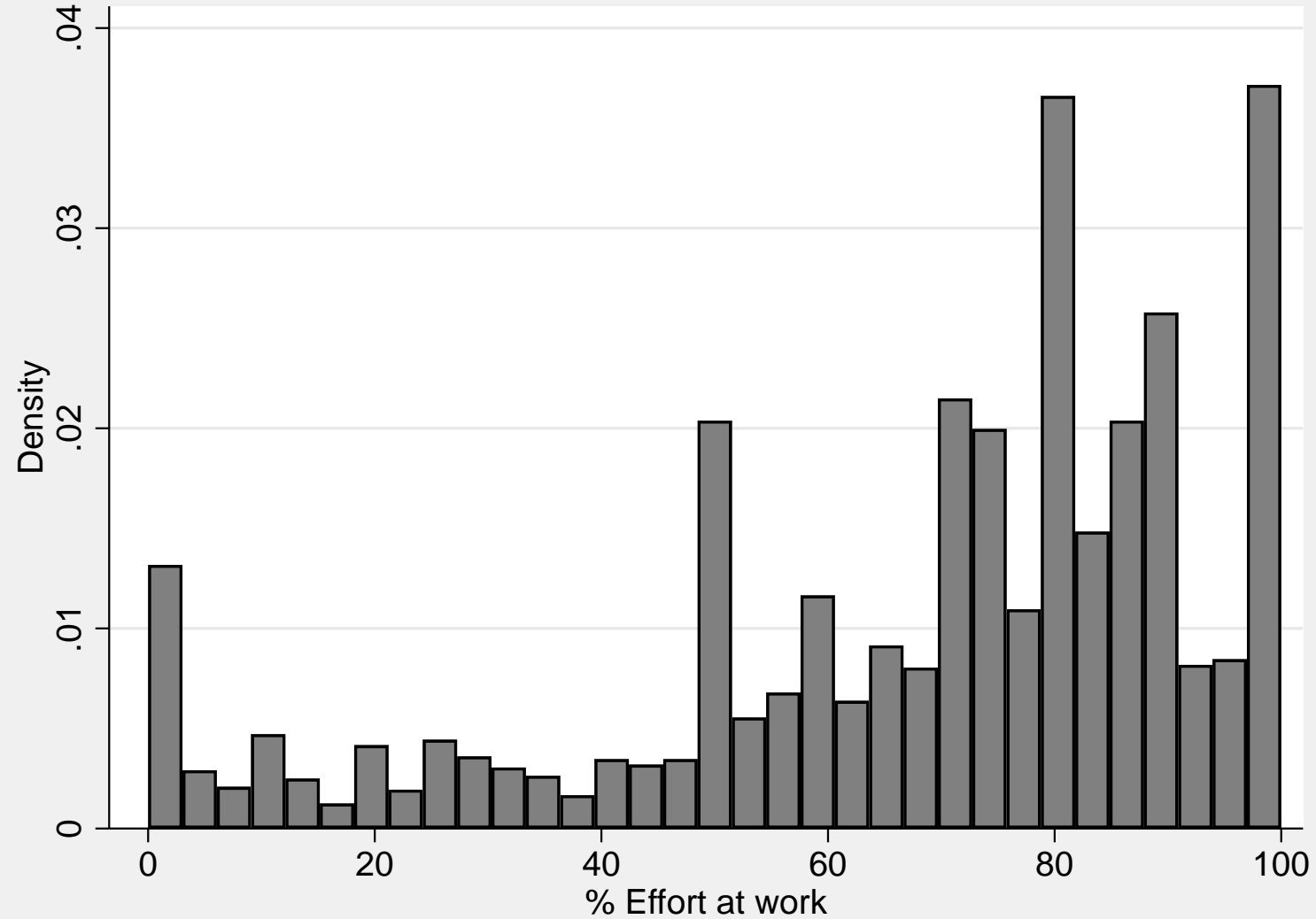
Dependent variables (1)

- Quit intentions in the next 12 months, recoded to yes if “likely” or “very likely” and 0 if “very unlikely,” “unlikely,” or neutral), 11% likely to quit
 - Good predictors of actual quitting
- Job search activities (updating the CV, applying for job openings, contacting a recruiter, etc.), 19% of the sample
- Effort: How much effort do you currently put in your main paid job? (Slider 0 to 100%), recoded as 1 if puts 80% or more effort and 0 otherwise (45% do)

Violin plot, self-reported effort



Histogram, self-reported effort



Dependent variables (2), quiet quitting

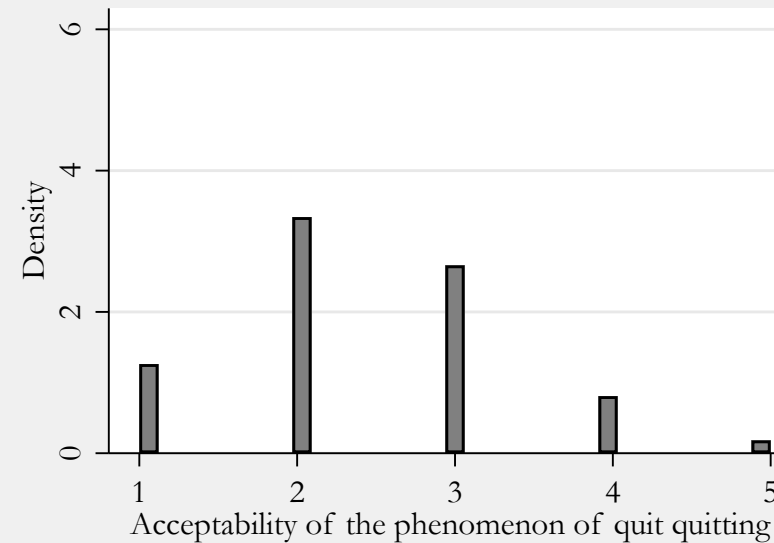
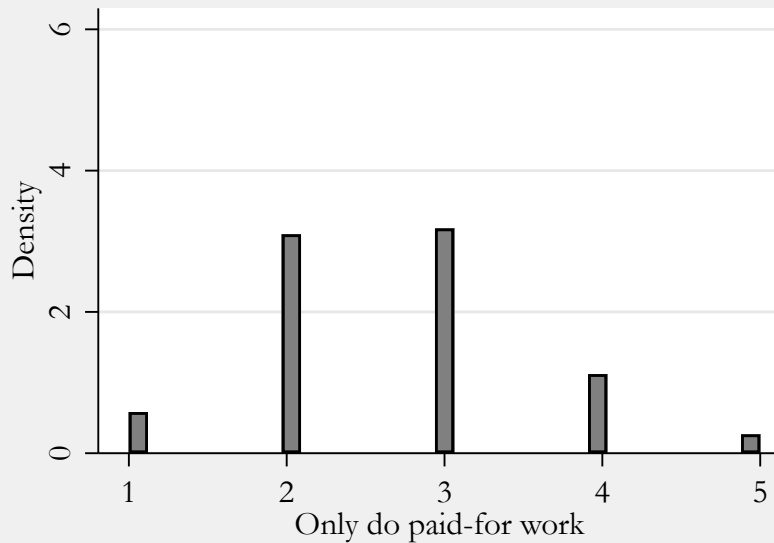
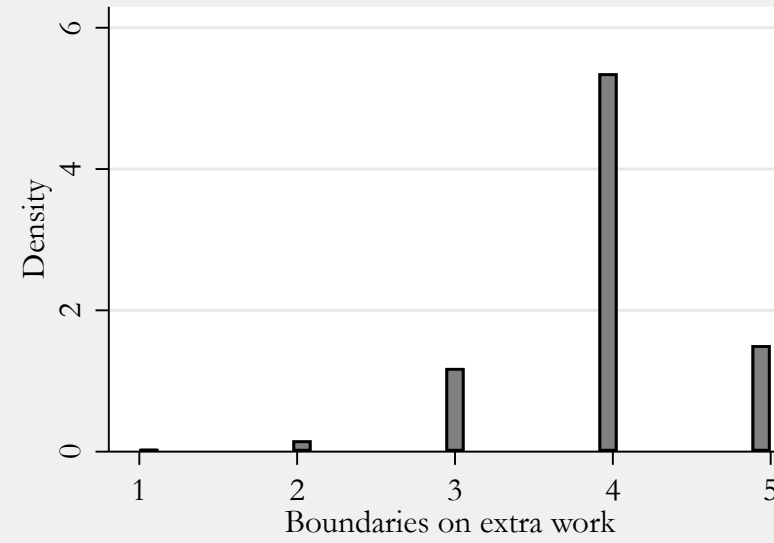
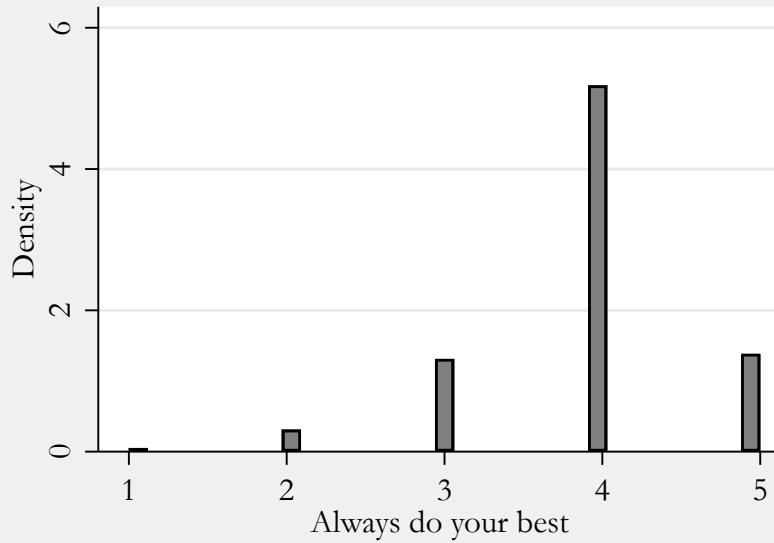
- Employees should always try to do their best at work
- Employees should set boundaries around the amount of extra work they do
- Employees should only do the work they are paid for, no more and no less

1 = disagree completely 5 = agree completely

- Some employees do only the bare minimum of what they are asked to do to keep their jobs. They do not put in extra effort if there is no compensation in return. This phenomenon is called “quiet quitting.” How acceptable do you find it when someone does this?

1= not acceptable, 5=fully acceptable

Dependent variables, quiet quitting (2)



Results, average marginal effects (all controls)

	(1)	(2)	(3)
	Quit intention	Job search	Effort
Work orientations (ref: job)			
Career	0.077*** (0.020)	0.078*** (0.024)	-0.084*** (0.027)
Calling	-0.048*** (0.015)	-0.100*** (0.019)	0.070*** (0.025)
Mean DV	0.113	0.191	0.449
Pseudo R ²	0.107	0.114	0.050

There is NO heterogeneity by generation (GenZ/Millennials and the rest), by biological sex, by education, or by teleworking

Results, average marginal effects (all controls)

	(4)	(5)	(6)	(7)
	Best work	Boundaries	Only remunerated work	Quiet quitting acceptability
Work orientations (ref: job)				
Career	-0.065*** (0.025)	-0.086*** (0.021)	-0.075*** (0.022)	-0.050*** (0.019)
Calling	0.103*** (0.019)	-0.038** (0.017)	-0.145*** (0.019)	-0.101*** (0.017)
Mean DV	0.797	0.832	0.168	0.120
Pseudo R ²	0.080	0.085	0.073	0.110

There is NO heterogeneity by generation (GenZ/Millennials and the rest), by biological sex, by education, or by teleworking

How important are work orientations?

Variable	Quit intention	Job search	Effort	Quiet quitting acceptability
Work orientations	41	37	18	16
Job satisfaction	4	11	8	3
Age	11	12	4	18
Gender	2	1	17	8
Marital status	1	2	5	6
Children	0	0	2	1
Home owner	2	1	1	11
Urbanity	5	6	0	4
Education	2	1	0	2
Income	0	0	3	4
Employee status	1	4	2	0
Working hours	2	1	21	6
Public employee	1	3	2	0
Permanent contract	9	9	3	3
Tenure	15	7	4	8
Profession	3	5	10	10
R ²	0.078	0.111	0.070	0.082

What about work meaningfulness?

Variable	Quit intention	Job search	Effort	Quiet quitting acceptability
Work orientations	34	34	14	12
Work meaningfulness (WAMI)	13	10	17	6
Age	11	14	3	19
Gender	1	1	16	8
Marital status	1	2	5	6
Children	0	0	2	1
Home owner	2	1	1	12
Urbanity	4	6	0	4
Education	3	1	1	2
Income	0	1	3	4
Employee status	1	4	2	0
Profession	4	5	8	10
Working hours	2	1	19	5
Public employee	1	3	1	1
Permanent contract	8	9	2	3
Tenure	13	8	5	8
R ²	0.087	0.112	0.072	0.083

Results, logit regressions, average marginal effects with and without controls

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Quit intention	Job search	Effort	Best work	Boundaries	Only renumerated work	Quiet quitting acceptability
	Panel A: With Exogenous Individual Controls						
Work orientations (ref: job)							
Career	0.084*** (0.019)	0.091*** (0.024)	-0.079*** (0.027)	-0.071*** (0.025)	-0.080*** (0.022)	-0.085*** (0.023)	-0.048** (0.020)
Calling	-0.045*** (0.014)	-0.097*** (0.018)	0.069*** (0.025)	0.097*** (0.019)	-0.029* (0.017)	-0.163*** (0.019)	-0.101*** (0.017)
Pseudo R ²	0.074	0.079	0.0200	0.047	0.0222	0.041	0.061
	Panel B: With Full Set of Individual Controls						
Work orientations (ref: job)							
Career	0.077*** (0.020)	0.078*** (0.024)	-0.084*** (0.027)	-0.065*** (0.025)	-0.086*** (0.021)	-0.075*** (0.022)	-0.050*** (0.019)
Calling	-0.048*** (0.015)	-0.100*** (0.019)	0.070*** (0.025)	0.103*** (0.019)	-0.038** (0.017)	-0.145*** (0.019)	-0.101*** (0.017)
Mean DV	0.113	0.191	0.449	0.797	0.832	0.168	0.120
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Robustness Checks

- Controlling for personality traits (Big 5)
- Common method variance
 - Controls for job sat and work meaningfulness + Big5
- One predominant work orientation?
- Vignette measures of work orientations

Low correlation with the Big-5

	Job orientation	Career orientation	Calling orientation	Extraversion	Agreeableness	Conscientiousness	Emotional Stability	Imagination
Job orientation	1							
Career orientation	-0.468	1						
Calling orientation	-0.529	-0.502	1					
Extraversion	-0.115	0.054	0.061	1				
Agreeableness	-0.051	-0.098	0.144	0.325	1			
Conscientiousness	-0.005	-0.108	0.108	0.139	0.313	1		
Emotional Stability	-0.023	-0.093	0.111	0.249	0.077	0.266	1	
Imagination	-0.111	0.009	0.100	0.291	0.265	0.266	0.195	1

With the Big 5

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Quit intention	Job search	Effort	Best work	Boundaries	Only renumerated work	Quiet quitting acceptability
Work orientations (ref: job)							
Career	0.084***	0.080***	-0.078***	-0.075***	-0.084***	-0.077***	-0.044**
	(0.021)	(0.026)	(0.028)	(0.025)	(0.022)	(0.024)	(0.020)
Calling	-0.051***	-0.110***	0.059**	0.086***	-0.037*	-0.141***	-0.092***
	(0.015)	(0.019)	(0.027)	(0.020)	(0.019)	(0.021)	(0.018)
Extraversion	-0.002*	-0.002	0.001	0.002	-0.002	-0.001	0.000
	(0.001)	(0.001)	(0.002)	(0.001)	(0.001)	(0.001)	(0.001)
Agreeableness	0.001	-0.001	0.005**	0.007***	0.007***	-0.002	-0.002
	(0.001)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)	(0.001)
Conscientiousness	0.000	0.001	0.008***	0.010***	0.001	0.000	-0.000
	(0.001)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)
Emotional Stability	-0.002**	-0.004***	-0.005***	0.002	0.001	-0.001	-0.002
	(0.001)	(0.001)	(0.002)	(0.001)	(0.001)	(0.001)	(0.001)
Imagination	0.003**	0.005***	0.004	-0.004**	0.005***	0.006***	0.004**
	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)
Mean DV	0.114	0.191	0.440	0.799	0.826	0.173	0.118
Pseudo R ²	0.123	0.133	0.0628	0.120	0.109	0.0814	0.113

Do respondents have one predominant work orientation?

Summary statistics for each work orientation index, by work orientations category

Variable	Job orientation, N=778		Career orientation, N=740		Calling orientation, N=862	
	Mean	Std. Dev.	Mean	Std. Dev.	Mean	Std. Dev.
Job orientation index (continuous)	0.865	0.652	-0.234	0.848	-0.580	0.838
Career orientation index (continuous)	-0.550	0.636	1.042	0.729	-0.398	0.759
Calling orientation index (continuous)	-0.727	0.786	-0.233	0.806	0.856	0.624

Continuous work orientation indices (standardized)

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Quit intention	Job search	Effort	Best work	Boundaries	Only renumerated work	Quiet quitting acceptability
Job orientations index	0.009 (0.007)	0.014* (0.009)	0.030*** (0.011)	0.001 (0.009)	0.030*** (0.008)	0.057*** (0.009)	0.028*** (0.008)
Career orientations index	0.089*** (0.007)	0.105*** (0.008)	-0.048*** (0.012)	-0.042*** (0.009)	0.004 (0.009)	0.016* (0.009)	0.010 (0.008)
Calling orientations index	-0.054*** (0.007)	-0.064*** (0.008)	0.086*** (0.011)	0.079*** (0.009)	-0.000 (0.008)	-0.028*** (0.009)	-0.034*** (0.008)
Mean DV	0.114	0.191	0.440	0.799	0.826	0.173	0.118
Pseudo R ²	0.195	0.150	0.0461	0.0818	0.0764	0.0845	0.106

Similar patterns when we include the 498 vignette respondents who gave consistent answers

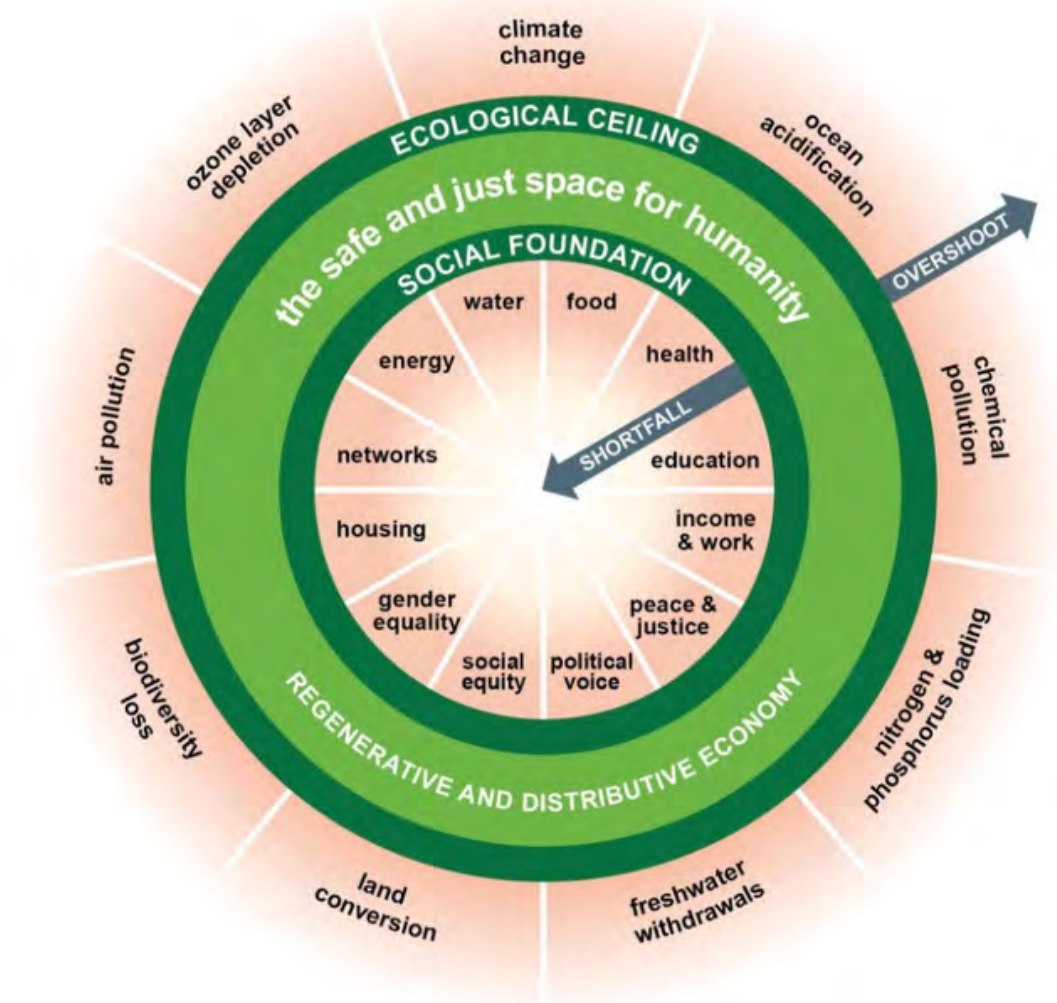
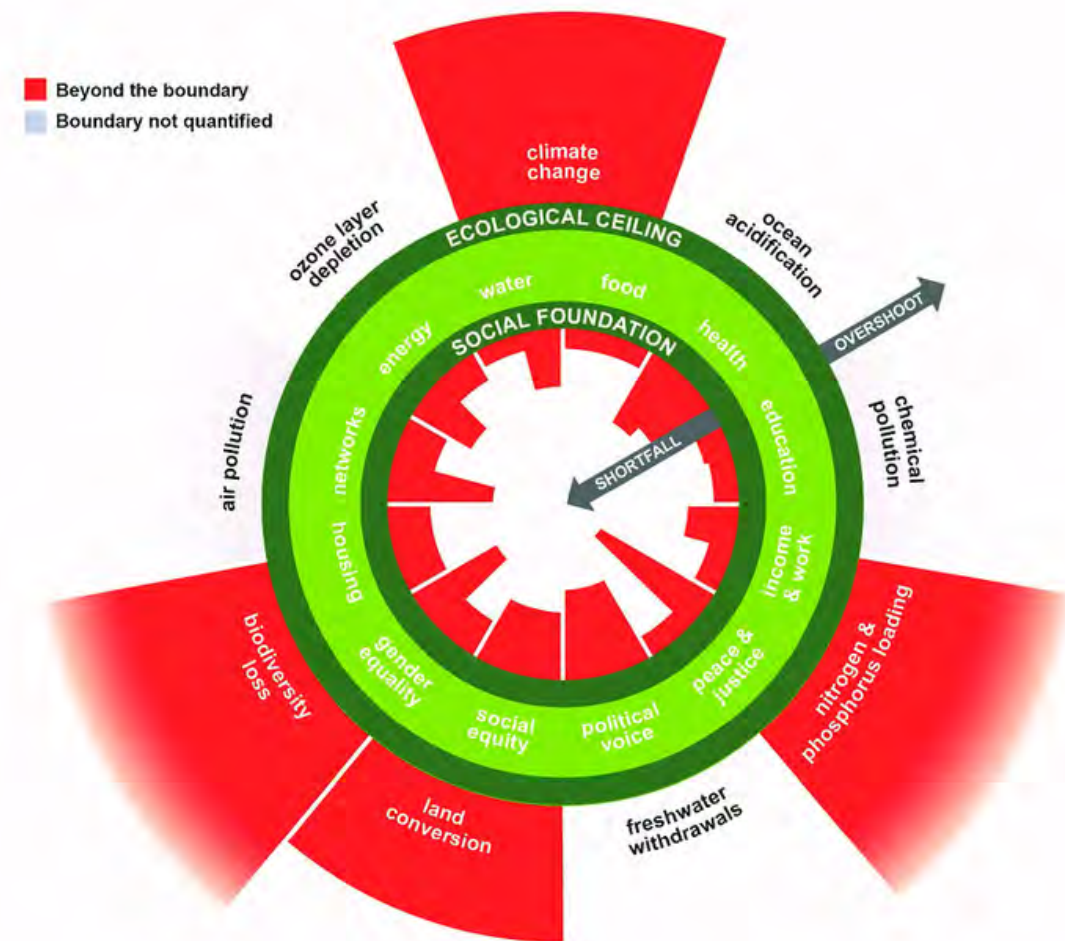
	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Quit intention	Job search	Effort	Best work	Boundaries	Only renumerated work	Quiet quitting acceptability
Work orientations (ref: job)							
Career	0.131***	0.120**	-0.006	-0.138**	-0.018	-0.044	-0.011
	(0.051)	(0.056)	(0.062)	(0.056)	(0.047)	(0.053)	(0.041)
Calling	-0.055*	-0.103***	0.056	0.052	-0.008	-0.115***	-0.089**
	(0.028)	(0.038)	(0.054)	(0.039)	(0.041)	(0.042)	(0.035)
Observations	498	498	498	498	498	498	498
Pseudo R ²	0.100	0.104	0.012	0.048	0.009	0.021	0.058



ESD value creation by MOE's and SOE's

Jonneke de Koning and Marlon Burgerhof

WHAT IS THE PROBLEM?



One of the key drivers is behavior at the enterprise level, shaped by the **purpose of maximizing shareholder value**

Achieving human wellbeing within planetary boundaries requires enterprises to adopt a **societal purpose and engage in post-growth value creation**

SOCIETAL PURPOSE AT RISK IN CONVENTIONAL OWNERSHIP

The fall from favour of Danone's purpose-driven chief

Ousting of Emmanuel Faber underlines challenge of pursuing profits and ESG goals



Advocate of a new 'humanist' capitalism © FT montage / Getty

Unilever chief admits Kraft Heinz bid forced compromises

Focus on maximising shareholder return 'distracts companies', says Paul Polman



Unilever chief Paul Polman censured financial analysts for not asking him a single question about climate change, diversity or human rights on earnings calls © Bloomberg

The Body Shop to cut 300 head office jobs and almost half of UK stores could close

Administrators tell staff seven shops will shut immediately with more to follow as business battles to survive



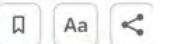
The Body Shop entered administration last week. Photograph: Vuk Valcic/ZUMA/Rex
The Body Shop is to cut 300 jobs at its head office while almost half of its 198 stores in the UK could close with the loss of hundreds more jobs as the business battles for survival.

Retail & Consumer

Ben & Jerry's Unilever fight shows risks of ceding control

By Richa Naidu and Ross Kerber

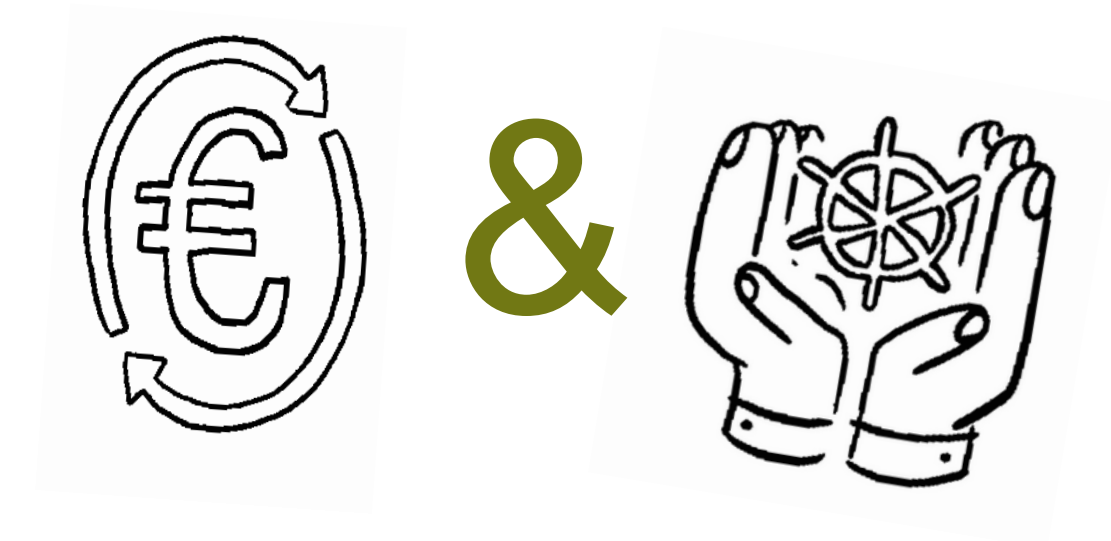
August 16, 2022 11:31 AM GMT+2 · Updated 2 years ago



Ben & Jerry's, a brand of Unilever, is seen on display in a store in Manhattan, New York City, U.S., March 24, 2022. REUTERS/Andrew Kelly/ File Photo Purchase Licenses Rights

LONDON/BOSTON, Aug 16 (Reuters) - Ben & Jerry's legal battle with Unilever (ULVR.L) sheds light on an issue affecting a growing number of purpose-led brands: how to maintain their identity after being bought by a major consumer company.

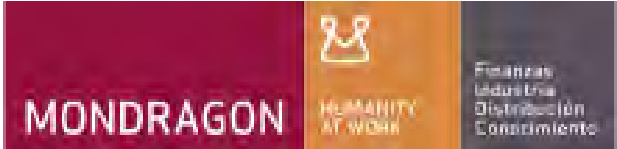
OWNERSHIP STRUCTURE



Assignment of **financial** rights and **control** rights (Hansmann, 1996)

	INVESTOR-OWNED ENTERPRISES	MEMBER-OWNED ENTERPRISES	STEWARD-OWNED ENTERPRISES
voting rights	Investors	Members	Stewards
financial rights	Investors	Members or the enterprise	Enterprise

EXAMPLES OF MOEs & SOEs



Sources: EURISCE (2023), De Goeij (2023), NCR (2024), Purpose (2024), We Are Stewards (2024)

POST-GROWTH VALUES

	Local & global equity		Ecological Sustainability	Participation & Conviviality
VALUE	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
STAKEHOLDER				
A: SUPPLIERS	A1 Human dignity in the supply chain	A2 Solidarity and social justice in the supply chain	A3 Environmental sustainability in the supply chain	A4 Transparency and co-determination in the supply chain
B: OWNERS, EQUITY- AND FINANCIAL SERVICE PROVIDERS	B1 Ethical position in relation to financial resources	B2 Social position in relation to financial resources	B3 Use of funds in relation to social and environmental impacts	B4 Ownership and co-determination
C: EMPLOYEES, INCLUDING CO-WORKING EMPLOYERS	C1 Human dignity in the workplace and working environment	C2 Self-determined working arrangements	C3 Environmentally-friendly behaviour of staff	C4 Co-determination and transparency within the organisation
D: CUSTOMERS AND OTHER COMPANIES	D1 Ethical customer relations	D2 Cooperation and solidarity with other companies	D3 Impact on the environment of the use and disposal of products and services	D4 Customer participation and product transparency
E: SOCIAL ENVIRONMENT	E1 Purpose of products and services and their effects on society	E2 Contribution to the community	E3 Reduction of environmental impact	E4 Social co-determination and transparency

GOED GELD VERDIENEN

- Pre-study PhD Research on the role of ownership structure and purpose in post-growth value creation
- **Research Question: How do MOE and SOE create ecological, social and participative values in the Netherlands?**
- Methodology: multiple case-study design, semi-structured interviews & company reports
- Timing: September 2023-September 2024
- Subsidized by SIA Kiem



PARTNERS



We Are Stewards



MOE

MOE & SOE

SOE



Berenschot



PURPOSE; why does the organization exist?

MOE



To produce sustainable food together.



To facilitate, organize, and innovate first-line healthcare of good quality, against responsible costs, with the satisfaction of the caregivers, aimed at all residents and passers-by in Zeeland.

MOE & SOE



To work from an anthroposophy-inspired vision to preserve and heal the earth and to through promoting the production and availability of life-giving foods and to truly cooperate in economic life through associations.

SOE



To explain complex matters clearly by communicating visually.



To contribute to a progressive society with well-founded advice and smart solutions



To stimulate people in their pursuit of happiness. The basis of this is to include people in the surfer way of being. Being a surfer is more than practicing the sport, being a surfer is living with nature, looking for new experiences and contacts, being physically and mentally healthy, and don't get in the way of that pursuit of happiness!

POST-GROWTH VALUES		
E	S	P
X	X	
	X	
X	X	
		X
	X	X
X	X	

BEST PRACTICES IN PG VALUE CREATION

	ECOLOGICAL	SOCIAL	PARTICIPATIVE
A: SUPPLIERS (#10)	<ol style="list-style-type: none"> 1. reducing energy through deposit schemes (1) 2. supporting suppliers in the transition towards Demeter certification (1) 	<ol style="list-style-type: none"> 1. long-term commitment and personal contact in supplier relations (2) 2. supplier checks before start of purchasing (1) 3. actions to improve animal dignity (1) 4. only products with organic standard (3) 5. fairer distribution of money across the supply chain (2) 6. no upfront payment demands, listing fees or required advertising payments for suppliers (1) 7. short / local / direct supply chains (2) 8. agreements based on trust instead of control (1) 	
B: OWNERS (#20)	<ol style="list-style-type: none"> 3. profit donation to a good cause (2) 4. investing in societal projects (2) 5. investing in a new economic system (1) 6. investing in biodiversity (2) 7. sustainability case > business case (1) 	<ol style="list-style-type: none"> 9. control of voting rights (6) 10. investing profit in building financial reserves (5) 11. member financing (2) 12. value exchange with financial service providers (banks) (2) 13. destination of profit (6) 14. profit sharing with employees (2) 15. prioritization of enterprise continuity above individual payouts (6) 16. direct crowd-funding for stakeholders (1) 17. funding and reserve building via entrepreneurs cooperative (1) 18. maximum comfortable salary for entrepreneur owners (1) 	<ol style="list-style-type: none"> 1. conscious choice of ownership structure (6) 2. self-governing organization (1) 3. worker-council plus (1) 4. civic-council (1) 5. multistakeholder cooperative and governance (1)
C: EMPLOYEES (#11)	<ol style="list-style-type: none"> 7. providing organic products at work (2) 8. vegetarian lunch (1) 9. beach-clean-up as team activity 	<ol style="list-style-type: none"> 16. connecting culture (6) 17. intrinsic motivation (6) 18. job crafting (2) 19. employee wellbeing (4) 20. self-determined working arrangements (1) 21. limited pay gap (1) 22. diversity & inclusion (3) 	<ol style="list-style-type: none"> 6. transparency in internal documents (1) 7. distributed decision-making (1) 8. employee membership (1)
D: CUSTOMERS (#14)	<ol style="list-style-type: none"> 9. reducing impact of packaging (2) 10. stimulating sufficiency (2) 11. accepting nature's fluctuations and shapes (2) 	<ol style="list-style-type: none"> 22. providing access to product/services (3) 23. prioritizing customer needs above profit (3) 24. long-term customer relationships and personal contact (1) 25. customers with shared values (1) 26. cooperation with other enterprises (3) 27. improving standards on self-governing organizations (3) 28. safeguarding and improving agriculture standards (1) 	<ol style="list-style-type: none"> 9. customer events (1) 10. customer membership (2) 11. customer volunteering (1) 12. dialogue between farmer and consumer (1)
E: SOCIETY (#6)	<ol style="list-style-type: none"> 12. removing plastic waste from the environment (2) 	<ol style="list-style-type: none"> 29. purpose aiming to contribute to the common good (6) 30. volunteer work by members (1) 	<ol style="list-style-type: none"> 13. contribution to knowledge (3) 14. civic-council (1) 15. communicating ideals (2)

BEST-PRACTICES IN ECOLOGICAL VALUE CREATION

@ MOEs and SOEs

Examples

Starting from a sustainability instead of a business case



“We were in a position to see how far we could go with sustainability, so let’s try. Instead of seeing what we could achieve, we asked ourselves, what do we need? So when we build **The Shore** that was the basis.”

- Self-sufficient energy wise
- Building is made from sea containers
- Grey water in toilets

Investing in Biodiversity



Herenboeren aims to improve biodiversity and to grow food in a nature-inclusive way. Some examples:

- No monoculture at the farm
- Having a part where they let the ivy grow
- Placing nest boxes for birds on oaks contribute in the prevention of caterpillar plagues

Removing plastic waste from the environment



A pilot project at **Odin** to compensate for the plastic packaging of its own brand, 6000 kg of plastic yearly.

- Financing plastic clean-up in Cambodia

BEST-PRACTICES IN SOCIAL VALUE CREATION

@ MOEs and SOEs

Examples

Long-term and personal contact in relationships with suppliers



This is prioritized over lower prices which results in less pressure on suppliers, more stability, and better social conditions at **Odin & The Shore**.

- Visiting all suppliers themselves at Odin
- Supplier relations that last as long as the retailer exists at Odin
- Direct contact with the coffee farmer at The Shore

Sources of images: Odin (2023), The Shore (2023), Bord&Stift (2019)

Destination of profit



Profit is not granted to external investors, destinations: building general reserves, costs spent on values, investments, employee profit sharing, and donations to a good cause. *The continuity of the enterprises is seen as a priority.*

- Profit sharing with employees in good years at **Berenschot** and **Bord&Stift**
- Donating a part of the profit to a good cause at **B&S**
- Allowing an artist to hold an exhibition without charging for it at **The Shore**

Culture and job-crafting



The freedom to be yourself and do the things that suit you is characteristic of the organizational culture at **Bord&Stift**. *"Among other things, we work with two agreements. One agreement is: that you don't impose tasks on someone else, and the other agreement is that a deal is a deal. So when you take that responsibility, you keep that responsibility."*

- This is visible in the way B&S is organized, in a team structure, people shape their position by deciding themselves which teams they want to join

BEST-PRACTICES IN PARTICIPATIVE VALUE CREATION @ MOEs and SOEs

Examples

Co-determination for employees

Co-determination for customers

Contribution to knowledge



Multiple enterprises distribute voting rights to employees:

- **Bord&Stift** is a self-steering organization, decision-making is distributed to employees via a team structure
- **Berenschot** has a worker's council with more rights than usual
- **Odin** employees can become a member of the cooperative and are represented by the member's council

- **The Huisartsenconnectie** works with a civic council in part of the Zeeuwse Care Coalition. They have committed to the 85 points of advice from this council and involve them in new proposals related to GP care.
- **Odin** is a multistakeholder cooperative existing Customers take up 7 out of 15 seats in the member's council.
- At **Herenboeren** customers are members, and main decision are taken at the GMA where also their board is selected

Berenschot, B&S, and Odin take responsibility for contributing to knowledge in society.

- Berenschot does this through publications, webinars, podcasts, events, and training.
- B&S does this mainly through their visualizations that frequently involve societal topics that are shared openly.
- Odin by giving guest lectures or workshops without invoicing.

DISCUSSION & CONCLUSIONS (in progress)

- Best practices found at all organizations are control of voting rights, destination of profit, prioritization of enterprise continuity above individual payout, intrinsic motivation, and connected culture. Possibly exemplifying the long-term orientation embedded in these ownership structures?
- The high number of best-practices in social value creation could partly be explained by the focus in the societal purpose of the enterprises
- The broadest coverage of PG value creation was found at the enterprise with a MOE and SOE combined ownership structure
 - Could this combination reinforce the safeguarding of a societal purpose as it combines assignment of financial rights to the enterprise itself and embeds democracy in control rights?
- The employee stakeholder was exceptionally well covered, compared to the other cases, at the SOE with a self-steering structure

FEEDBACK / QUESTIONS

How to measure the post-growth values? Quant/ qual?
Experience? Tools?

Current research design & methodology : case studies based on qualitative research, semi-structured interviews and desk research, Which research methods to add as an additional?

.....

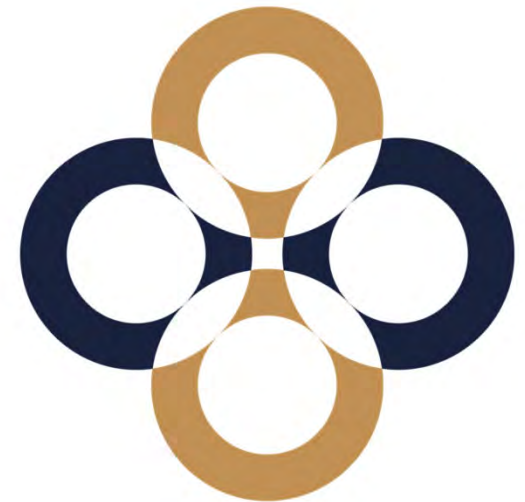


Split or Steal or Gift

Nash Equilibria Under Altruistically Extended Payoffs

Zsófia Hajnal

Doctoral School of International Relations and Political Science
World Economics Doctoral Program



The basis: „Split or steal” games

	B splits	B steals
A splits	1; 1	0; 2
A steals	2; 0	0; 0

„Split or steal” payoff structure



Image source: The Sun; ITV

- exact **origins: unknown**
- early 2000's: laboratory **experiments** + utilization in the entertainment industry
- best known: British **television show** Golden Balls (June 2007 – December 2009)
 - average cooperation rate: 53%
- online video game titled *Split or Steal* – an iterated version
 - split choices reported: 81%

Purpose and research questions

- **purpose:** to show that...
 - the payoffs of the game „split or steal” **do not cover the full spectrum** of human behaviour **in the strategic dimension** of the situation
 - an altruistic adjustment, the „**giving as a gift**” option, gives **space** to corresponding incentives
- research questions
 - **payoff design (RQ1)** What are the rules for the values that need to be written in the additional fields of the payoff extension (to shift the Nash equilibrium toward altruism, whilst retaining the game nature)?
 - **incentive effect (RQ2)** Do individual, simulated players in the adjusted, altruistically extended payoff schemes of the “split or steal or gift” game behave more selflessly than in the standard “split or steal” version of the game?
 - **practice (RQ3)** In what ways is an altruistically extended payoff scheme more realistic than the split or steal game?

Methodology – the framework (payoff design)

- constructed 4 altruistically extended payoff tables, documented the thought process
 - the payoffs could not be organized along a fixed sum, had to reflect additional layers of tension and risk
 - altruistic behaviors had to be rewarded in most cases, but „*mutual altruism*” did not have to be the cell of maximum payoffs

1

	B gifts	B splits	B steals
A gifts	2; 2	1; 2	0; 2
A splits	2; 1	1; 1	0; 2
A steals	2; 0	2; 0	0; 0

2

	B gifts	B splits	B steals
A gifts	1; 1	0; 2	0; 2
A splits	2; 0	1; 1	0; 2
A steals	2; 0	2; 0	0; 0

3

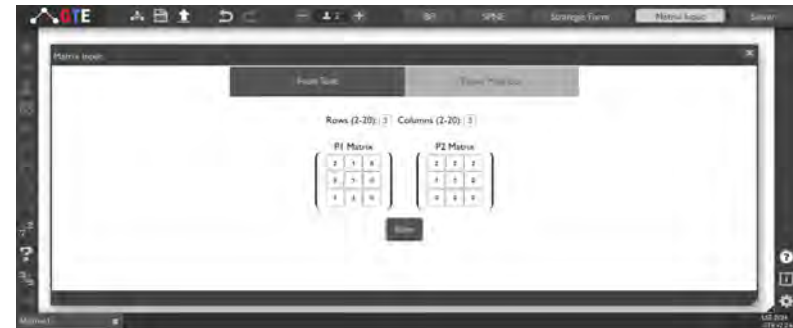
	B gifts	B splits	B steals
A gifts	2; 2	1; 3	0; 4
A splits	3; 1	1; 1	0; 2
A steals	4; 0	2; 0	0; 0

4

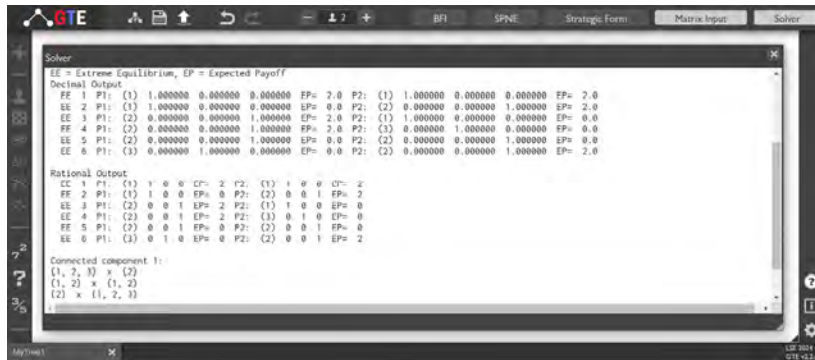
	B gifts	B splits	B steals
A gifts	0; 0	2; 1	2; 0
A splits	1; 2	1; 1	0; 2
A steals	0; 2	2; 0	0; 0

Game Theory Explorer output

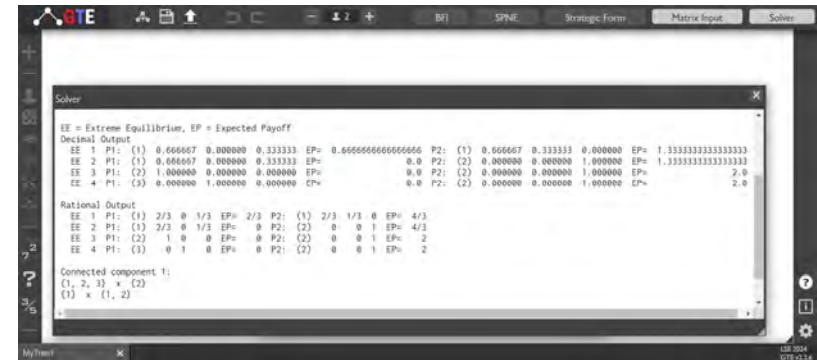
- had to insert payoff values separately →
- output 1: „extreme equilibria”
- output 2: „connected components”



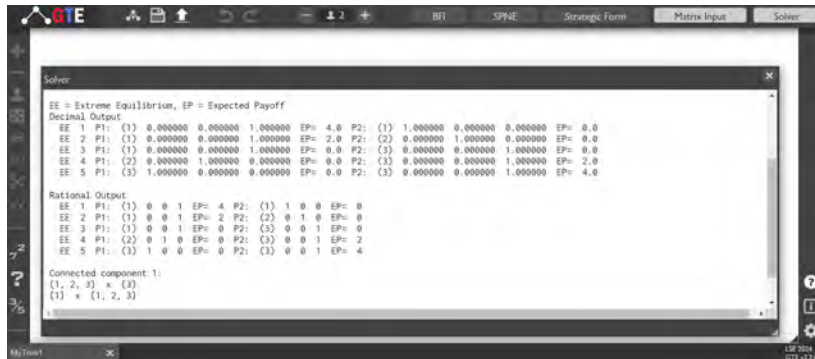
1



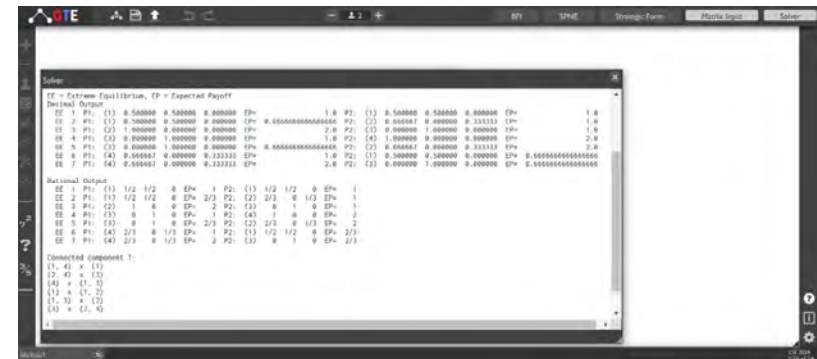
2



3

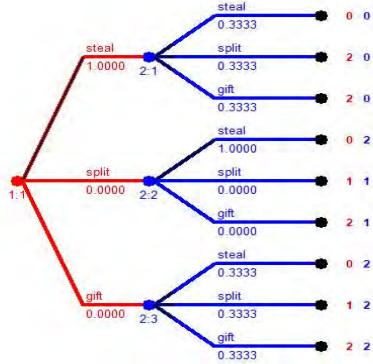


4

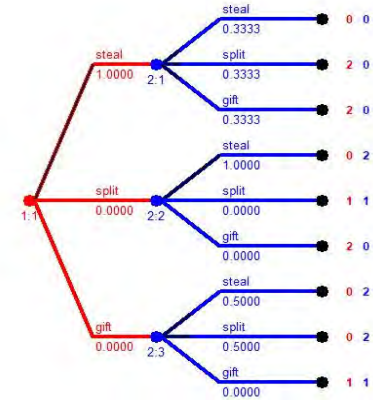


Gambit output (game trees, extensive-form)

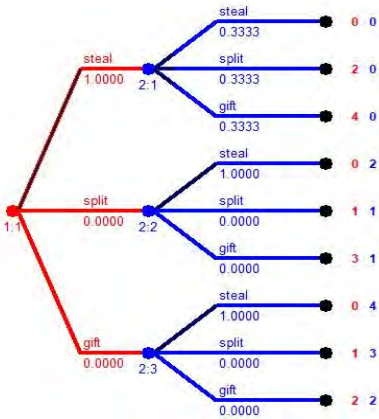
1



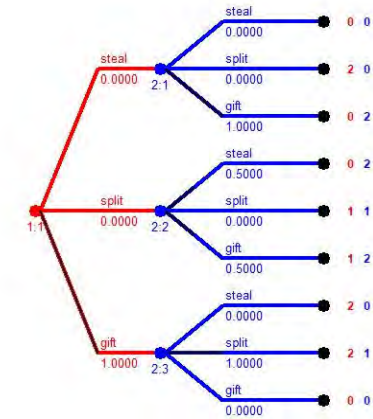
2



3



4



Optimal strategies – Zweig Media output

1

Payoff Matrix

		COMPUTER			
		1	2	3	4
YOU	1	2; 2	1; 2	0; 2	
	2	2; 1	1; 1	0; 2	
	3	2; 0	2; 0	0; 0	
	4				

SETTINGS: Show Row Strategy Show Column Strategy

ACTION:

STATUS:

RESULTS: This game is strictly determined and has a value of 2. The optimal strategies are those not marked with an 'x.'

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2

Payoff Matrix

		COMPUTER			
		1	2	3	4
YOU	1	1; 1	0; 2	0; 2	
	2	2; 0	1; 1	0; 2	
	3	2; 0	2; 0	0; 0	
	4				

SETTINGS: Show Row Strategy Show Column Strategy

ACTION:

STATUS:

RESULTS: This game is strictly determined and has a value of 1. The optimal strategies are those not marked with an 'x.'

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3

Payoff Matrix

		COMPUTER			
		1	2	3	4
YOU	1	2; 2	1; 3	0; 4	
	2	3; 1	1; 1	0; 2	
	3	4; 0	2; 0	0; 0	
	4				

SETTINGS: Show Row Strategy Show Column Strategy

ACTION:

STATUS:

RESULTS: This game is strictly determined and has a value of 2. The optimal strategies are those not marked with an 'x.'

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4

Payoff Matrix

		COMPUTER			
		1	2	3	4
YOU	1	0; 0	2; 1	2; 0	
	2	1; 2	1; 1	0; 2	
	3	0; 2	2; 0	0; 0	
	4				

SETTINGS: Show Row Strategy Show Column Strategy

ACTION:

STATUS:

RESULTS: This game is strictly determined and has a value of 1. The optimal strategies are those not marked with an 'x.'

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Python simulations

1

```
Python 3.12 (64-bit)
...
    "table4": {
...
        "split": {"split": (1, 1), "steal": (0, 2), "gift": (1, 2)},
        "steal": {"split": (2, 0), "steal": (0, 0), "gift": (0, 2)},
        "gift": {"split": (2, 1), "steal": (2, 0), "gift": (0, 0)},
...
    },
...
}
...
table_name = input("Enter the name of the payoff table you want to use (table1, table2, etc.): ")
payoff_table = payoff_tables.get(table_name)
if not payoff_table:
    print("Invalid payoff table name.")
    return
...
num_rounds = int(input("Enter the number of rounds to play: "))
player1_total, player2_total = play_game(num_rounds, payoff_table)
...
print("Player 1 total payoff:", player1_total)
print("Player 2 total payoff:", player2_total)
...
>>> if __name__ == "__main__":
...     main()
...
Enter the name of the payoff table you want to use (table1, table2, etc.): table1
Enter the number of rounds to play: 10000
Player 1 total payoff: 11140
Player 2 total payoff: 11035
>>>
```

2

```
Python 3.12 (64-bit)
...
    "steal": {"split": (2, 0), "steal": (0, 0), "gift": (4, 0)},
    "gift": {"split": (1, 3), "steal": (0, 4), "gift": (2, 2)},
...
},
...
"table4": {
...
    "split": {"split": (1, 1), "steal": (0, 2), "gift": (1, 2)},
    "steal": {"split": (2, 0), "steal": (0, 0), "gift": (0, 2)},
    "gift": {"split": (2, 1), "steal": (2, 0), "gift": (0, 0)},
...
},
...
}
...
table_name = input("Enter the name of the payoff table you want to use (table1, table2, etc.): ")
payoff_table = payoff_tables.get(table_name)
if not payoff_table:
    print("Invalid payoff table name.")
    return
...
num_rounds = int(input("Enter the number of rounds to play: "))
player1_total, player2_total = play_game(num_rounds, payoff_table)
...
print("Player 1 total payoff:", player1_total)
print("Player 2 total payoff:", player2_total)
...
>>> if __name__ == "__main__":
...     main()
...
Enter the name of the payoff table you want to use (table1, table2, etc.): table2
Enter the number of rounds to play: 10000
Player 1 total payoff: 8841
Player 2 total payoff: 8835
>>>
```

3

```
Python 3.12 (64-bit)
...
    "steal": {"split": (2, 0), "steal": (0, 0), "gift": (4, 0)},
    "gift": {"split": (1, 3), "steal": (0, 4), "gift": (2, 2)},
...
},
...
"table4": {
...
    "split": {"split": (1, 1), "steal": (0, 2), "gift": (1, 2)},
    "steal": {"split": (2, 0), "steal": (0, 0), "gift": (0, 2)},
    "gift": {"split": (2, 1), "steal": (2, 0), "gift": (0, 0)},
...
},
...
}
...
table_name = input("Enter the name of the payoff table you want to use (table1, table2, etc.): ")
payoff_table = payoff_tables.get(table_name)
if not payoff_table:
    print("Invalid payoff table name.")
    return
...
num_rounds = int(input("Enter the number of rounds to play: "))
player1_total, player2_total = play_game(num_rounds, payoff_table)
...
print("Player 1 total payoff:", player1_total)
print("Player 2 total payoff:", player2_total)
...
>>> if __name__ == "__main__":
...     main()
...
Enter the name of the payoff table you want to use (table1, table2, etc.): table3
Enter the number of rounds to play: 10000
Player 1 total payoff: 14633
Player 2 total payoff: 14317
>>>
```

4

```
Python 3.12 (64-bit)
...
    "steal": {"split": (2, 0), "steal": (0, 0), "gift": (4, 0)},
    "gift": {"split": (1, 3), "steal": (0, 4), "gift": (2, 2)},
...
},
...
"table4": {
...
    "split": {"split": (1, 1), "steal": (0, 2), "gift": (1, 2)},
    "steal": {"split": (2, 0), "steal": (0, 0), "gift": (0, 2)},
    "gift": {"split": (2, 1), "steal": (2, 0), "gift": (0, 0)},
...
},
...
}
...
table_name = input("Enter the name of the payoff table you want to use (table1, table2, etc.): ")
payoff_table = payoff_tables.get(table_name)
if not payoff_table:
    print("Invalid payoff table name.")
    return
...
num_rounds = int(input("Enter the number of rounds to play: "))
player1_total, player2_total = play_game(num_rounds, payoff_table)
...
print("Player 1 total payoff:", player1_total)
print("Player 2 total payoff:", player2_total)
...
>>> if __name__ == "__main__":
...     main()
...
Enter the name of the payoff table you want to use (table1, table2, etc.): table4
Enter the number of rounds to play: 10000
Player 1 total payoff: 8898
Player 2 total payoff: 8916
>>>
```

Comparative summary of results

	payoff version 1	payoff version 2	payoff version 3	payoff version 4
GTE output – the number of “extreme equilibria” (EE) and “connected component” (cc) lines	nr of EE: 6 nr of cc lines: 3	nr of EE: 4 nr of cc lines: 2	nr of EE: 5 nr of cc lines: 2	nr of EE: 7 nr of cc lines: 6
Gambit output – game tree probabilities – likeliest choice	steal	steal	steal	gift
Zweig Media output – the optimal strategy cells	gift – gift	gift – gift	gift – gift	split – gift gift - split
Python simulation results – final average payoffs	1.10875	0.8838	1.4475	0.8908

Interpretation and general consequences

Altruistic extensions have:

- made the games **more complex** in terms of options and of Nash equilibria
- **blurred** the outcomes, potentially increasing payoffs in the long run (for the first and third versions), but not driving choices unambiguously towards permanent “gift – gift”

In real life:

- interdependent and altruistically rewarding social structures are **„invisible”**, making it a **challenge** to encourage the spread of altruistic behaviors
- **recognizing** the additional option and rewarding strategy of “giving as a gift” takes **time, education, reflection, and experience** – in the form of **life-changing events** at times
 - designers of analogous systems can **add small tweaks** to non-cooperative games to shift towards the cooperative direction

Practical implications – corporate / private

- General
 - competition is in **no direct contradiction** with potential emergences of reciprocal and altruistic behaviors → a soft, underlying ethical fabric
 - making the system safer and more welcoming for altruistic action, in a **virtuous circle**
- Asymmetric
 - **transactions** on the commodity and the labor markets – **contract negotiations** between an individual and a business
 - **charitable giving** on digital platforms
- Symmetric
 - the **oligopolistic race** → adding a market institution? → incentives towards altruistic and worthwhile endeavors
 - also in: **auctions**
- Networks (3 positive effects)
 - the positive atmosphere, and the trust levels raised can induce **cost effectiveness**
 - altruistic institutions and behaviours may **spread** conveniently, independently of the sector or of the industry
 - the incorporation of altruistic incentives fosters **trust**, which is a personal and a market virtue at the same time

Practical implications – governance parallels

- extending the payoff table likens to **labor division** and an ever more **complex economic institutional system**; an increase in players' numbers would liken **population growth** and **integration processes**
- **intergenerational conflicts** – financial, environmental; economics of the longitudinal distribution of resources **over one person's lifetime** → rational self-interest clashes with cognitive boundaries, expectations, uncertainties, loss aversion, and biases
- **international or supranational incentive schemes** – legal limits in environment protection, migration, and military arms build-up → both punishments and rewards are challenging to execute (due to the „anarchic state” of the international community) → adding **layers of validation** to agreements
- elections as a **linear sequence** of split, steal and gift choices: split = agreement to conditions; steal = fight for democratic power; gift – the act of concession (constitutional, but not obvious, see US, January 6th, 2021)
- **volunteer dilemmas** / participation rate – voting, vaccination, and the protection of the environment – individuals who go out of their way to get others involved = the „givers” of society
- **risk sharing networks** – extreme situations, altruistic patterns of a shadow network

4 opportunities for further research

1. Game theoretical proof to be provided on the **exhaustion** of the system: if the sketched payoff schemes cover all reasonable possibilities for 3-by-3 structures (a comprehensive set of explicably extended altruistic payoff options).
2. An **algorithm of extending** payoff schemes with layers in an explicable manner – to be generalized.
3. Leveling the scheme up to an n -person, **multi-player** game.
4. Behavioral **experiments** to test the 3-by-3 payoff schemes, focusing on (ir)rationality.

Select literature

- Antonov, M. et al. (2020). *Game Theory Explorer*. Version 2.2. Online Format. <http://www.gametheoryexplorer.org/> accessed: December 16, 2023
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- Hámori, B. (2014). Trust Building in Networks: Reciprocal Altruism in Emerging Economies. In K. Kertész, A. Knápková, E. Vejmelková, Z. Crhová, & L. Dankó (Eds.), *Solutions to the Euro zone crisis – to loosen monetary policy and to redesign convergence criteria* (pp. 219-229)
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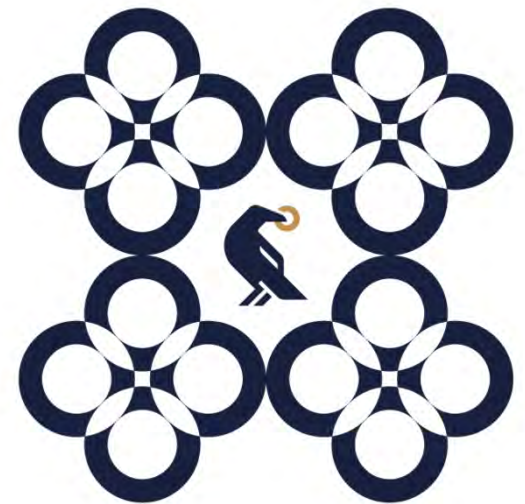


**Thank you for
your attention!**

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Presentation Appendix

(Slides to potentially support answers in the discussion part of the conference session. Not part of the core presentation.)



The Nash equilibrium and the prisoner's dilemma

- The situation in non-cooperative games (represented by one or more of a payoff matrix' cells) in which the individual players cannot improve their expected outcome by changing their own strategy only. ← characteristics described by John Forbes Nash Jr., 1950
 - the game theoretic model of the *prisoner's dilemma* ← developed by the mathematicians Melvin Dresher and Merrill Flood, with the criminal narrative having been added by Albert Tucker, Nash's thesis advisor; 1950
 - 1965 on: comprehensive empirical works
 - by now: one of the widest known instruments in game theory
- 182,000 Google Scholar results
(September 15, 2023)

	B remains silent	B confesses
A remains silent	-2; -2	-10; 0
A confesses	0; -10	-5; -5

Altruistic extensions

Individuals displaying altruistic behavior in standard game structures

- **Matthew Rabin**, 1993: a framework to incorporate retributive and altruistic emotions into economic models (through fairness equilibria)
- **David K. Levine**, 1997: supported a model of altruism in quantitative terms, through testing in games
- **Ernst Fehr and Urs Fischbacher**, 2003: how minorities of altruists or egoists can turn the patterns for the majority
- **James Konow**, 2009: examined internal motivations for, as well as institutional effects on giving
- **James Andreoni et al.**, 2016: the difficulty of capturing altruism, with the concept of warm-glow giving being a confounder in the process
- **Ingela Alger and Jörgen W. Weibull**, 2017: altruism and morality help improve the material welfare properties of equilibria in strategic interactions – depending on the conditions (game type, length, preferences)
- **Áron Tóbiás**, 2023: the strictly dominant strategy (both players defecting) shifting as a result of allowing players to internalize the outcome of their opponents

Attitudes to game structures adjusted to allow for altruistic behaviors

Along Jörg Rothe, 2021:

- interpreting altruism in utility functions
- studying the efficiency of altruistic behavior
- assuming existing levels of altruism for players and looking for Nash equilibria under such conditions
- calculating minimum and optimum numbers of predefined altruists for certain desired outcomes
- observing altruistic extensions of players' preferences
- studying stability under altruistic extensions

ASwell

MEASURING ACCESSIBLE SUSTAINABLE WELL-BEING

Julia Gorny
Marianna Papakonstantinou
Arianna Rotulo
Campus Fryslân, University of Groningen

Overview

01	02	03	04	05	06
Theoretical background	Motivation for the Index	Conceptual Framework and Index concipation	Key Results	Discussion	Conclusion

Conceptualising Sustainable Well-being

- Many **international organizations prioritize well-being**

(Geneva Charter for Well-being by WHO and UN. 2021)

- Well-being is defined as a state influenced by social, economic, and environmental conditions

(WHO 2021)

- Scholarly perspectives emphasize **social determinants of health and ecological determinants**, including climate change affectedness

(WHO 2023; IPCC 2023)

- **Sustainable well-being** literature stresses (re-)distribution, inequalities reduction, participation, recognition, and intergenerational justice

(O'Mahony 2022; WHO 2023)

Limits to Growth and GDP

- **Continuous growth = unsustainable**

- carbon emission, resource depletion, biodiversity loss
- negative health outcomes, increased social disparities (sudden growth)
- unequal (ecological) exchange

(Borowy and Aillon 2017; Hickel et al. 2022; Chen and Işıkara 2022)

- **Well-being > Economic growth**

- within planetary boundaries
- with principles of fairness and equity

(Costanza et al. 2014; Fioramonti et al. 2022)



Limits to GDP and alternative metrics

- GDP has many shortcomings (e.g. failure to account for social factors, inequality, and unpaid labour)
- **Current alternatives fail to address three things simultaneously:**
 - 1 Going beyond growth metric
 - 2 Incorporating aspects of social and ecological justice
 - 3 Being easily replicable and accessible

The **A**ccessible **S**ustainable **Well**-being (ASWell) index will be all three!

The ASWell:

- relies on secondary, open-access data -> **replicable + accessible**
- includes **10 variables from 5 dimensions**
- covers **data from 2000-2022 for 190 countries**
- followed guidelines for index creation of the OECD, constructed in R

CONCEPTUAL FRAMEWORK AND INDEX CONCIPIATION

SUBSISTENCY

1. Water

(% of population with access to clean water, WASH)

2. OOP

(%OOP/THE, WHO)

ECONOMIC

1. Unemployment

(% of unemployed of TLF, World Bank)

2. Gini

(Gini index, World Inequality Database [WID])

POLITICAL

1. partidem

(degree of participatory democracy, V-DEM)

2. CPI

(corruption perception index, Transparency International)

SOCIAL

1. female_is

(% of total income earned by women, WID)

2. education

(% of students enrolled in secondary education, WB)

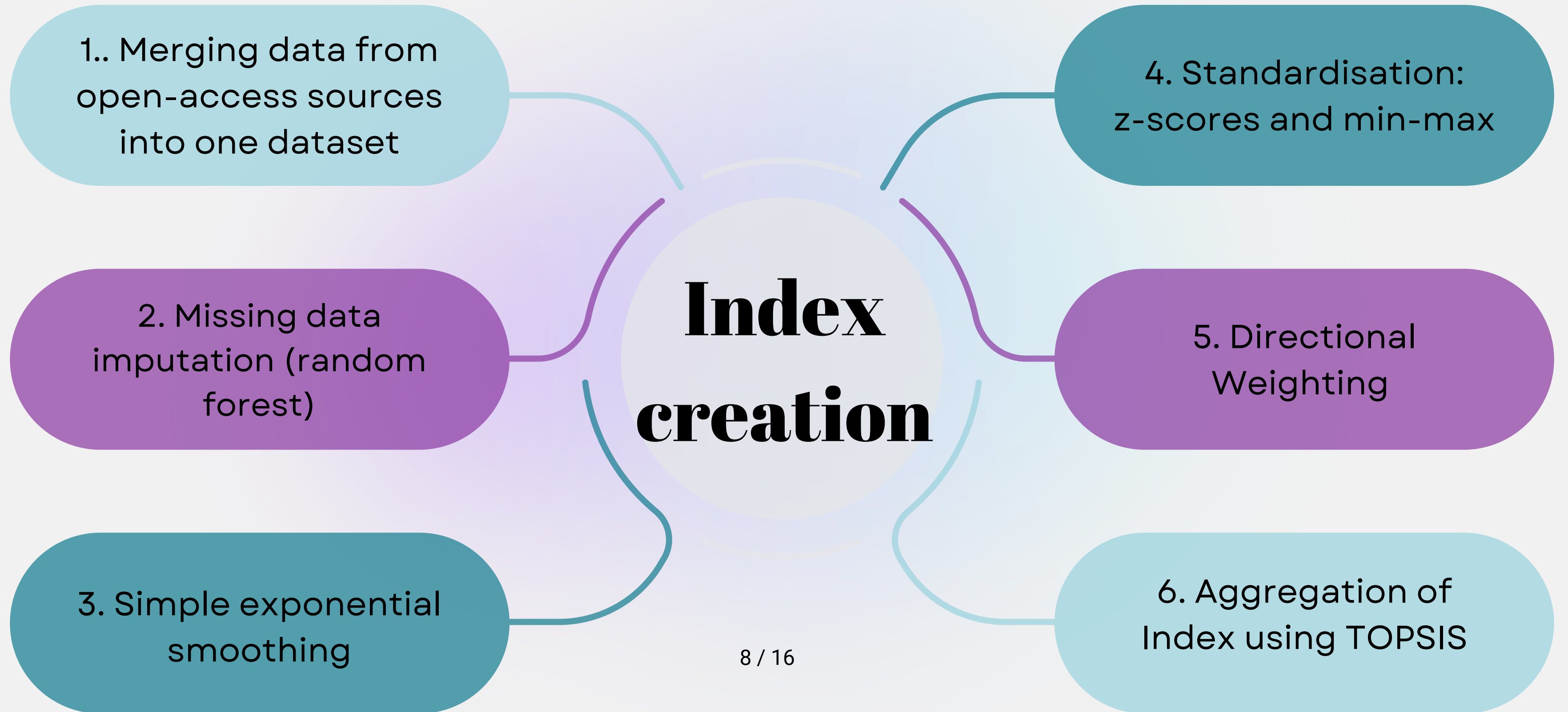
ENVIRONMENTAL

1. Carbon_T10

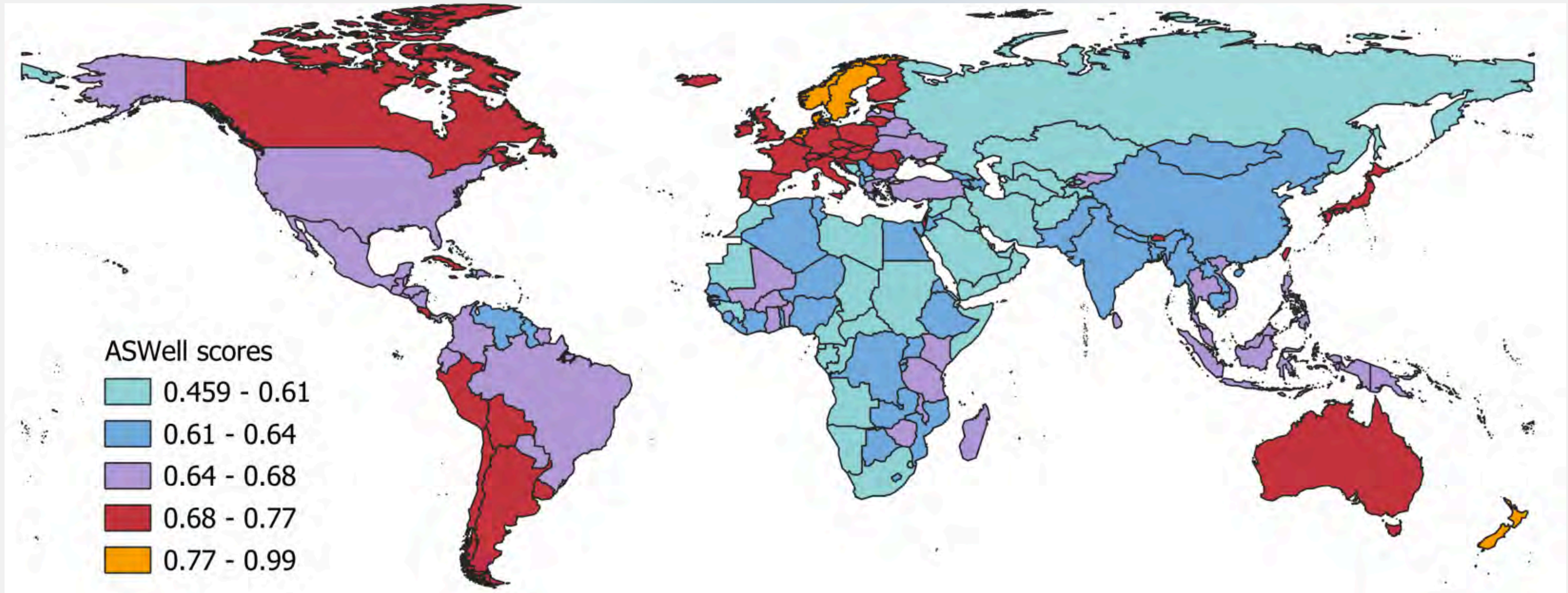
(% of total Carbon emissions emitted by richest 10%, WID)

2. Temp_Change

(annual temperature change on land compared to base year, FAOSTAT)

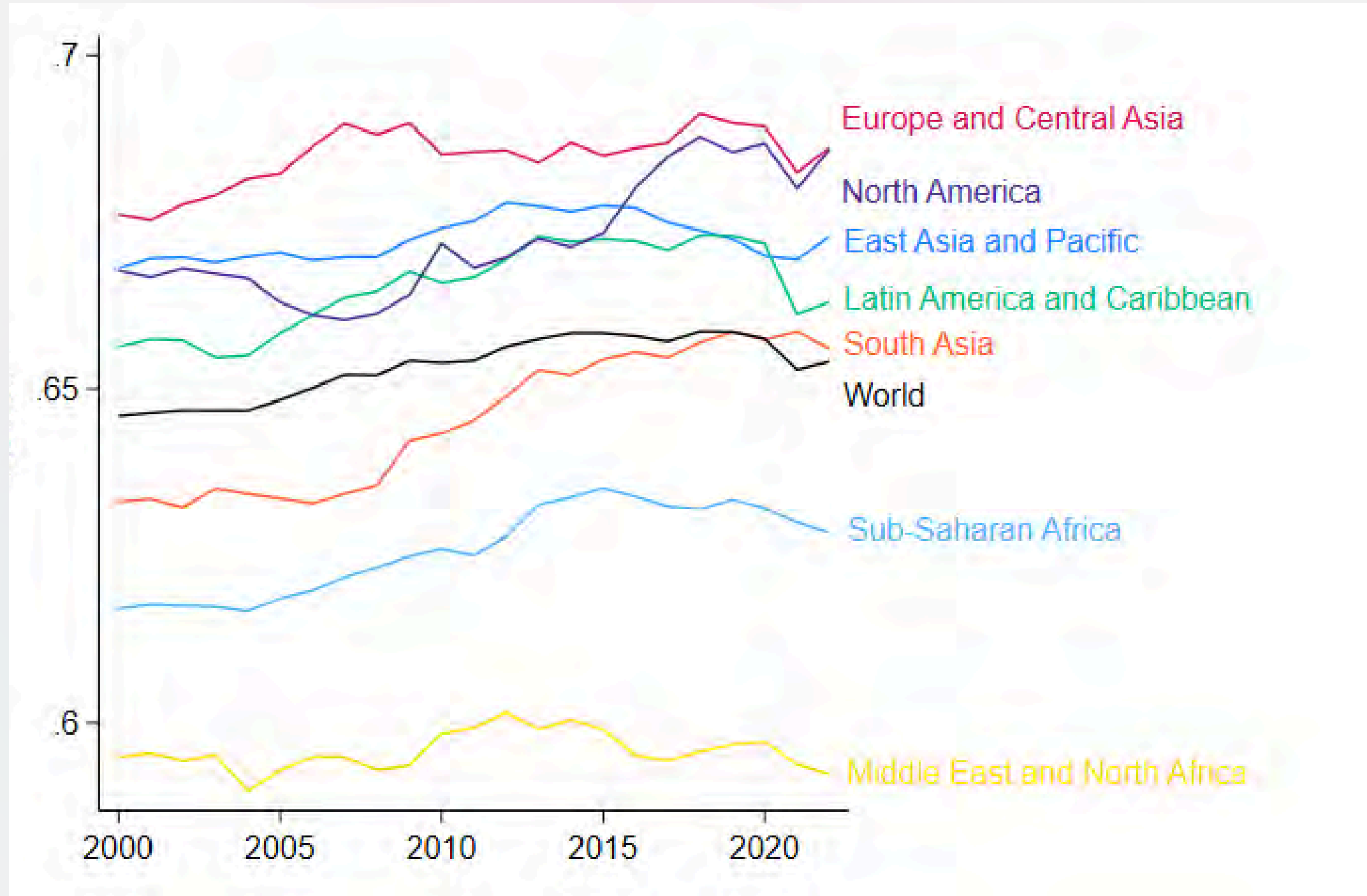


MAP SHOWING COUNTRIES' AVERAGE ASWELL SCORES



0 = low well-being
1 = high well-being

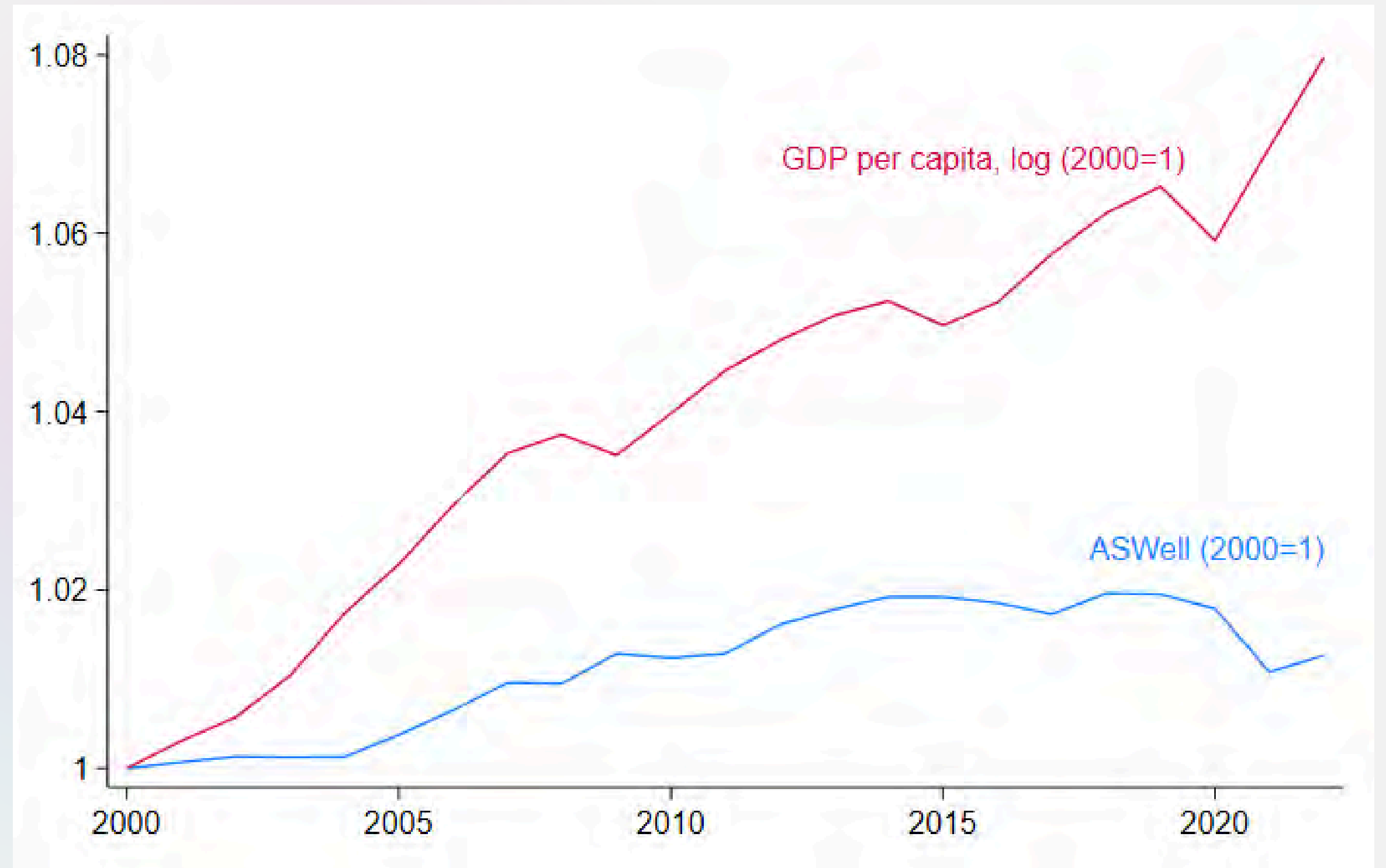
GRAPH SHOWING COUNTRIES' REGIONAL ASWELL SCORES 2000-2022



KEY RESULTS

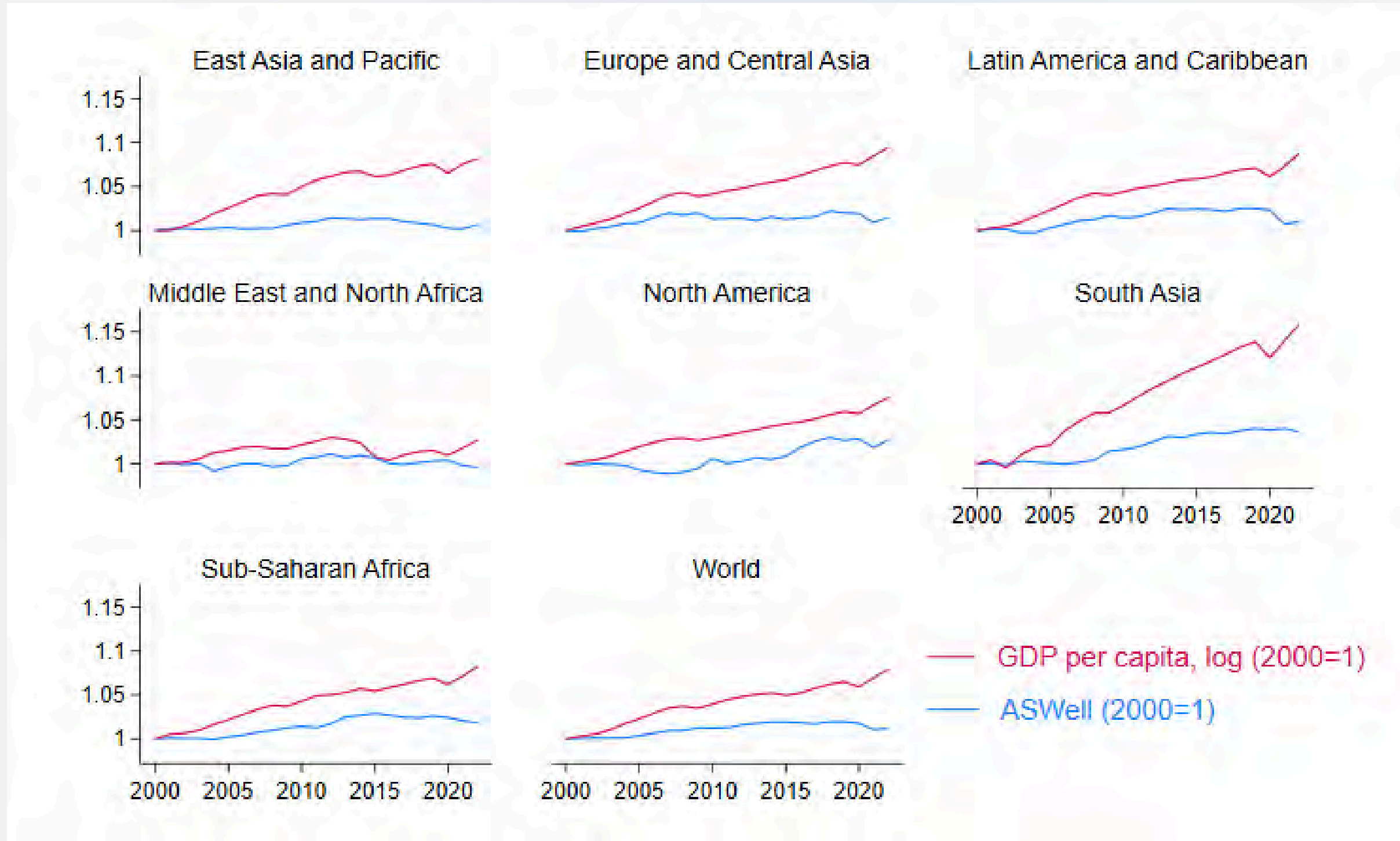
GRAPH SHWOING GLOBAL GDP/CAPITA AND ASWELL PLOTTED OVER TIME

- GDP/capita and ASWell trends
- Global level 2000-2022
- To the base of 2000
- GDP continously rising
- ASWell: more volatility, stagnation/decrease starting 2017



KEY RESULTS

GRAPH SHWOING REGIONAL GDP/CAPITA AND ASWELL PLOTTED OVER TIME



DISCUSSION

- **Reading the ASWell: long-term sustainable well-being**
 - intergenerational reciprocity
 - environmental health
 - reduced inequalities
- **GDP/capita vs ASWell**
 - high GDP/capita levels do not necessarily correlate with similar fluctuations in well-being
 - GDP focuses solely on economic output, neglecting redistribution and environmental degradation.
 - ASWell exhibits greater volatility compared to GDP/capita during crises
 - Displays less pronounced declines and slower recovery, indicating nuanced impacts on well-being.

DISCUSSION

- **GDP/capita vs ASWell**

- well-being is connected to economic performance, not solely determined by it
- Rapid economic growth without welfare improvements coincides with deteriorating living conditions (Borowy & Aillon 2017)
- GDP growth \neq well-being

- **Happiness-Well-being (Easterlin) paradox**

- Beyond a certain point, further growth minimally contributes to well-being (Easterlin & Angelescu, 2009)

- **Unequal Exchange**

- Geographic disparity in ASWell scores highlights issues of unequal exchange and colonial practices.
- ASWell can raise awareness of global environmental injustice and structural inequalities (Fanning & Hickel, 2023)

Limitations

1. ASWell quantifies a somehow subjective condition
2. Reliance of secondary data = limited choice of variables = exclusion of potentially other relevant factors for well-being
3. Some variables do not reflect well-being perfectly, e.g.: higher secondary educ. enrollment must not equate a high quality school system
4. Rudimentary in nature

Implications and Potential

- **ASWell offers an adaptive, accessible alternative to GDP**
 - replicate through open-access R code
 - change variables and weighting
 - analyse individual countries
 - better representation of colonial influences
- **ASWell enriches discourse**
 - on degrowth/post-growth/beyond growth
 - on development, progress, and well-being
 - alternative indices to GDP
 - unequal exchange, Easterlin paradox

Thank You

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Julia Gorny
Marianna Papakonstantinou, PhD
Dr Arianna Rotulo
Campus Fryslân, University of Groningen

03 JUNE, 2024

The Societal Costs of Inflation and Unemployment

ECGIC 2024

Olga Popova (IOS Regensburg)

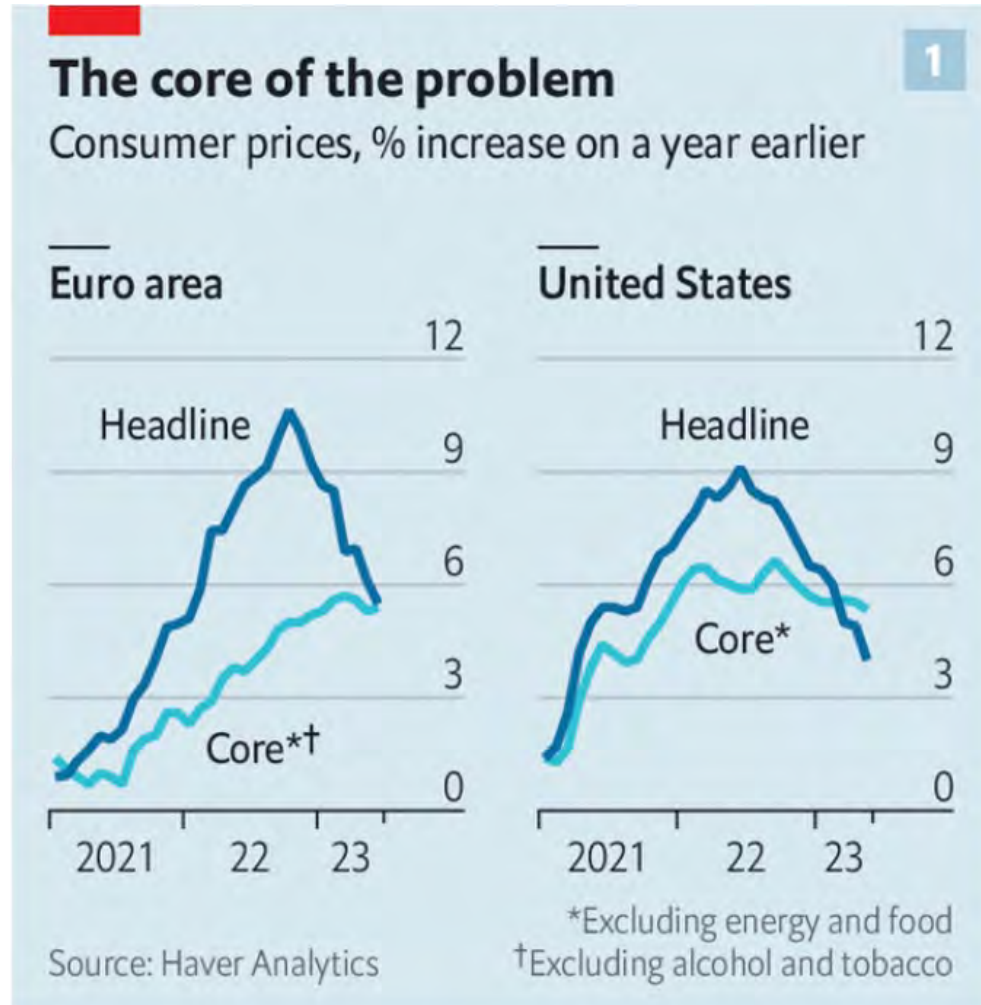
Sarah Grace See (U Groningen)

Milena Nikolova (U Groningen)

Vladimir Otrachshenko (U Giessen)

High inflation post-COVID

Who is to blame: Putin, COVID-19, and...



The Economist

The Economist explains

Can superstars like Beyoncé or Taylor Swift spur inflation?

Some economists think that tours by big acts drive up the consumer-price index



IMAGE: GETTY IMAGES

Inflation - public enemy number 1?

- Perceived Impacts
 - Inflation linked w. declining living standards, loss of national prestige, political instability, and exploitation (Shiller, 1997)
- Role of National Institutions
 - Inflation associated w. national politics & central banks (Shiller, 1997; van der Cruijssen et al., 2023; Wälti, 2012)
- Tradeoff with unemployment

Inflation vs. Unemployment: Size of the tradeoff

- Psychological costs of unemployment relative to inflation
 - **1.7** (Di Tella & Oswald, 2001, Europe, 1975-1991)
 - **4.7** (Wolfers, 2003, Europe, 1973-1998)
 - **6.2** (El Jahel et al., 2022, 141 countries, 2005-2019)

Inflation vs. Unemployment: Size of the tradeoff

- What about other societal costs?
 - Trust, quality of the social fabric, civic engagement?
 - This is where we come in
 - We look at trust in National government, Financial institutions, Country's leader

Why trust in politics and banks?

- Trust of government/approval of leader = > democratic functioning
- Trust in financial institutions => functioning of the economy

"Without trust in governments, markets and institutions, support for necessary reforms is difficult to mobilise, particularly where short-term sacrifices are involved and long-term gains might be less tangible."

OECD Report 2013 "Government at a Glance"

Data & variables

- Individual-level: Gallup World Poll, 2005–2021, 1.9 mil. observations
- Country-level: inflation (rate of change of the CPI) and unemployment rate (as a % of the labor force) (WB)

Dependent variables

- **Confidence in National Government (yes/no):**
 - "In this country, do you have confidence in National government?"
 - 148 countries, 2005-2021
- **Confidence in Financial Institutions (yes/no):**
 - "In this country, do you have confidence in Financial institutions or banks?"
 - Responses: "Yes" or "No"
 - 156 countries, 2005-2021
- **Approval of the Country's Leader (approve/disapprove):**
 - "Do you approve or disapprove of the way [leader/head/president] of (country) is handling his/her job as [leader title]?"
 - 137 countries, 2011-2021

Main results

	National government (1)	Financial institutions and banks (2)	Country's leader (3)
Inflation	-0.002 (0.002)	-0.003** (0.001)	-0.001 (0.002)
Unemployment	-1.006*** (0.138)	-1.125*** (0.112)	-1.062*** (0.212)
Mean DV	0.524	0.616	0.585
Pseudo-R ²	0.101	0.089	0.092
Observations	1,818,479	1,923,989	1,139,295

Notes: *** p<0.01, ** p<0.05, * p<0.1. Marginal effects of probit regressions are reported. Robust standard errors clustered at the country-by-year level are in parentheses. All regressions are weighted using the survey weight and include country fixed effects, year fixed effects, individual characteristics (age and its square, gender, education, marital status, having children, immigrant status, and living in a rural or urban area), and controls for missing values in individual characteristics. Given the data availability for the approval of a country's leader, regression in column (3) is estimated for 2011-2021.

Endogeneity & damage control

- Can individuals single-handedly change inflation & unemployment?
- Trust affects inflation/unemployment policies and vice versa (e.g., through voting)
 - ⇒ lagged indep. variables
 - ⇒ Country-level panel
 - ⇒ IV
- Most distrustful => emigrate => those who stay => indifferent (positive bias in the results, so less of a problem)

Channels

- Inflation & unemployment seen as performance indicators
 - i) **uncertainty** abt. country's economic performance (volatility + economic hardship)
 - ii) perception of own **economic insecurity**
 - iii) perceived **greed and opportunism** of the government officials/banks as proxied by **corruption perceptions**

Mechanisms

1. **Economic uncertainty:** a likely channel, esp. for leadership approval & trust of national govt

2. **Own economic insecurity:** partially a channel

3. **Corruption:** partially a channel

	National government (1)	Financial institutions and banks (2)	Country's leader (3)
Perception of the country's economic performance			
Inflation	-0.004** (0.002)	0.001 (0.001)	-0.004* (0.002)
Unemployment	-0.459** (0.226)	-0.769*** (0.248)	0.281 (0.417)
Perception of the country's economic performance	0.002*** (0.000)	0.001*** (0.000)	0.002*** (0.000)
Pseudo-R ²	0.189	0.133	0.183
Observations	812,320	858,480	584,942
Perception of own economic situation			
Inflation	-0.000 (0.002)	-0.002 (0.001)	-0.000 (0.001)
Unemployment	-0.742*** (0.135)	-0.922*** (0.112)	-0.863*** (0.210)
Perception of own economic situation	0.086*** (0.001)	0.073*** (0.001)	0.076*** (0.002)
Pseudo-R ²	0.117	0.102	0.106
Observations	1,744,274	1,830,443	1,082,823
Corruption perceptions			
Inflation	-0.001 (0.002)	-0.002* (0.001)	-0.001 (0.002)
Unemployment	-0.763*** (0.120)	-1.016*** (0.109)	-0.890*** (0.202)
Corruption perceptions	-0.003*** (0.000)	-0.002*** (0.000)	-0.002*** (0.000)
Pseudo-R ²	0.141	0.101	0.118
Observations	1,738,579	1,739,892	1,083,417

Notes: *** p<0.01, ** p<0.05, * p<0.1. Marginal effects of probit regressions are reported. Robust standard errors

Heterogeneity

- By level of econ development
 - Unemployment unassociated with political trust in low-income countries
 - Inflation matters a lot in **low-& middle-income countries**
- Socio-economic characteristics
 - Inflation matters the most for those **with middle-incomes and immigrants**
 - Unemployment: matters the most for the trust of **middle-aged, lower-educated, unmarried individuals, and rural residents** (vulnerable groups)

Conclusion

- First global study on how inflation & unemployment influence political and financial trust
- Inflation doesn't matter much, but unemployment is damaging
- Channels: economic considerations at the country and individual level
- All in all => unemployment is a problem for individuals, the economy and the political process!

Thanks for you attention!
Questions?



Stay in touch

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Appendix slides

Country panel w. country & year FE

	National government (1)	Financial institutions and banks (2)	Country's leader (3)
Inflation	-0.002 (0.003)	-0.003*** (0.001)	-0.002 (0.002)
Unemployment	-1.032*** (0.239)	-1.183*** (0.243)	-1.056*** (0.344)
R ²	0.121	0.156	0.071
No. of countries included	148	156	137
Observations	1,772	1,885	1,110

Notes: *** p<0.01, ** p<0.05, * p<0.1. Fixed effects regression results based on the country-level means of all variables are reported. Means are calculated by country and year with the survey weights. Robust standard errors are in parentheses. All regressions include means of individual characteristics (age and its square, gender, education, marital status, having children, immigrant status, and living in a rural or urban area) and the year fixed effects. Given the data availability for the approval of a country's leader, regressions in column (3) are estimated for 2011-2021.

With lags

	National government (1)	Financial institutions and banks (2)	Country's leader (3)
Inflation t_{-1}	-0.005 (0.004)	-0.005** (0.002)	-0.000 (0.002)
Unemployment t_{-1}	-0.910*** (0.133)	-1.117*** (0.114)	-1.005*** (0.209)
Pseudo-R ²	0.102	0.09	0.091
Observations	1,825,920	1,932,019	1,149,211

Notes: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. Marginal effects of probit regressions are reported. Robust standard errors clustered at the country-by-year level are in parentheses. All regressions are weighted using the survey weight and include country fixed effects, year fixed effects, individual characteristics (age and its square, gender, education, marital status, having children, immigrant status, and living in a rural or urban area), and controls for missing values in individual characteristics. Given the data availability for the approval of a country's leader, regression in column (3) is estimated for 2011-2021.

With lags as instruments

	National government (1)	Financial institutions and banks (2)	Country's leader (3)
Inflation	-0.002 (0.002)	-0.002 (0.001)	0.001 (0.001)
Unemployment	-1.107*** (0.157)	-1.405*** (0.142)	-1.238*** (0.248)
1 st stage F-statistics (inflation)	120.66	147.24	187.86
1 st stage F-statistics (unemployment)	1115.08	1147.43	841.19
H0: inflation and unemployment are exogenous (p-value)	0.552	0.000	0.244
R ²	1,814,659	1,919,354	1,139,295
Observations	0.129	0.113	0.114

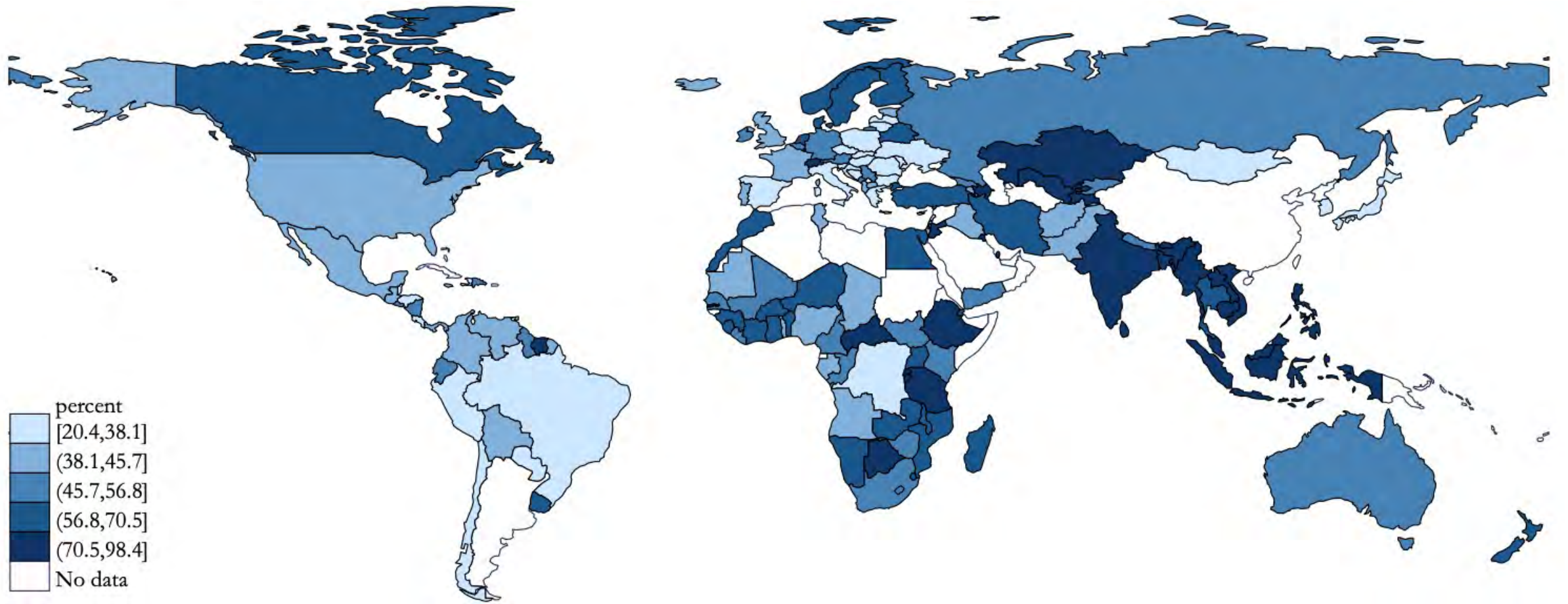
With controls for volatility

	National government (1)	Financial institutions and banks (2)	Country's leader (3)
Inflation	-0.002 (0.002)	-0.003** (0.001)	-0.001 (0.002)
Std. deviation of inflation	-0.006 (0.012)	0.004 (0.009)	0.008 (0.016)
Unemployment	-1.006*** (0.138)	-1.125*** (0.112)	-1.062*** (0.212)
Std. deviation of unemployment	2.440 (3.484)	-3.484 (2.742)	-9.135 (10.036)
Pseudo-R ²	0.101	0.09	0.092
Observations	1,818,479	1,923,989	1,139,295

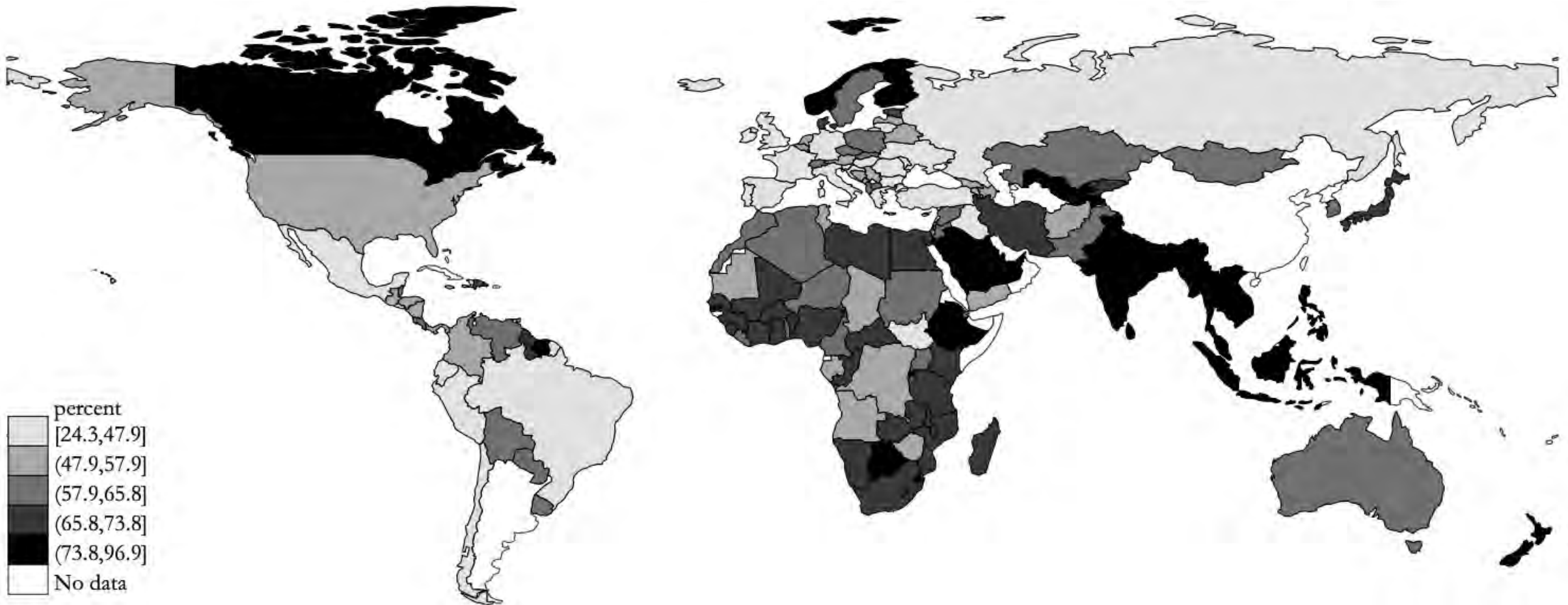
Summary statistics

Variable	No. of observations	Mean	Std. deviation	Min	Max
<i>Dependent variables</i>					
Confidence in the national government	1,818,479	0.527	0.499	0	1
Confidence in financial institutions and banks	1,923,989	0.618	0.486	0	1
Approval of a country's leadership	1,139,295	0.586	0.492	0	1
<i>Explanatory variables</i>					
Inflation	1,923,989	0.308	1.797	-0.506	53.110
Unemployment	1,923,989	0.075	0.055	0.001	0.349
Age	1,923,989	39.254	17.320	15	99
Female (1=female, 0=male)	1,923,989	0.503	0.500	0	1
Immigration status					
<i>immigrant</i>	1,923,989	0.054	0.227	0	1
<i>missing information</i>	1,923,989	0.073	0.261	0	1
Place of residence (1=rural, 0=urban)					
<i>rural</i>	1,923,989	0.243	0.429	0	1
<i>missing information</i>	1,923,989	0.048	0.214	0	1
Marital status (0=unmarried, 1=married)					
<i>married</i>	1,923,989	0.565	0.496	0	1
<i>missing information</i>	1,923,989	0.010	0.097	0	1
Education (0=no college, 1=college)					
<i>College degree</i>	1,923,989	0.123	0.328	0	1
<i>missing information</i>	1,923,989	0.041	0.197	0	1
Children below age 15 (0=no, 1=yes)					
<i>has children below the age of 15</i>	1,923,989	0.529	0.499	0	1
<i>missing information</i>	1,923,989	0.033	0.179	0	1
Within-country income tertile					
<i>bottom tertile</i>	1,643,512	0.394	0.489	0	1
<i>middle tertile</i>	1,643,512	0.322	0.467	0	1
<i>top tertile</i>	1,643,512	0.256	0.436	0	1
<i>missing information</i>	1,643,512	0.027	0.163	0	1
Employment status					
<i>employed</i>	1,643,512	0.540	0.498	0	1
<i>unemployed</i>	1,643,512	0.068	0.252	0	1
<i>not working</i>	1,643,512	0.364	0.481	0	1
<i>missing information</i>	1,643,512	0.028	0.164	0	1
<i>Mechanisms</i>					
Perception of a country's economic situation	858,480	-3.822	70.817	-100	100
Perception of own economic situation	1,830,443	2.187	0.836	1	3
Corruption perception	1,739,892	67.695	41.626	0	100

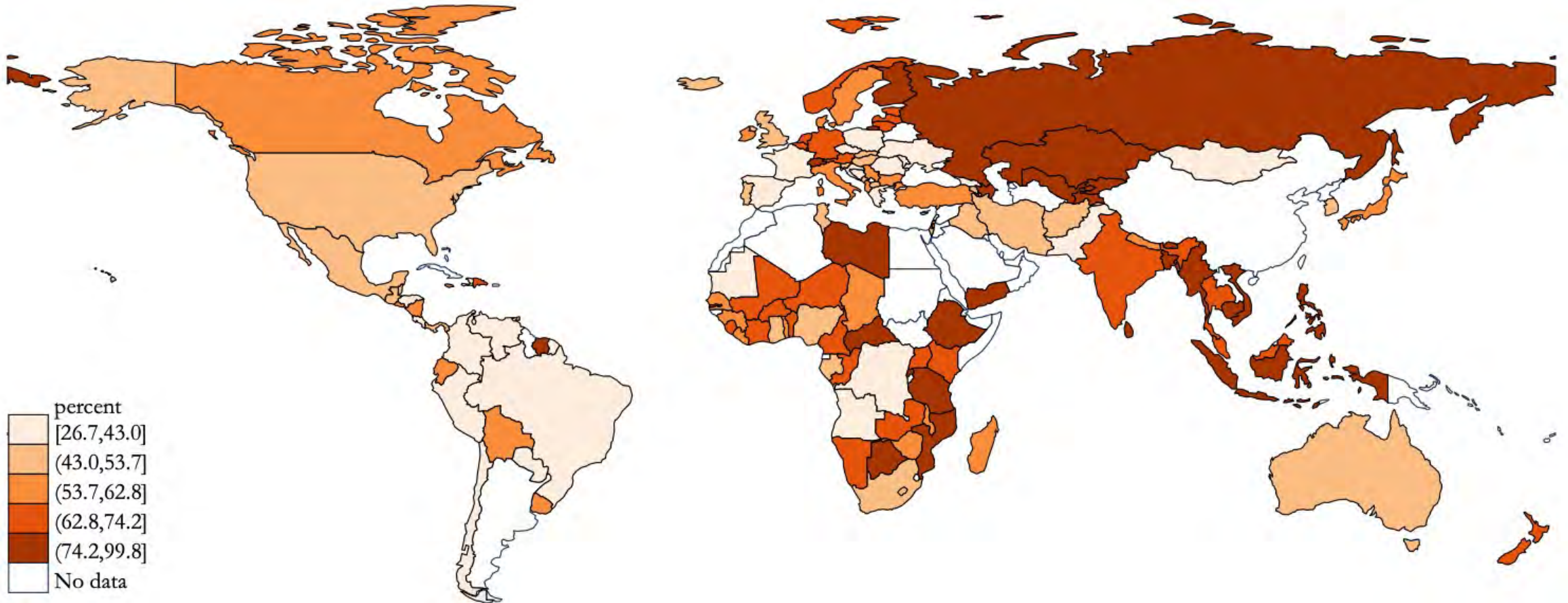
Percentage of respondents with confidence in the national government



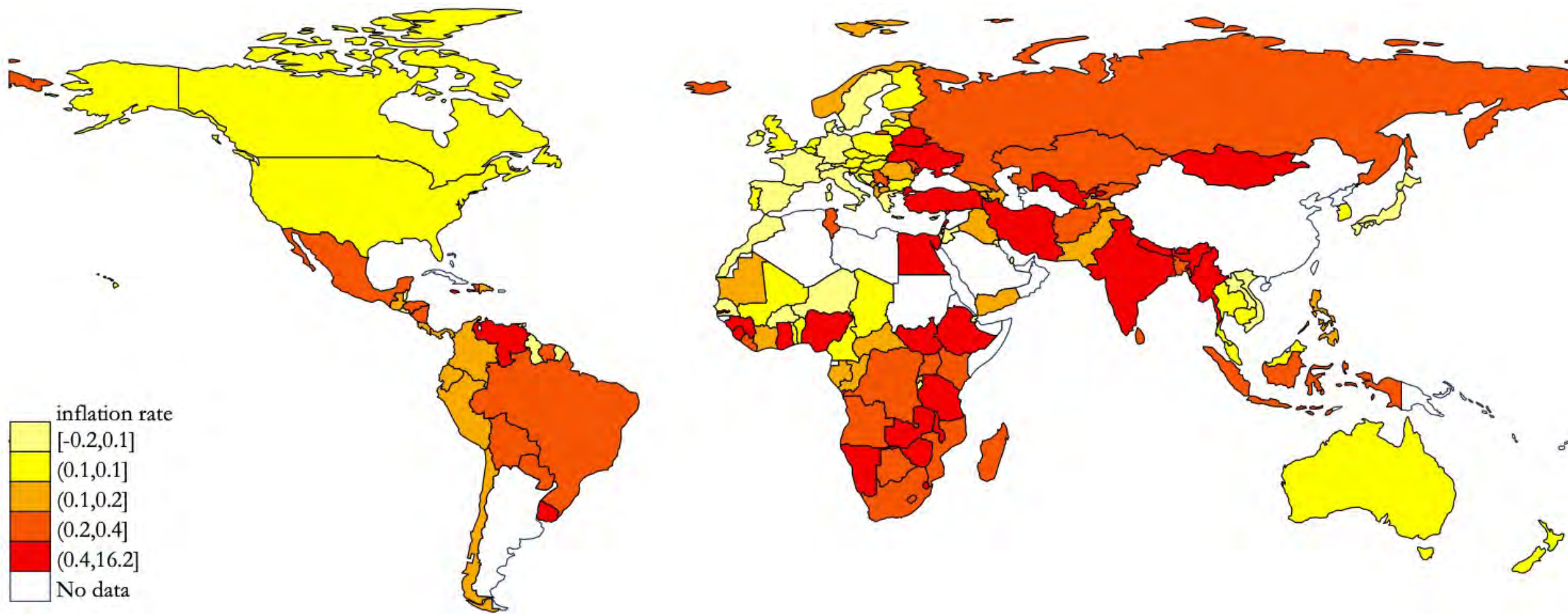
Percentage of respondents with confidence in financial institutions and banks



Percentage of respondents who approve of their country's leader



Inflation rate



Unemployment rate



2009–2021, with/without controls

	National government (1)	Financial institutions and banks (2)	Country's leadership (3)	National government (4)	Financial institutions and banks (5)	Country's leader (6)
Inflation	-0.001 (0.002)	-0.003** (0.001)	-0.001 (0.002)	-0.001 (0.002)	-0.003** (0.001)	-0.000 (0.002)
Unemployment	-0.875*** (0.142)	-1.016*** (0.121)	-1.062*** (0.212)	-0.860*** (0.142)	-1.006*** (0.121)	-1.047*** (0.214)
Individual employment status and income	no	no	no	yes	yes	yes
Pseudo-R2	0.104	0.098	0.092	0.105	0.099	0.092
Observations	1,536,598	1,643,512	1,139,295	1,536,598	1,643,512	1,139,295

Notes: *** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$. Marginal effects of probit regressions are reported. Robust standard errors clustered at the country-by-year level are in parentheses. All regressions are weighted using the survey weight and include country fixed effects, year fixed effects, individual characteristics (age and its square, gender, education, marital status, having children, immigrant status, and living in a rural or urban area), and controls for missing values in individual characteristics. Columns (4)-(6) also include individual controls for employment status and income. Given the availability of data for the approval of a country's leader, regressions in columns (3) and (6) are estimated for 2011-2021.

Simulation: What if I and U rise by one standard deviation globally?

	Financial institutions		
	National government	and banks	Country's leader
	(1)	(2)	(3)
	Increasing both inflation and unemployment		
Inflation	0.000 (0.001)	-0.001** (0.001)	-0.000 (0.001)
Unemployment	-0.782*** (0.142)	-1.075*** (0.125)	-0.497** (0.247)
Observations	1,818,479	1,923,989	1,139,295
	Increasing inflation		
Inflation	0.001 (0.001)	-0.001 (0.001)	0.000 (0.001)
Unemployment	-1.023*** (0.138)	-1.152*** (0.115)	-1.061*** (0.215)
Observations	1,818,479	1,923,989	1,139,295
	Increasing unemployment		
Inflation	-0.002 (0.002)	-0.004** (0.001)	-0.001 (0.002)
Unemployment	-0.781*** (0.141)	-1.059*** (0.123)	-0.526** (0.245)
Observations	1,818,479	1,923,989	1,139,295

Subordination and System Justification

Elisa Duran-Micco Sofia Correa

ECG International Conference, ECGIC

June 2024

Motivation

- ▶ Human societies present hierarchies in which some individuals hold social power and privilege based on group membership

Some groups benefit from the social order, whereas others remain subordinated

- ▶ These conventions often remain stable over long periods of time

What is the rationale behind this? Why do subordinates accept this order?

This Paper

- ▶ We propose a model of social hierarchies in which agents have a cognitive bias
Agents can ignore the detriments they bear within the current system to justify the social order
Trade-off: being optimistic about the world and conforming to the social order vs recognizing its costs and refusing accomodation
- ▶ We characterize the set of equilibria in this model (i.e., cognitive strategy and effort decisions) regarding the type of redistribution in the society

Preliminaries of the Model I:

- ▶ We borrow concepts from social psychology (Sidanius et. al. 2016)
- ▶ **Group-based social hierarchy:**
 - Some individuals hold power and privilege because they belong to a particular group
- ▶ An individual's social position is determined by power and status
 - Power refers to the ability to control one's outcomes and those of others
 - Status refers to the esteem and recognition received from others (Van Kleef & Cheng, 2020).
- ▶ Social systems are subject to the counterbalancing forces:
 - Hierarchy-enhancing forces + **Hierarchy-attenuating forces**

Preliminaries of the Model III:

- ▶ Why would subordinates accept the social order?
- ▶ False consciousness: tendency to hold inaccurate beliefs that prevent them from recognizing the oppressive nature of their social conditions (Marx & Engels 1965).
- ▶ Research in social psychology has shown behavioral differences between members of dominant and subordinate groups
 - ▶ Dominants exhibit stronger ingroup favoritism than subordinates (Rhodes & Baron 2019)

Preliminaries of the Model IV:

- ▶ **System Justification Theory** articulates these ideas around the human tendency to defend the existing social order (Jost 2020)
- ▶ People want and have to believe that they live in a just world to have hope and confidence in their future (Lerner 1980)
- ▶ Denial or minimization of the existing social order problems, stereotyping, and rationalization are some ways the system can be justified
- ▶ For subordinates, this justification creates a conflict and is negatively associated with self-esteem and ingroup favoritism

A Model of Subordination

Model

Period 0			Period 1	Period 2
$\sigma \in \{L, \emptyset\}$	λ^i	$\psi E_0 [e^i \Omega_1^i]$	e^i	$\pi_2^i = \theta^g \alpha y^i + (1 - \alpha)y$
signal	cognitive strategy	system justification	effort	payoff

- ▶ Continuum of agents
- ▶ Two groups, $g \in \{s, d\}$: Dominants, d , and Subordinates, s

Redistribution (t=2)

	Period 0		Period 1	Period 2
$\sigma \in \{L, \emptyset\}$	λ^i	$\psi E_0 [e^i \Omega_1^i]$	e^i	$\pi_2^i = \theta^g \alpha y^i + (1 - \alpha)y$
signal	cognitive strategy	system justification	effort	payoff

- ▶ At **Period 2**, effort produces outcome, $y^i = e^i$, with total output $y = \int_i y^i di$
- ▶ The final payoff, $\pi_2^i \equiv \theta^g \alpha y^i + (1 - \alpha)y$, captures:
 - ▶ $\theta^g, g \in \{s, d\} \rightarrow$ private redistribution
 ↪ **Group-based social hierarchy**
 - ▶ $1 - \alpha \rightarrow$ public redistribution
 ↪ **Hierarchy-attenuating force**

Effort (t=1)

Period 0			Period 1	Period 2
$\sigma \in \{L, \emptyset\}$	λ^i	$\psi E_0 [e^i \Omega_1^i]$	e^i	$\pi_2^i = \theta^s \alpha y^i + (1 - \alpha)y$
signal	cognitive strategy	system justification	effort	payoff

- ▶ Incomplete information about private redistribution.
- ▶ Given their cognitive strategy, in **Period 1** agents choose effort to maximize

$$\pi_1^i = -ce^i + \delta E_1 [\pi_2^i | \Omega_1^i]$$

where c is the cost effort, and Ω_1^i is the information set at $t = 1$.

- ▶ Agents' information set at $t = 1$, Ω_1^i , depends on the cognitive strategy adopted at $t = 0$.

Cognitive Strategy (t=0)

Period 0			Period 1	Period 2
$\sigma \in \{L, \emptyset\}$	λ^i	$\psi E_0 [e^i \Omega_1^i]$	e^i	$\pi_2^i = \theta^g \alpha y^i + (1 - \alpha)y$
signal	cognitive strategy	system justification	effort	payoff

- ▶ At **Period 0**, subordinates observe a signal about the return to effort, θ_s .
- ▶ Expected return to effort in each state is $\theta_s \equiv E[\theta_s | \sigma = L] < E[\theta_s | \sigma = \emptyset] \equiv 1$
- ▶ They choose a **cognitive strategy** λ_i , i.e., how much info to recall about this signal

Cognitive Strategy (t=0)

Period 0			Period 1	Period 2
$\sigma \in \{L, \emptyset\}$	λ^i	$\psi E_0 [e^i \Omega_1^i]$	e^i	$\pi_2^i = \theta^s \alpha y^i + (1 - \alpha)y$
signal	cognitive strategy	system justification	effort	payoff

- Agents choose a cognitive strategy to maximize

$$\pi_0^i - M(\lambda^i) = -\delta c e^i + \psi E_0 [e^i | \Omega_1^i] + \delta^2 E_0 [\pi_2^i | \Omega_0^i] - M(\lambda^i)$$

where $M(\lambda^i)$ the date-0 costs of cognitive strategy, E_0 denotes expectations at $t = 0$, and ψ captures **system-justification** motives.

- λ^i can be moved at some cost

$$M(\lambda^i) = (l^i - \lambda^i)^2$$

Heterogeneity comes from l^i , which is the subordinate natural point of recall.

Model Summary

- ▶ Subordinates and dominants decide effort on producing output
- ▶ Total output is the sum of individual efforts, which is redistributed through two mechanisms:
 - (i) Private Redistribution: Subordinates transfer a portion of their output to dominants
 - ↪ **Group-based social hierarchy**
 - (ii) Public Redistribution: Redistributive policies to reduce group disparities
 - ↪ **Hierarchy-attenuating force**
- ▶ Incomplete information about private redistribution + Cognitive Bias
 - Subordinates do not know how much of their effort goes to dominant groups
 - They obtain signals, but we allow them to neglect them
 - ↪ **System Justification**

Equilibrium Characterization

Subordinates' Effort Decision [$t = 1$]

Lemma. Subordinates only exert effort if they ignore enough information about the state

- ▶ There is a critical level of awareness λ^* such that

$$e^i = \begin{cases} 1 & \text{if } \lambda^i \leq \lambda^* \\ 0 & \text{if } \lambda^i > \lambda^* \end{cases}$$

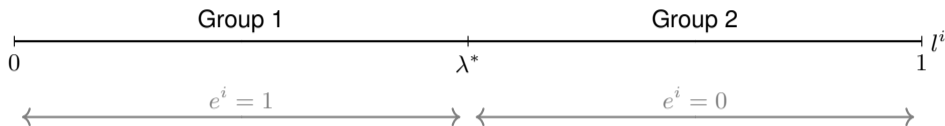
- ▶ Intuition:

If $\lambda^i \leq \lambda^* \rightarrow$ low awareness \rightarrow Worthy to exert effort

If $\lambda^i > \lambda^* \rightarrow$ high awareness \rightarrow Effort is not worthy

Cognitive Strategy [$t = 0$]

- ▶ We can define two groups, according to their default



- ▶ **Group 1:** $l^i \leq \lambda^*$, default $e^i = 1$. They invest in awareness if:

$$\Phi = \pi_0^i(e^i = 0) - \pi_0^i(e^i = 1) \geq (l^i - \lambda^i)^2 > 0 \quad (1)$$

- ▶ **Group 2:** $l^i > \lambda^*$, default $e^i = 0$. They invest in denial if:

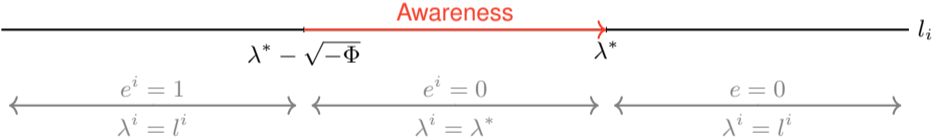
$$\pi_0^i(e^i = 1) - \pi_0^i(e^i = 0) \geq (l^i - \lambda^i)^2 > 0 \quad (2)$$

- ▶ Important: Only one of the conditions above can hold

Only one group can make an active decision, and the other one remains in the default

Case 1: Awareness Equilibrium

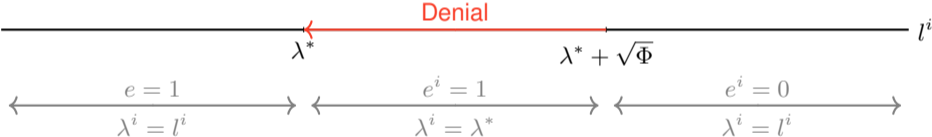
- ▶ If Group 1 can benefit from gaining awareness, then Group 2 remains aware (default)
They never exert effort in equilibrium



Case 2: Denial equilibrium

- ▶ If Group 2 can benefit from denial, then Group 1 remains in denial (default)

They always exert effort in equilibrium



Results Summary

1. Equilibrium Characterization: There are two types of equilibrium

- ▶ A denial equilibrium, where a fraction of agents invest in denial to justify exerting effort
- ▶ An awareness equilibrium, where a fraction of agents invest in awareness to avoid conforming with the system

2. Comparative statics

- ▶ If system justification is high enough, there is only a Denial Equilibrium
- ▶ In this equilibrium, denial and conformity decrease with public redistribution

Conclusion

- ▶ We develop a model of social hierarchies inspired by concepts in social psychology
- ▶ System justification is captured as a cognitive bias: agents have incentives to ignore their detriments
- ▶ We characterize the set of equilibria in this model and show that:

If system justification motives are strong enough, people only invest in ignoring information to accommodate the system.

If public redistribution is strong, we observe less equilibrium denial and lower effort.

Thanks!

(elisaduranmicco@gmail.com)

3-6-2024
ECGIC 2024 #31

Task democracy: politics for the common good

Peter A.J. Bootsma

- **Failing sustainability crisis handling**
- **Medieval inspiration**
- **The task democracy model**
- **Conclusions**

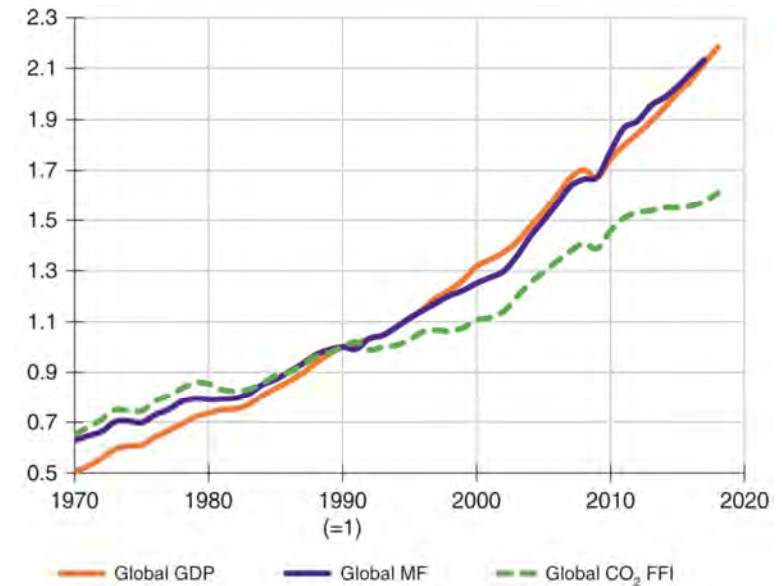
Sustainability transition progress



- 3,5 degrees temperature increase
- 6th mass extinction
- No decoupling of natural resource usage →
- Inequality on the increase worldwide
- Slavery and conflict
- ...



-
- Transition progress is **dangerously insufficient**



<https://www.nature.com/articles/s41467-020-16941-y>

Societal crisis decision making



Crisis type

Not existential: there are options

Existential: all hands on deck!

Not acute:
there is time
for
democracy

- Nitrogen crisis
- Housing crisis
- Poverty
- Labor migration, asylum migration
- Natural resource shortages
- Grid congestion
- Drug crime

- Population pressure
- Greenhouse gases (climate change, sea level rise, ocean acidification, desertification)
- Biodiversity crisis (6th mass extinction, pollinator decline)
- Agriculture soil degradation
- Extreme inequality, polarization
- Geopolitical tensions
- Climate migration

Acute:
act now!

- Water shortages
- Floodings
- Pandemics
- Wildfires
- Hurricanes
- Terrorism

- Dike breach
- Famine
- Foreign aggression
- Civil war

Societal crisis decision making



Crisis type

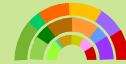
Not existential: there are options

Existential: all hands on deck!

Not acute:
there is time
for
democracy

Liberal democratic decision making

- in national, province and municipal parliaments/councils by political parties



?

Acute:
act now!

Government staff decision making

- in crisis or emergency response teams by emergency services, police, safety authorities, water authorities, health care authorities



War time decision making

- In war cabinets by government (defense, public order, water management, health management) in close contact with business networks (war economy), citizen organisations (mobilisation, solidarity, shelter), non-profits (protection, refuges, food, care, training) and research institutes (assessments, options)



Handling of not-acute/existential crises using liberal democracy



We can change



- Would you live more sustainable if this is beneficial to the world of your grandchildren?

Yes 68%

- Would you live more sustainable if this is beneficial to the world of your grandchildren, in the circumstance that everyone else does?

Yes 100%



Medieval societal transition handling



- 13th century, low countries
 - Urbanisation
 - Storm floodings
- Bottom-up sectoral task division
 - Farmers
 - Villagers
 - Citizens
- Institutionalisation in water authorities
 - Quality seats for task groups
 - Elections within task groups
 - Governor appointed by the King

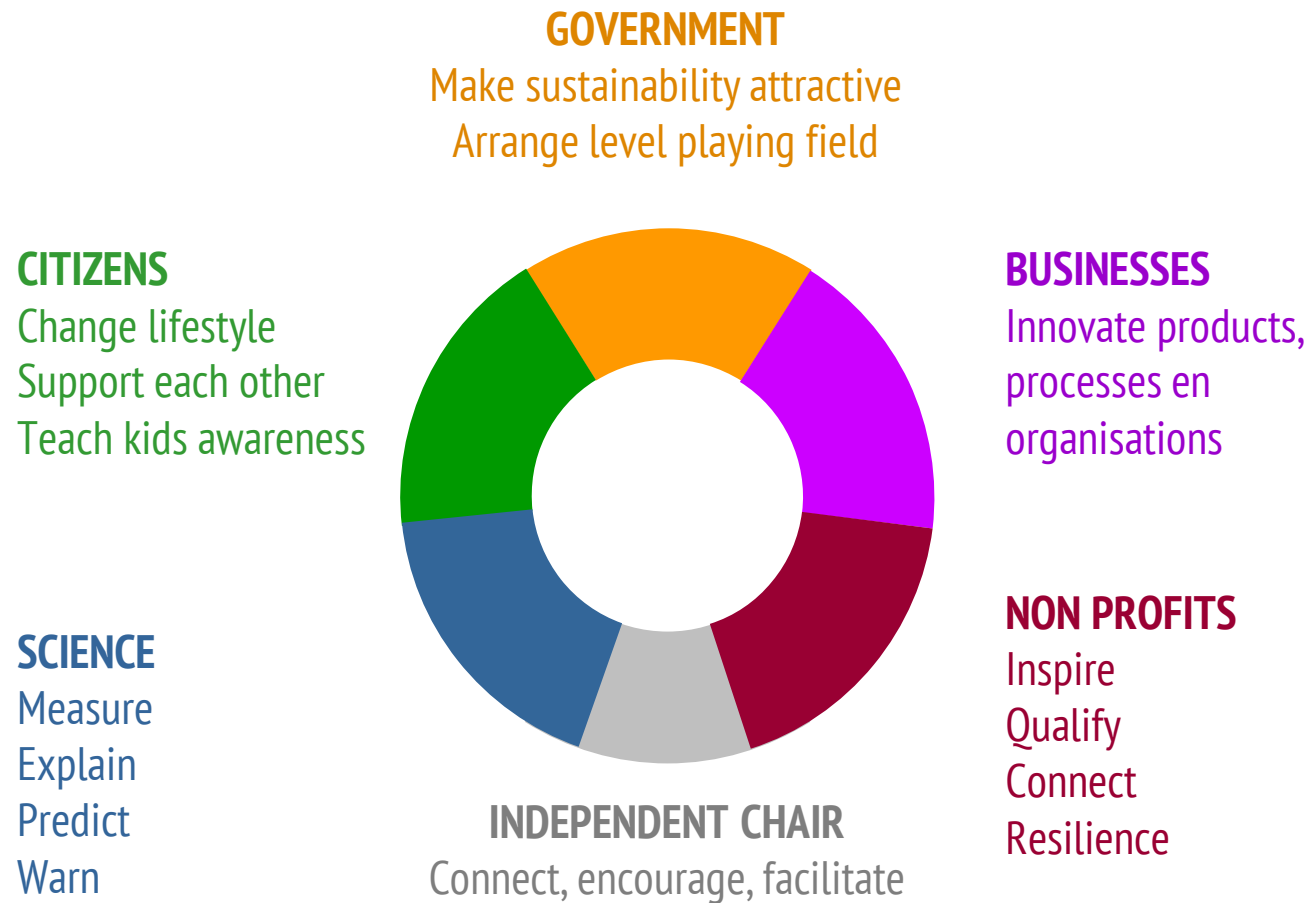


Unique, indispensable and non transferable transition tasks

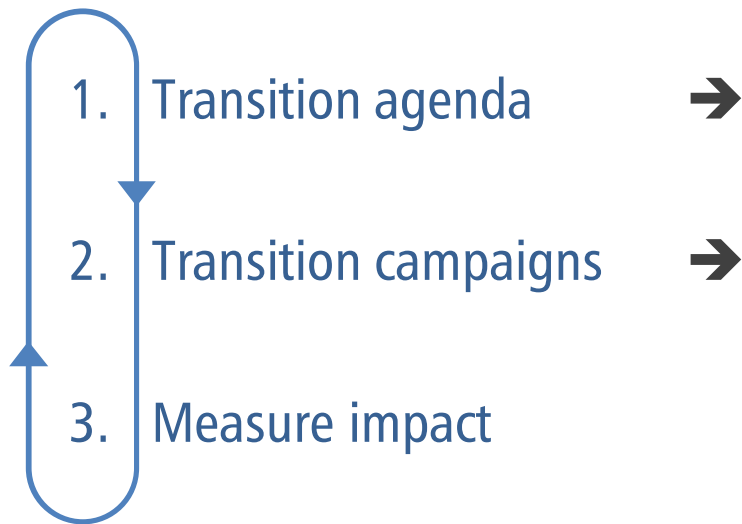


Task group	Representatives	Tasks
Science	Networks of academic disciplines or knowledge fields	Measure capitals, explain history, predict future, identify development pathways
Citizens	Districts and villages, age groups, citizen councils	Adjust lifestyle, support each other, raise kids with sustainability values, vote
Government	Public administration, water authorities, gov. services	Encourage sustainability, tax or Forbid unsustainability, ensure level playing fields
Businesses	Business associations, branch organisations, park management associations	Invest and innovate for sustainability impact, organise inclusively, close loops
Non-profits	Networks of health care, education, housing, sports, culture, NGO's, life view	Inspire people, qualify students, build and connect communities, inclusion

Task democracy model 1/3 – Round table model



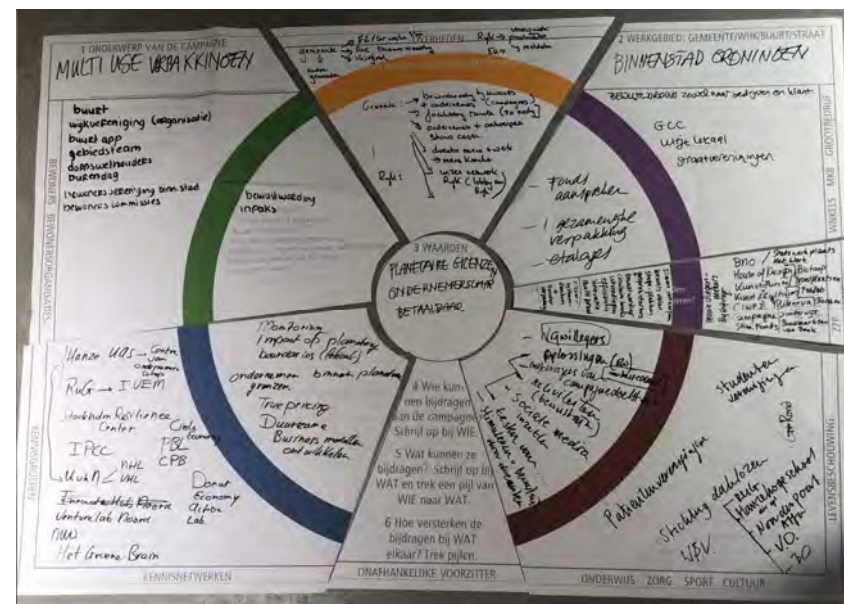
Task democracy model 2/3 – Policy cycle



Hanzehogeschool / Guest Lecture Task Democracy

Manual Sessions Setup Issues Register Voting Result

Agenda	Science	Citizens	Governance	Businesses	Non profits
1. Lack of equity	5	1	2	1	4
2. Maintaining public support	3	7	2	1	1
3. Government support insufficient and inaccessible	6	5	3	3	3
4. Accessibility is insufficient for all people	4	4	7	4	6
5. Carbonisation	2	2	5	6	2
6. Individualistic mobility	1	6	4	5	5
7. Eart quakes	7	3	6	7	7
15 votes	3	3	4	2	3
15 voters	3	3	4	1	3



Task democracy model 3/3 – Implementation method



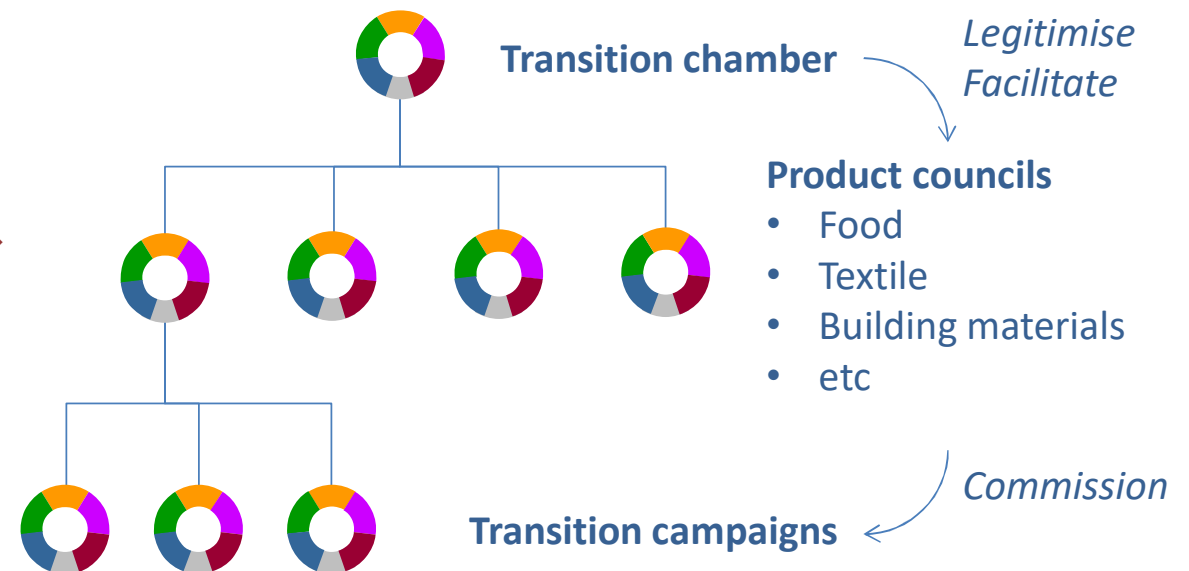
- Single initiator
- Task groups survey
- Opinion leaders
- Simulations →
- Campaign try out
- Preliminary chamber
- Large Scale Interventions
- Institutionalisation



Results so far



- Simulations, Group dynamics
- Partial implementations
 - Agricultural land development
 - Municipal area cooperative
 - Neighbourhood taxis
 - Groningen circular economy proposal →
- Tools
 - Document templates
 - Startup method
 - Voting system
 - Transition atlas
 - Brainstorm canvas
 - Congress papers



Societal crisis decision making



Crisis type

Not existential: there are options

Existential: act or die!

Not acute:
there is time

Liberal democratic decision making

- in national, province and municipal parliaments/councils by political parties



Task division based democratic decision making

- in water authority boards by inhabitants, farmer networks, nature reserve managers
- **Option: in transition chambers and product councils by science, citizens, government, businesses, non-profits**



Acute:
act now!

Government staff decision making

- in crisis or emergency response teams by emergency services, police, safety authorities, water authorities, health care authorities



War time decision making

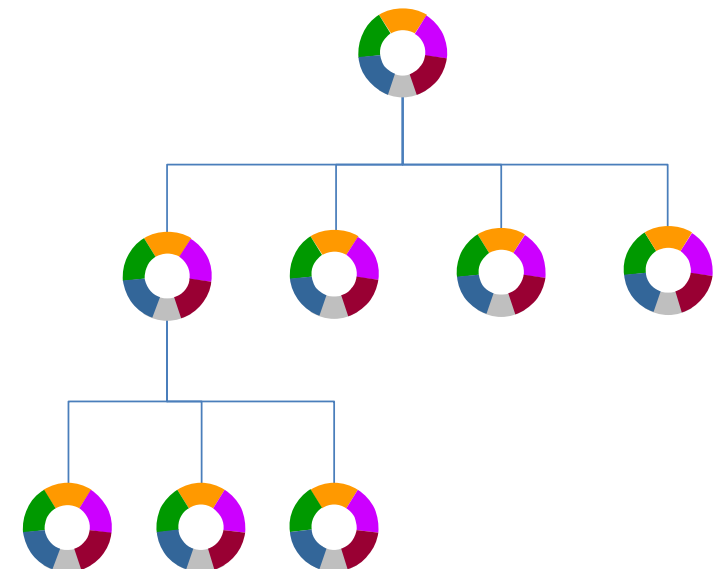
- In war cabinets by government (defense, public order, water management, health management) in close contact with business networks (war economy), citizen organisations (mobilisation, solidarity, shelter), non-profits (protection, refuges, food, care, training) and research institutes (assessments, options)



Wrap up



- Sustainability crisis response is **dangerously insufficient**
- Liberal democracy cannot handle **slow existential crises**
- Societal task division may **accelerate transitions**
- Example: the **task democracy** model
 - Blueprint for public round table **transition chambers** and **product councils**
 - **Equal positions** for five interdependent task groups
 - Conditions for **collective transition leadership**
 - Initiating large scale **joint transition campaigns**
 - **Compensating** rather than compromising
 - **Scalable, recursive** and open access
- Discussion
 - Is task democracy liberal? Utopian? Effective?
 - Tools and experiments, Community of Practice





¿ARE SOCIAL AND ENVIRONMENTAL COMPANIES MOVING TOWARDS AN ECONOMY OF THE COMMON GOOD IN URUGUAY? CHALLENGES AND QUESTIONS

Leeuwarden, june 3 2024



01 Introduction and presentation

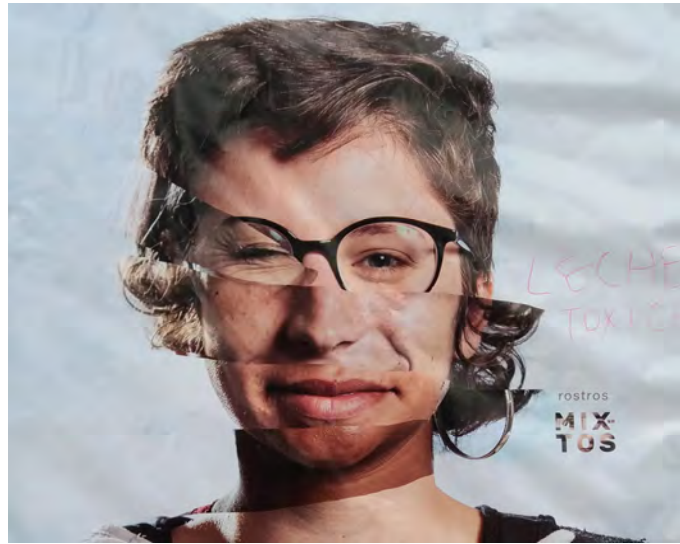
02 Development

03 Conclusions



01 Introduction and presentation









Many small people
in small places
doing small things
can change the world

Eduardo Galeano
Uruguay 1940-2015



URUGUAY ECG LOCAL CHAPTER





“What some call the ecological crisis of the planet is a consequence of the overwhelming triumph of human ambition.”

José Mujica

HUMAN DIGNITY



- Life expectancy: 78 years
(Netherlands 81.5 years)
- Infant mortality (2023): 9 per thousand.
(Netherlands 3.5 per thousand)
- Population at risk of poverty: 10.4%



JUSTICE AND SOLIDARITY



- **91,4% Public school** education
- **Developed welfare state** (Universal social security, ntegrated health system, Public telecommunications, energy and water companies, Public main university without income limit)
- **GINI Index:39.4**
(Netherlands 25.7)
- **Human development index: 0.83** (In the Very High group)
Netherlands: 0.94



ECOLOGICAL SUSTAINABILITY



- Ecological Footprint: Uruguay 1.26 gha/person.
(Netherlands 4.4 gha/person)
- Earth Overshoot Day: Uruguay does not have it
(Netherlands April 1)
- Carbon footprint: Uruguay 2.4 tCO₂/person
(Netherlands 8.3 tCO₂/person)



DEMOCRACY



- **Representative democratic republic system** with many instruments of direct democracy without interruptions since 1983 (Military dictatorship)
- **Democratic index** (The Economist): 8.7 (among the 15 largest in the world), Netherlands:9
- **Participation** in elections (2019): 90.2% of the populatio





CONTEXT

- We have defined ourselves based on reason and individual benefit.
- The old business paradigm that describes the human being as just another part of its machinery. And this lack of meaning, so often filled with objects to desire
- We also wonder if what we have progressed has to do with our own passions.
- There technological paradigm according to which everything is calculable and quantifiable.

.



CONTEXT



“The old world is dying, the new is slow to appear. And in that chiaroscuro monsters emerge.”
Antonio Gramsci

THE DREAM OF THE REASON PRODUCES MONSTERS
Francisco Goya




02 Development





GOALS

- Identify the different principles, values and elements of EBC that are **found in the business field of social and environmental impact in Uruguay.**
 - Describe how these values are **manifested in companies** that have a social and/or environmental purpose in the Uruguayan context.
 - Provide an approach to the conditions present in Uruguay that favor the **change of business paradigm** aligned with the
- 

Elements of the EBC present in the business field of social and/or environmental impact in Uruguay



- Sustainability fairs: in 2022: 43 companies.
- Socialab: Organization that brings together social companies, its purpose is to support entrepreneurs to recognize solutions for social problems: 16 companies.



Elements of the EBC present in the business field of social and/or environmental impact in Uruguay



- System B: 15 Uruguayan companies certified .
- Companies in Uruguay that follow the model of the Economy for the Common Good and use its tools: Entrebichitos Cooperative, Ecotech Environmental Laboratory , Triex (ECG diagnosis)



Elements of the EBC present in the business field of social and/or environmental impact in Uruguay



- Ethical Banking in Uruguay shares values and principles of the Economy for the Common Good and has organized talks in conjunction with the EBC Uruguay.
- Agency for Development Circular Opportunities Program



Elements of the EBC present in the business field of social and/or environmental impact in Uruguay



- Agroecological production
- Social and Solidarity Economy: In Uruguay there are about 3,500 cooperatives and 300 companies considered to be part of the solidarity economy.



Specific activities



- Waste revaluation and recycling.
- Sustainable textile industry
- Ecological construction.
- Conservation of native seeds
- Cleaning of oils and hydrocarbons based on organic and biodegradable products.
- Solutions for people with different abilities



03 Conclusions



Conclusions



- **Certain principles and values promoted by the ECG are present**, to a greater or lesser extent, in the business field that seeks to generate a social and/or environmental impact in Uruguay
- There are companies that **since their birth** are oriented towards the common good, reflecting ECG principles.



Conclusions

- The factors that promote the EBC approach in companies with an EBC Balance Sheet or Report are: **intrinsic motivation, horizontal structure, shared leadership and internal narratives aligned to the ECG**



Conclusions



- There are **laws that are promoted from the bottom up**, that is, they are based on the needs of the population, such as the National Agroecology Plan promoted by the family agroecological sector which present a deeper level of consciousness in terms of positively impacting social well-being and environmental care.



Conclusions

Certificado de Auditoría		36-2022	Auditoría Externa	Balance EBC	 ECONOMÍA DEL BIEN COMÚN <small>Un modelo de economía con futuro</small>				
Auditada por: A.Perez- J.D.Monzon -R.Morata- F.Dugo					Puntuación Total: de 653 puntos				
EMPRESA:		LABORATORIO ECOTECH.SRL							
AÑO DEL BALANCE:		Noviembre 2020-Octubre 2021							
		Dignidad humana		Solidaridad y justicia		Sostenibilidad mediambiental		Transparencia y participación democrática	
A. Proveedores	A1.Dignidad humana en la cadena de suministro	Nivel: 50		A2.Justicia y solidaridad en la cadena de suministro	Nivel: 40		A3.Sostenibilidad mediambiental en la cadena de suministro	Nivel: 70	
	A4.Transparencia y participación democrática en la cadena de suministro	Nivel: 78							
B. Propietarios y Proveedores financieros	B1.Actitud ética en la gestión de recursos financieros	Nivel: 80		B2.Actitud solidaria en la gestión de recursos financieros	Nivel: 80		B3.Inversiones sostenibles y uso de recursos financieros	Nivel: 80	
	B4.Propiedad y participación democrática	Nivel: 80							
C. Personas empleadas	C1.Dignidad humana en el puesto de trabajo	Nivel: 80		C2.Características de los contratos de trabajo	Nivel: 80		C3.Promoción de la responsabilidad mediambiental de las personas empleadas	Nivel: 60	
	C4.Transparencia y participación democrática interna	Nivel: 70							
D. Clientes y otras organizaciones	D1.Actitud ética con los clientes	Nivel: 80		D2.Cooperación y solidaridad con otras organizaciones	Nivel: 60		D3.Impacto ambiental del uso y de la gestión de residuos de los productos y servicios	Nivel: 70	
	D4.Participación de los clientes y transparencia de producto	Nivel: 80							
E. Entorno Social	E1.Propósito e impacto positivo de productos y servicios	Nivel: 80		E2. Contribución a la comunidad	Nivel: 60		E3.Reducción del impacto mediambiental	Nivel: 70	
	E4.Transparencia y participación democrática del entorno social	Nivel: 80							
Certificado válido hasta:					20/12/2024		Balance total		653
Se certifica la auditoría del Informe de Bien Común. El certificado se relaciona con el Balance general de bienes comunes 5.2					ID DEL CERTIFICADO DE AUDITORÍA		*1-2022		
Para obtener más información sobre la matriz, los indicadores y el sistema de auditoría, visite:					www.economia-del-bien-comun.org				

- Despite this, in the current conditions of Uruguay **no model reflects** a comprehensive approach, which is what the EBC model provides.

- Of the 20 themes of the ebc matrix, 3 of them have been verified: Cooperation with organizations (D2), Impact of product waste (D3) and environmental/social purpose of the value generated

Questions

- ¿Does the Balance of the common good for companies as formulated adapt to the economic makeup, idiosyncrasies and institutional framework of Uruguay and Latin America in general?
- ¿Is it an objective in itself or is it an approach tool?



Questions



- ¿Is it viable, desirable or possible to bring the EBC model to companies whose internal narratives, leadership or purpose are not aligned with the EBC?
- If the above is not desirable or possible, is an ethically oriented social and economic transformation viable without having a significant critical mass of them?



ECONOMY
FOR THE COMMON GOOD
An economic model for the future

**THANK
YOU!**

gualberto.trelles@ecogood.org |  EBC Uruguay





ECONOMY 
FOR THE COMMON GOOD
An economic model for the future



Social Balance meets Common Good Balance



Impact and social utility of the Social Solidarity Economy (SSE)

Common issues and benchmarks at the heart of evaluation assessment



ripeSS
europe

Solidarity Economy Europe
www.ripeSS.eu

Measuring what?



"Development of an Ecosystem for Valuing Social Impact and Social Utility"



Build a shared culture between partners, in order to develop benchmarks and guidelines that can be disseminated throughout Europe.



Improve the skills of coaches, teachers and trainers working in the field of SSE.



Strengthen alliances within SSE between different networks to promote the expertise of SSE networks on the issue of social impact and utility.

Historical and Epistemological evolution

- Before exploring the "balance" tools within our networks, how have concepts such **measurement, evaluation, social impact, and social utility** evolved?
- Increasingly heteronomous, externalized, and institutionalized approach: from **evaluating effects** to **measuring performance**.
- Porosity of notions such as **private <> public** and **social economy <> profit-driven economy**.
- Three transformations have led to the notion of social impact: **controlling effectiveness and causal link, result-based financing** (impact financing), and **social entrepreneurship and capitalist management methods**.

Social Utility



Organisations (both profit and non profit) aim to contribute to sustainable development, energy transition, cultural promotion or international solidarity, as long as their activity also helps to produce an impact either by supporting vulnerable groups, maintaining or recreating local solidarity, or participating in citizenship education.

We want to **“measure” the progress** in SSE entities and networks / circuits

We want to have a **common set of criteria** + own indicators for each context

Social Audit - Balance



- Equit
- Fair wealth distribution
- Ecological sustainability
- Dignified work
- Cooperation
- Territorial impact

PROMUEVE

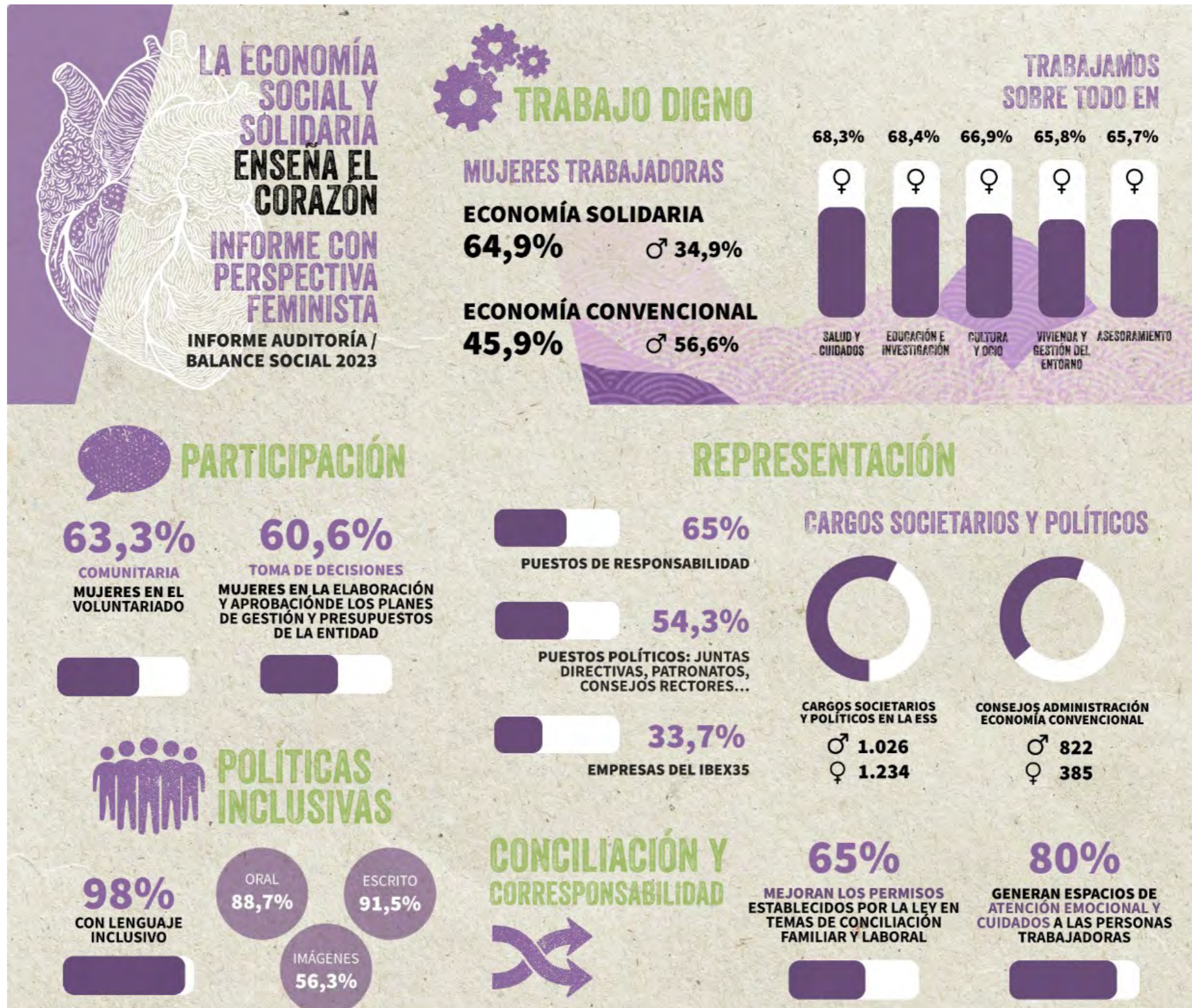


REAS. RED DE REDES DE ECONOMÍA ALTERNATIVA Y SOLIDARIA

info@reas.red | www.reas.red | @Reas_Red

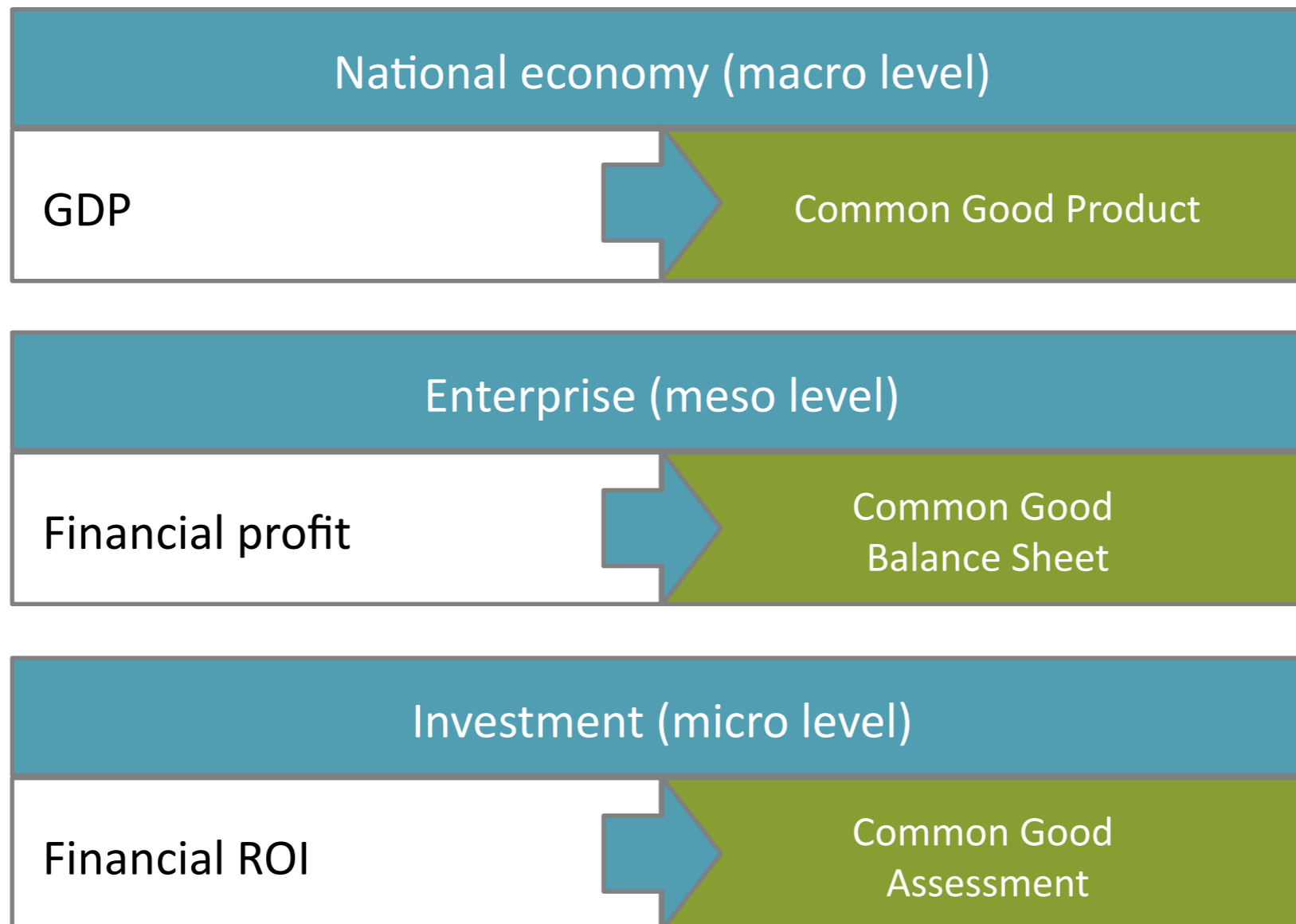
www.economiasolidaria.org | www.mercadosocial.net

Feminist perspective





Measuring economic success differently





Clear visibility: ECG label

751 – 1000 common good points

501 – 750 common good points

251 - 500 common good points

1 – 250 common good points

< 0 common good points

Sustainability
Performance





Requirements for mandatory sustainability reporting (internationally unified)

- Participatory development
- Holistic
- Proportionate & user-friendly
- Intelligible
- Impact (contribution to goals)
- External audit
- Quantitative score
- Comparable
- Visible
- +/- incentives

Subjective evaluation of the EU CSRD



Common Good Leadership & Entrepreneurship for Future Regions

Leeuwarden,
ECGIC 24 - 3, 4 en 5 juni 2024

ACCELERATION OF INNOVATION FOR SUSTAINABLE SUCCES

YNOVA INNOVATION | INFO@YNOVA.NL | +31 651 340 737



Jacqueline Hofstede

Common Good entrepreneur since 2002 (Certified since 2020)

Founder Ynova | Lean Innovation Network in 2005

Value creation without waste: Lean, Circular, Common Good and Datadriven

Connected to (Inter)national movements:

- Economy for the Common Good (2013)
- Lean Product & Process Development Exchange LPPDE (2016)
- Weall Nederland – Wellbeing Alliance (2022)
- Value Cooperation North of the Netherlands (2023)
- Weconomics Foundation (2023)



EXCELLEREN IN INNOVEREN VOOR DUURZAAM SUCCES

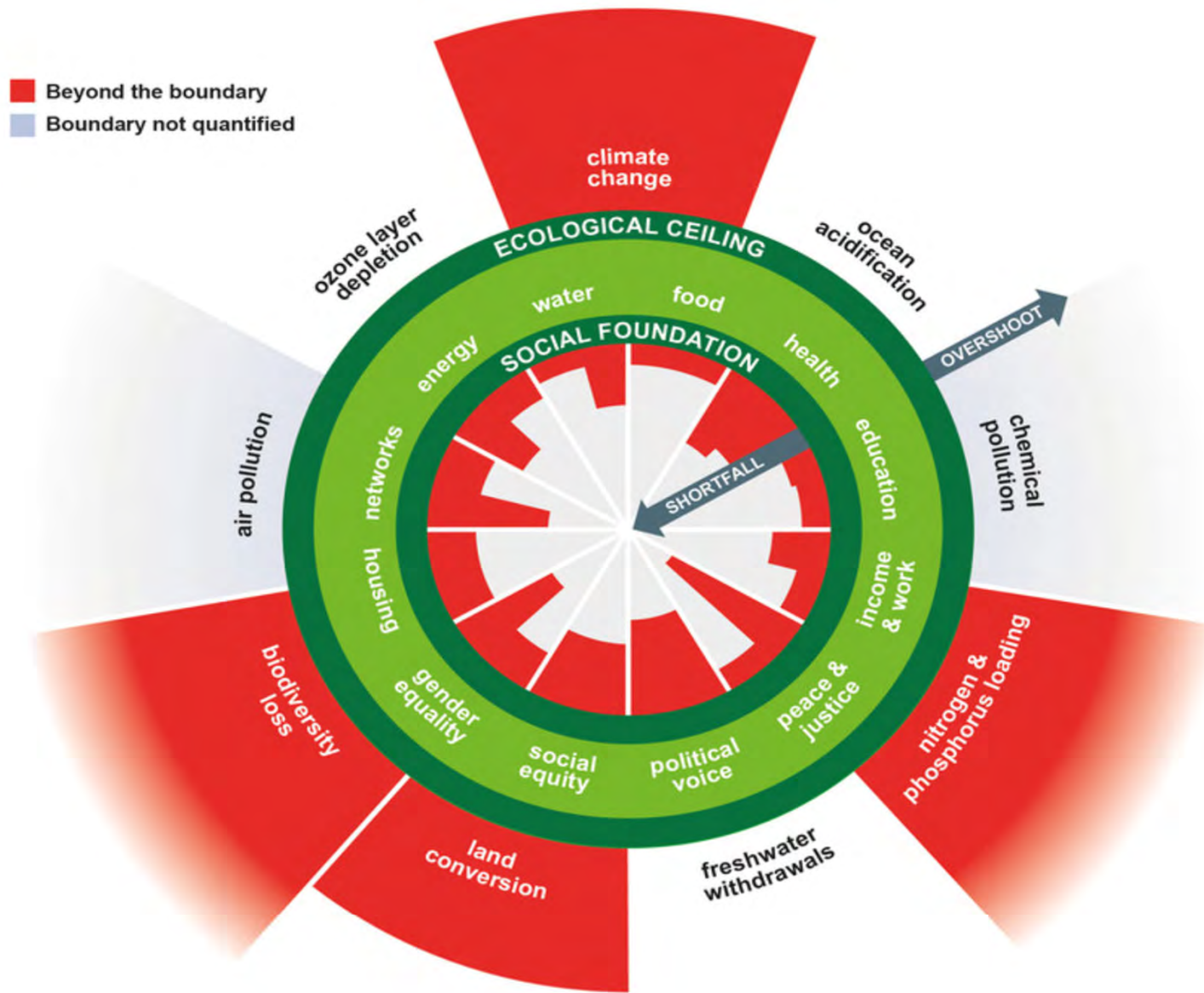


Image: Kate Raworth and Christian Guthrie/The Lancet Planetary Health

ACCELERATION OF INNOVATION FOR SUSTAINABLE SUCCESS

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Global Sustainable Development Report 2023

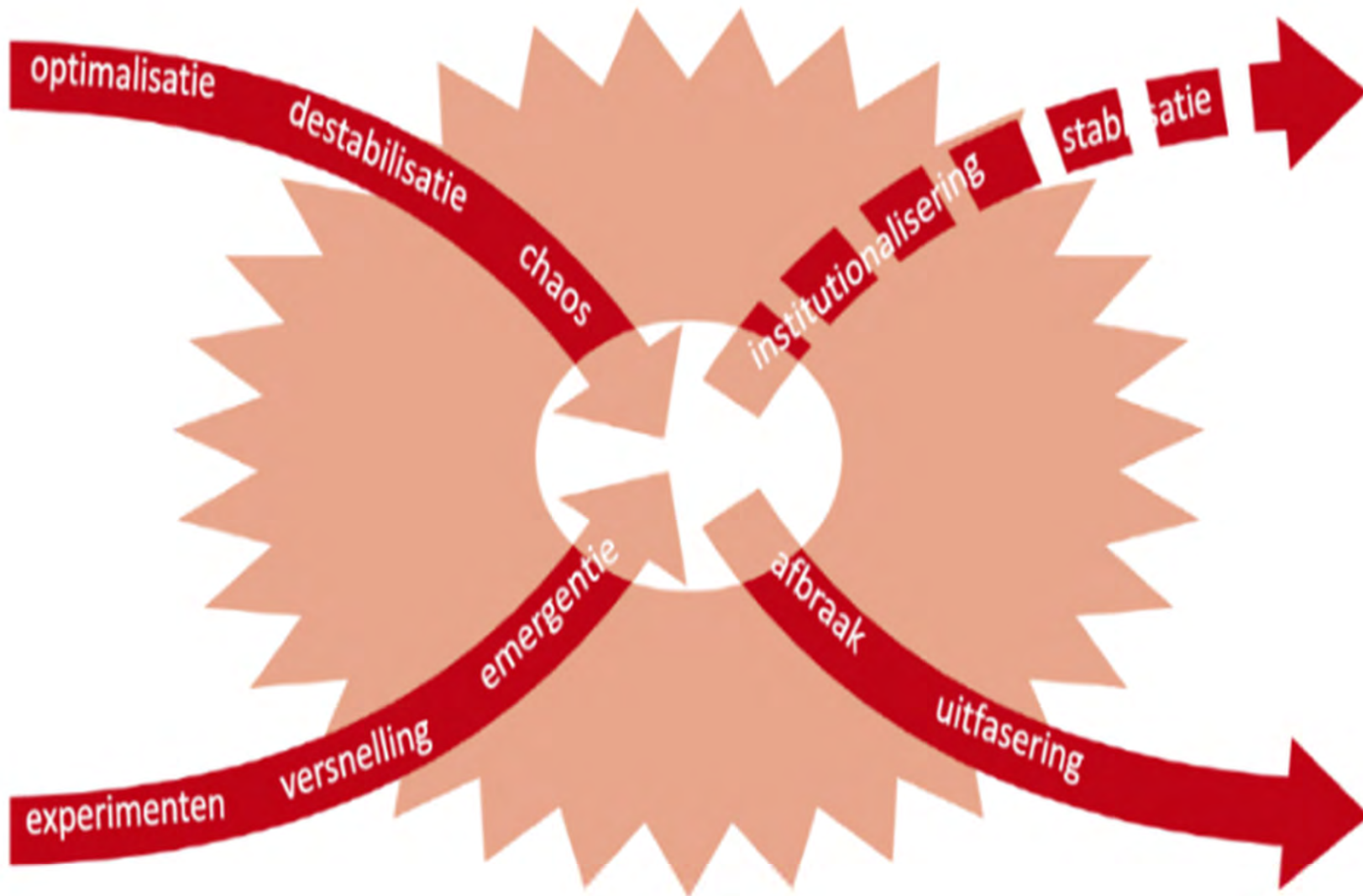
Antonio Guterres (Secretary-General of the United Nations COP 27 Summit:

We are on the highway to climate hell, with our foot still on the accelerator

- We are crossing planetary boundaries, approaching irreversible tipping points
- Acceleration is required **URGENT**
- Politics and governments **seem to slow down**
- More and more bottom-up Common Good initiatives, Start-ups and SMEs are **emerging**

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Three Levels of Sustainability – TLS Model

Cavagnaro and Curiel

1. The level of society – economic, social and environmental value

2. The level of organisations – profit, people, planet

3. The level of individuals – ‘Leadership for Sustainability’

- Care for me
- Care for me and you
- Care for all = Common Good Leadership and Entrepreneurship

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Common Good Leadership & Entrepreneurship



Common Good Matrix

The Common Good Matrix lies at the heart of the Common Good Balance Sheet. Version 5.0 can be seen below.

VALUE	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
STAKEHOLDER				
A: SUPPLIERS	A1 Human dignity in the supply chain	A2 Solidarity and social justice in the supply chain	A3 Environmental sustainability in the supply chain	A4 Transparency and co-determination in the supply chain
B: OWNERS, EQUITY- AND FINANCIAL SERVICE PROVIDERS	B1 Ethical position in relation to financial resources	B2 Social position in relation to financial resources	B3 Use of funds in relation to the environment	B4 Ownership and co-determination
C: EMPLOYEES	C1 Human dignity in the workplace and working environment	C2 Self-determined working arrangements	C3 Environmentally friendly behaviour of staff	C4 Co-determination and transparency within the organisation
D: CUSTOMERS AND BUSINESS PARTNERS	D1 Ethical customer relations	D2 Cooperation and solidarity with other companies	D3 Impact on the environment of the use and disposal of products and services	D4 Customer participation and product transparency
E: SOCIAL ENVIRONMENT	E1 Purpose of products and services and their effects on society	E2 Contribution to the community	E3 Reduction of environmental impact	E4 Social co-determination and transparency



Practice 2 Common Good Companies

Baril Coatings – Sustainable Painting

www.barilcoatings.com

Geert, Jeroen and Teun Duijghuisen

Ynova Innovation – Innovation Networks

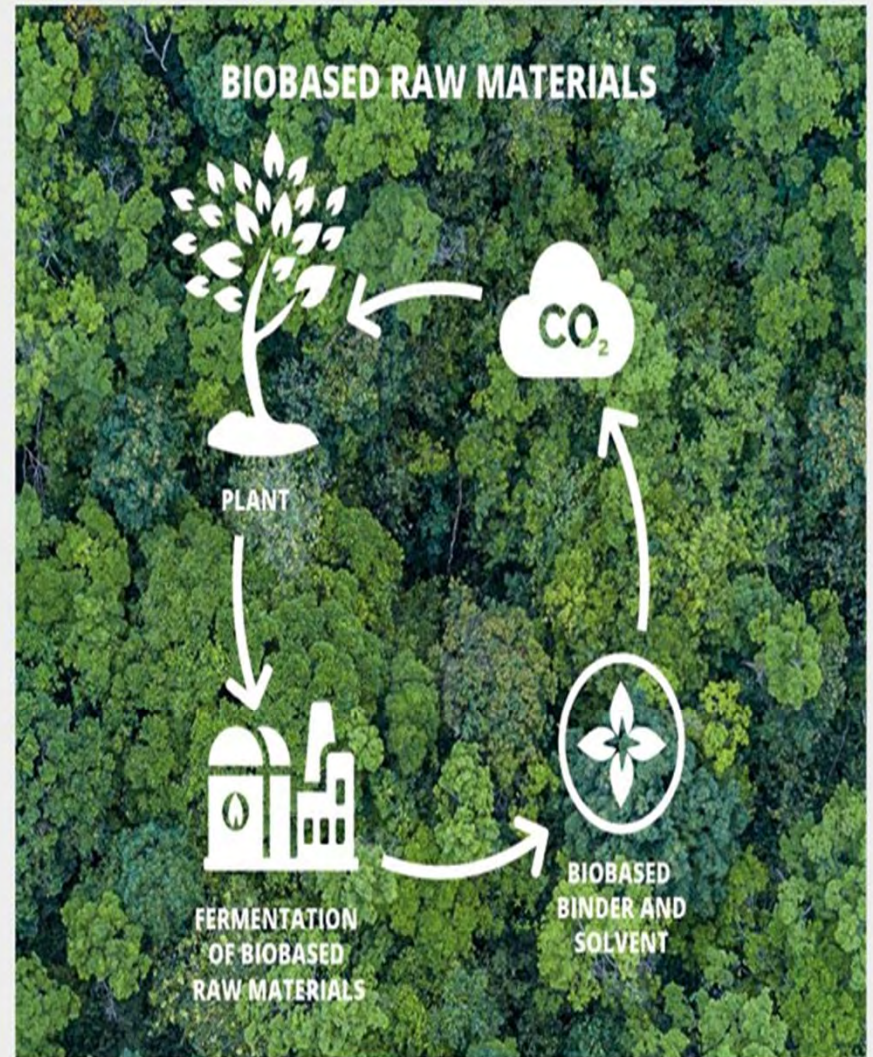
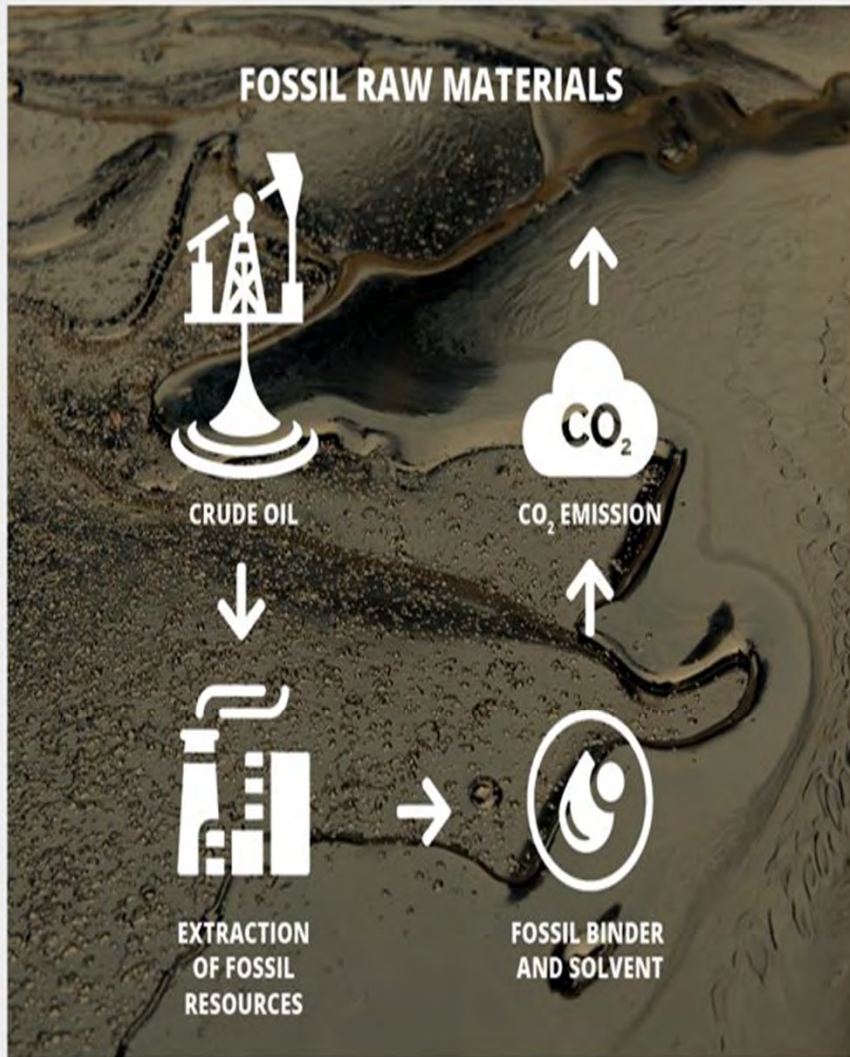
www.ynova.eu

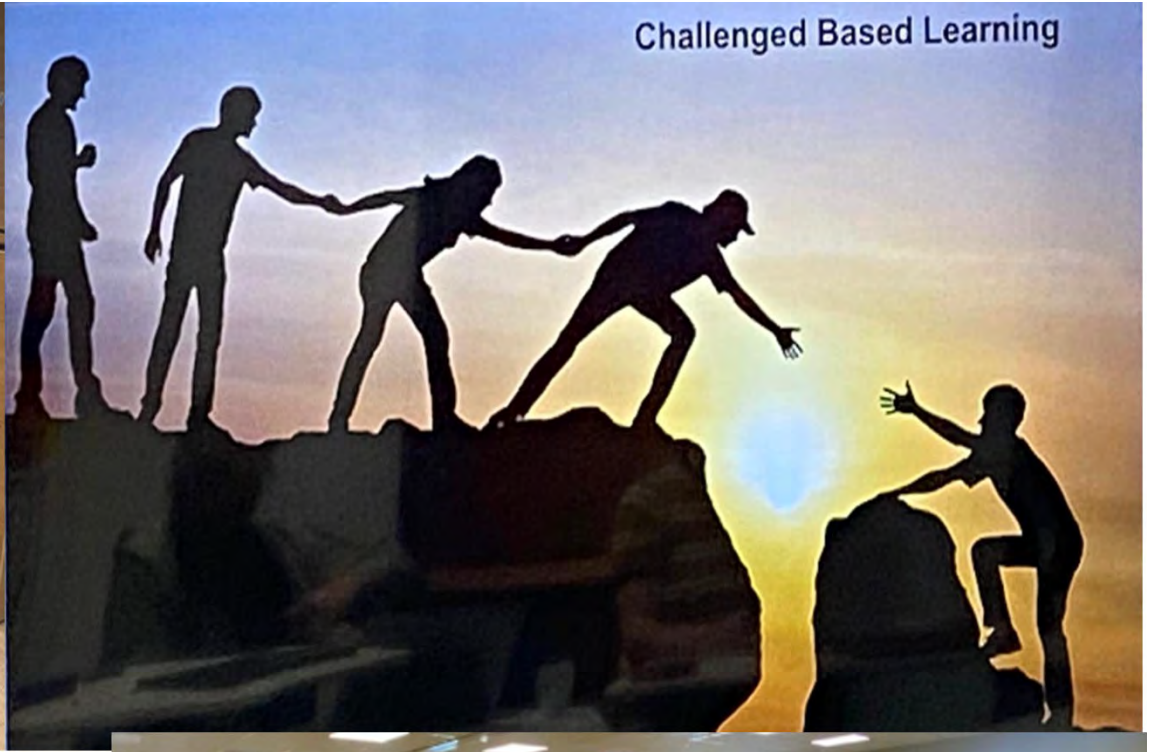
Leaninnovationnetwork.yip.community

Jacqueline Hofstede

EXCELLEREN IN INNOVEREN VOOR DUURZAAM SUCCES

THE POWER OF PAINT TRANSITION FROM FOSSIL TO RENEWABLE RESOURCES







Advantages according to Baril & Ynova

1. **Strong motivation for positive impact by entrepreneurship and innovation power**
2. **It gives meaning and hope for future generations**
3. **It is like top sport, it is challenging and FUN**
4. **The Common Good Balance gives fresh ideas and systematic organizational development**
5. **There are many opportunities e.g. regeneration regions**
6. **It attracts best customers and employees**

ACCELERATION OF INNOVATION FOR SUSTAINABLE SUCCES

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Disadvantages according to Baril & Ynova

- 1. Economy for the Common Good is unknown in The Netherlands**
- 2. There is not yet a cooperation community like B Corp**
- 3. Common Good is not easy, it requires a high awareness and patience**
- 4. Frustration: a lot of sustainability potential lies out of our influence**
- 5. Disappointing cooperation with governments**
- 6. Lower returns – less money to invest in the Common Good**



Current results

- **1. A few examples of Common Good Companies in The Netherlands**
 - Ynova Innovation
 - Baril Coatings
 - Crossmarx
 - The New School
 - Odin Food

- **2. Area Cooperation the North of the Netherlands**

- **3. Growing trust and connection within the WEALL ecosystem**

- **4. First connections with ethical Smart Technologies (Weconomics Foundation)**

- **5. ECGIC24, pre-conference and follow-up**
 - Expeditie Ware Winst
 - Expedition Sustainable Future and Future Regions Programma

- **6. ...**

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Conclusions

The 'succes' of the current fossil economic system 'regime' delays the necessary transformation

A just and sustainable world starts in the regions with awareness and leadership

For SME entrepreneurs it is not easy to transform towards common good, it requires:

- Awareness, courage and leadership
- Redesign of business plans
- Time
- Resources and money
- Inspiring good examples

So we have to cherish Common Good Leaders and Entrepreneurs

EXCELLEREN IN INNOVEREN VOOR DUURZAAM SUCCES



Recommendations

- **Strengthen Common Good Leaders and entrepreneurs**
- **Increased cooperation between citizens, entrepreneurs, governments, science, education and artists (pentahelix) at all levels (global and local)**
- **Adequate funding**
- **Adequate incentives and taxes**
- **New legal forms**
- **New technologies (ethical) like shared ledgers**
- **More respect, appreciation and reward for Common Good Leaders and Entrepreneurs**

EXCELLEREN IN INNOVEREN VOOR DUURZAAM SUCCES





Expedition Sustainable Future

Let's work on the follow-up of ECGIC24.....

- Connection of our diverse Expeditions
- Cooperation with the Well Being Alliance WEALL - global and local
- A common narrative
- Common goals
- Common funding
- Cooperation towards ECGIC26
- Jacqueline Hofstede 0031 6 340 737 j.hofstede@ynova.nl

EXCELLEREN IN INNOVEREN VOOR DUURZAAM SUCCES

The ECG Compact
Balancing exercise of
IDFS to create impact
towards positive food
supply chain



A case of a micro-company in POLAND

Joanna Guść, Sławek Jarka, Adam Patkowski



IDFS company information

- IDFS Sp. z o.o. (abbr. IDentification and Food Safety)
- *Our mission is to change the balance of power and build partnerships in food production chains, and ultimately develop the cooperation of the entire food supply chain from fork to table to promote Polish food on global markets*
- 100% own capital
- 4 owners
- 3 fte's

IDFS core activities:



services to connect farmers with each other



Connect to cooperate together



manage networks of food producers into short positive supply chains



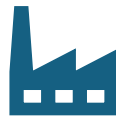
developing and operating IT platforms



data management solutions



consulting service for farmers and organised group of farmers



assisting agri-advisors



educating farmers

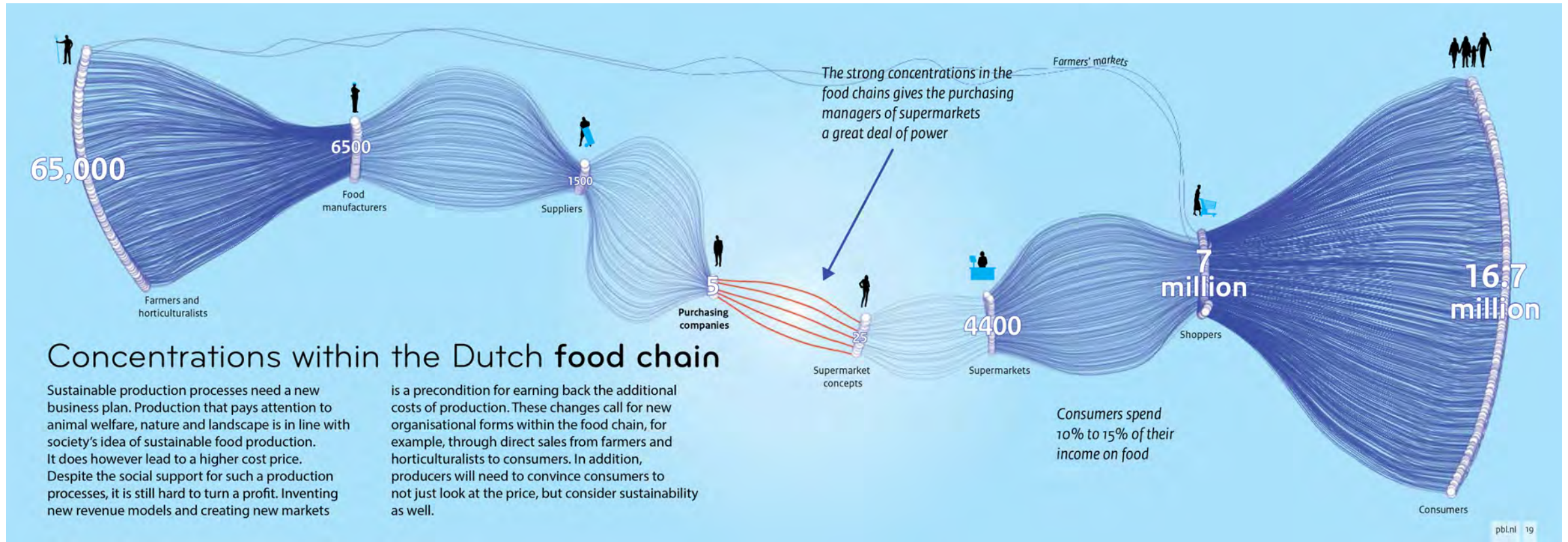
Positive food supply chain...



WHAT IS IT?

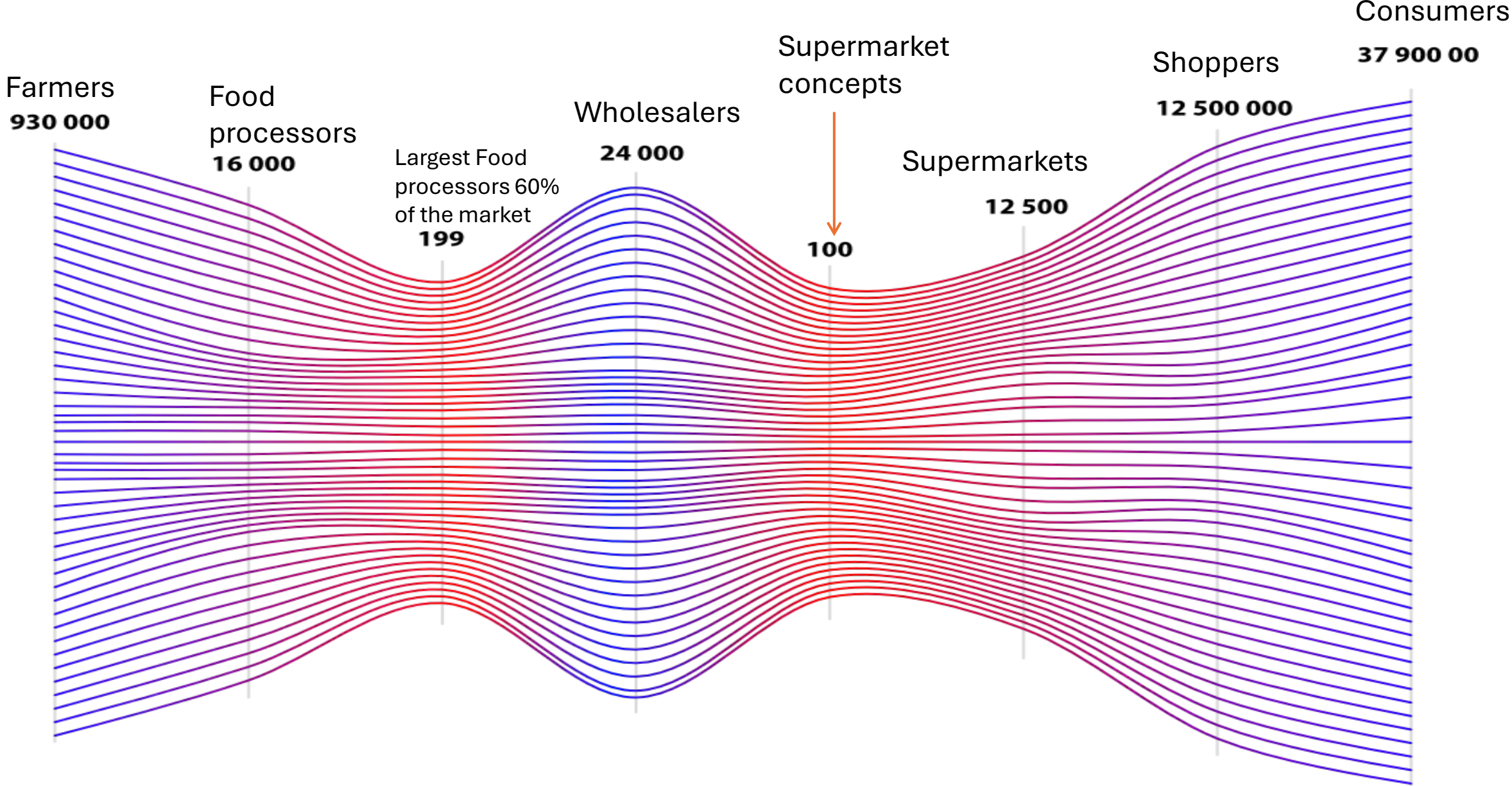


WHAT CAN IT BECOME?



Food supply chain participants - the Netherlands

Food supply chain participants Poland



Comparison PL vs NL

	PL	Per 100.000 consumers		NL
		PL	NL	
Farmers	930 000	2454	389	65 000 Farmers
Food processors	16 000	42	39	6 500 Food processors
Wholesalers/purchasers	24 000	63,32	0,03	5 Wholesalers/purchasers
Supermarket concepts	100	0,26	0,15	25 Supermarket concepts
Supermarkets	12 250	32,32	26,35	4 400 Supermarkets
Shoppers/households	12 500 000	32982	41916	7 000 000 Shoppers/households
Consumers	37 900 000	100%	100%	16 700 000 Consumers

IDFS and the balancing exercise

In what aspects did ECG balancing help your company?



What were the challenges?

COMMON GOOD MATRIX 5.0

VALUE	HUMAN DIGNITY	SOLIDARITY AND SOCIAL JUSTICE	ENVIRONMENTAL SUSTAINABILITY	TRANSPARENCY AND CO-DETERMINATION
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We have learned that...

1. We need a new concept of the supply chain ...
2. We need to increase our own awareness before we can help others to become reliable
3. The audit process was helpful and pleasant (different to what we were expecting)
4. Taking care of our own interests is important, do not be naive

Learnings take-aways

We need to do more on



Connecting farmers to consumers
create a clear communication



Building social capital



Balance our time investment in
future potentials


- <https://upinfood.erasmus.site/platform/modules>

The screenshot shows a web browser with the URL upinfood.erasmus.site/platform/modules. The browser's address bar and tabs are visible at the top. The website's navigation menu includes 'Home', 'Self-assessment', 'Online training modules', 'Final assessment', and 'Collaboration'. The main content area features a 'Go Back' button and a large heading 'Training for Food Business'. Below the heading is a descriptive paragraph. To the right is a large image of a green agricultural field. Below this are two numbered sections: '1 Introduction / Basic Skills: Challenges and Obstacles in Agricultural Structures and Supply Chains' with an image of two men reviewing documents, and '2 Business Soft Skills Part 1: Effective Communication for Collaboration and Trust' with an image of two people shaking hands.


← Go Back

Training for Food Business


The section is the most exhaustive and focuses on 7 training areas focusing on basic skills, business soft skills, sustainability, and innovation.



- 1**
Introduction / Basic Skills:
Challenges and Obstacles in
Agricultural Structures and
Supply Chains

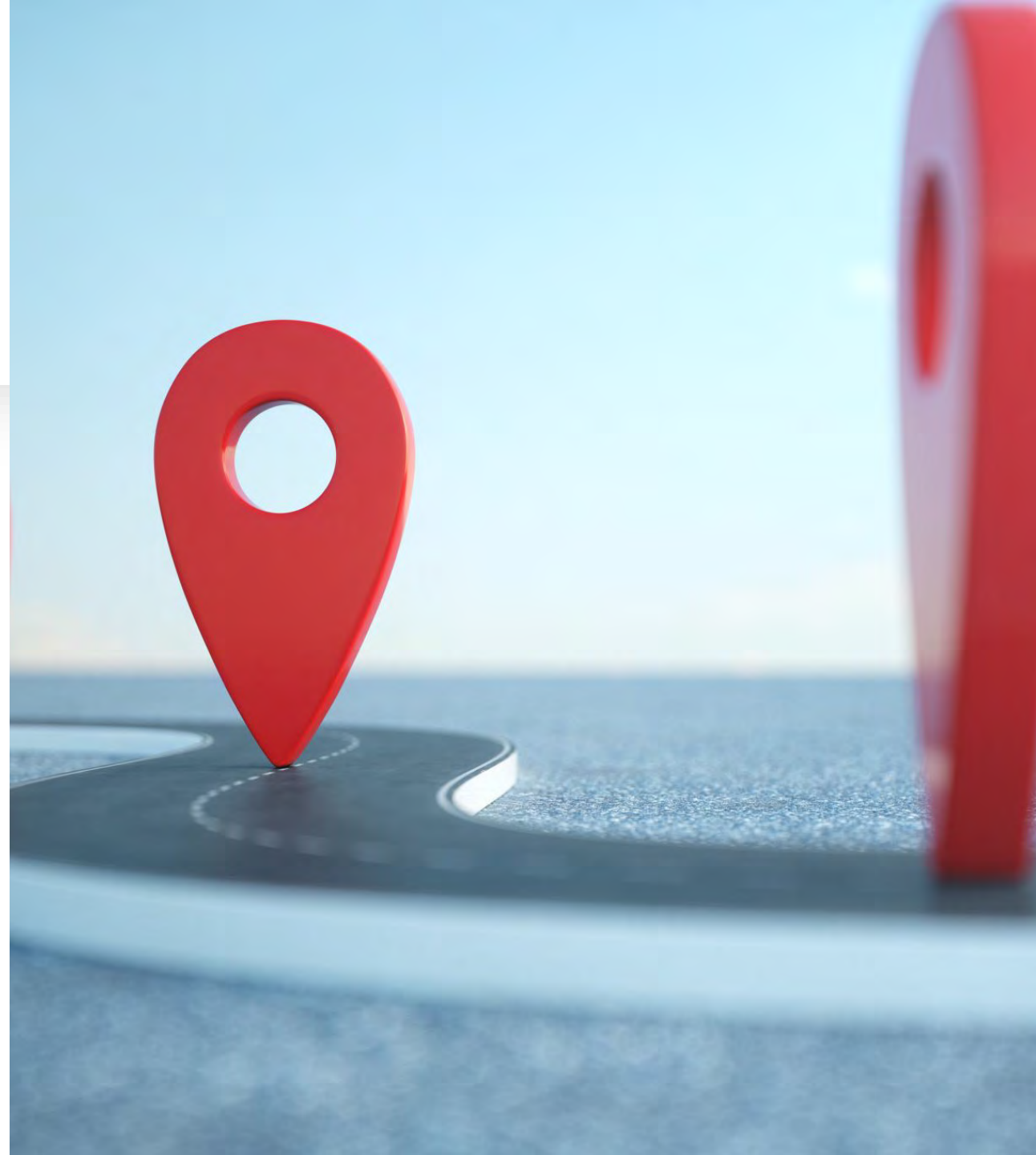


- 2**
Business Soft Skills Part 1:
Effective Communication for
Collaboration and Trust



The near future

- What to do next ?
- Will ECG help therein?
- Will it help us increase reliability?



We have sharpened our base to work

Credibility

```
graph TD; A[Credibility] --> B[Consistent Communication]; B --> C[Trust]; C --> D[Society]; D --> E[Social capital - more people will join];
```

Consistent Communication

Trust

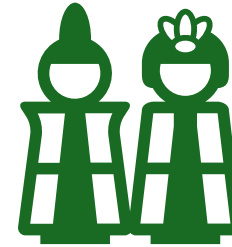
Society

Social capital - more people will join

Thank You!
Please ask
your
questions?



Suggestions?



We will be happy to network
on this theme internationally !



Bioregions – catalysts of change towards greener food production and consumption

Martien Lankester, MD
Avalon Foundation (NL)
Senior Advisor & Chair Advisory Council

Economy for The Common Good International Conference
Converging Future-Fit Economic Models: Advancing Just and Sustainable Regions
Leeuwarden, June 5, 2024



Contents

1. Why Bioregions?
2. Avalon's Bioregions initiative
3. Our Health Check for Bioregions
4. Conclusions

Why Bioregions?

Because...

- Environmentally farming delivers a range of benefits to society
- EC target of 25% under organic farming by 2030
- EU agriculture needs transformation – we are running out of time
- We need champions and their success stories = Bioregions



Pilot Bioregion project in De Greidhoeke region in Friesland (the Netherlands)

Participatory
mapping of
human
& social
capital





Lessons learnt!

- A loooong & bumpy road to go
- Stakeholders must feel a shared ownership
- Charismatic & committed leaders are needed
- **Practical tools are needed**

A multifunctional toolbox for conducting a health check of a Bioregion

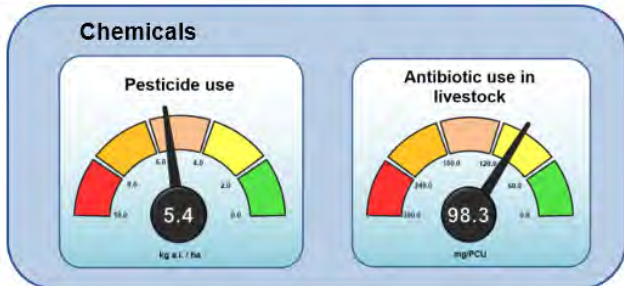
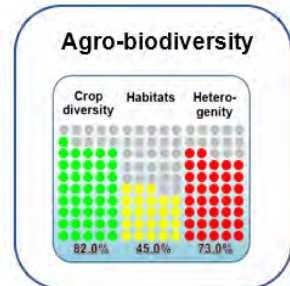
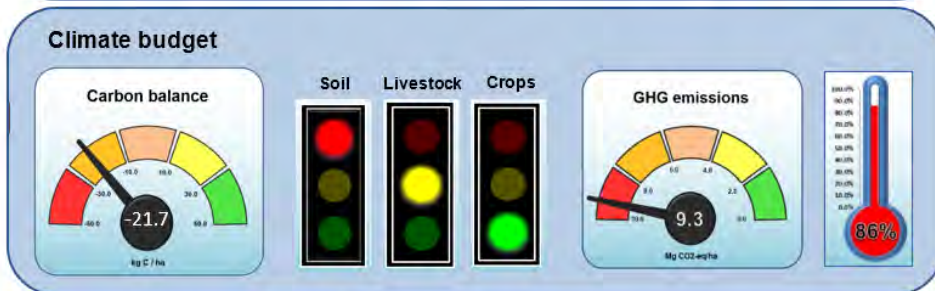
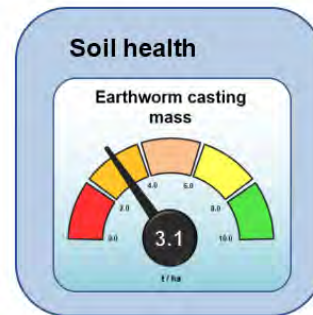
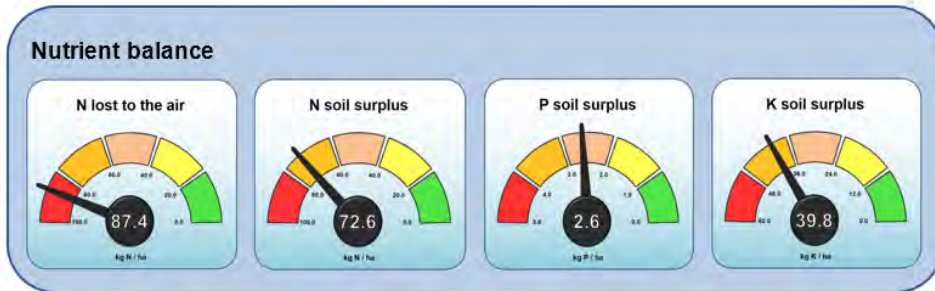


An example of the assessment of one of our criteria – soil health

Scanning the mass of earthworm castings – the best indicator of soil fertility



Dashboards with health-check scores



Conclusions

A region needs to undertake a health check because it...

1. Provides a clear assessment of the present and likely future situation
2. Builds credibility, trust & recognition
3. Enables market differentiation, branding & economic gains
4. Builds regional pride, identity & distinction from other regions
5. Is a statement of commitment to sustainability

THANK YOU!
In the beginning, there was organic food



office@avalon.nl



Sustainable and Circular City Development

The Case of Spoordok, Leeuwarden

Leeuwarden, ECGIC Conference, 4 June 2024
Jeanet van Dellen & Christiaan Wallet

Gemeente Leeuwarden
(Municipality of Leeuwarden)





Setting the scene: Frisian paradox

- Low scores on conventional economic indicators in region

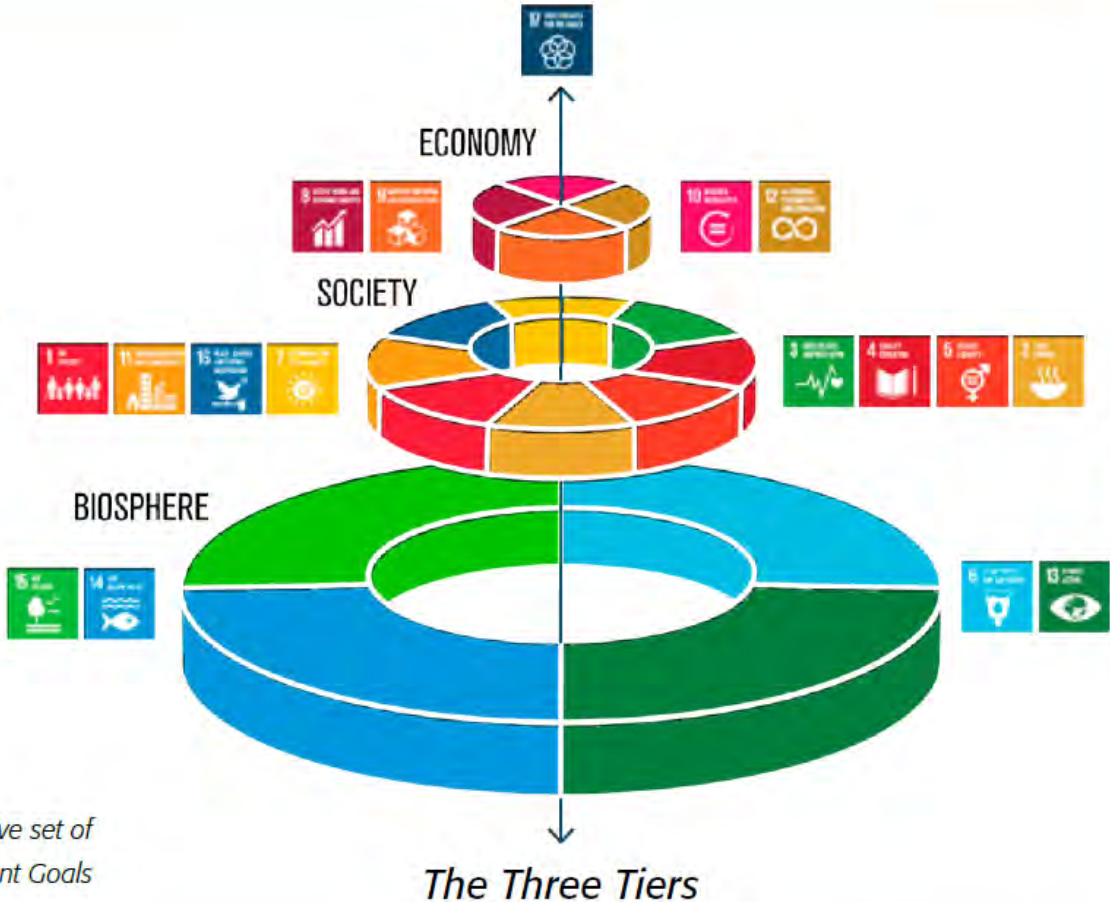
versus

- High score on perceived quality of life (“brede welvaart”)
 - Social cohesion
 - Happiness
 - Perceived health

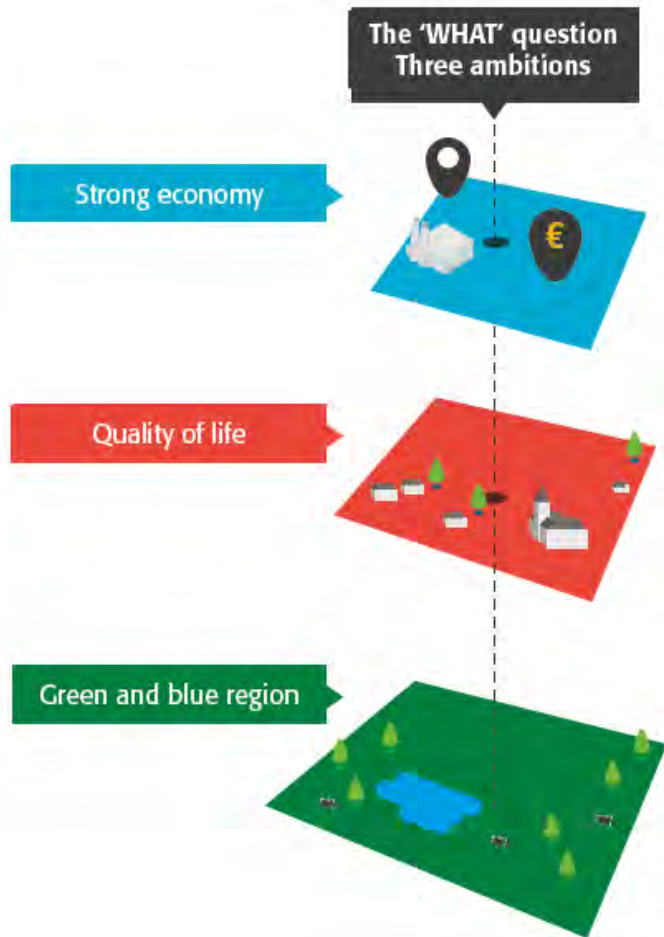
Environmental Strategy Municipality: Planning our physical environment

Three ambitions

The municipality of Leeuwarden supports the 17 Sustainable Development Goals defined by the United Nations. These goals are divided into three tiers: the biosphere, society and the economy. Our three overarching ambitions for our municipality are linked to these three tiers.



The ambitions are interdependent, cannot be achieved in isolation



The Economy: maintaining a strong economy in Leeuwarden

Society: maintaining quality of life in Leeuwarden

The Biosphere: maintaining Leeuwarden's position as the heart of a unique green and blue region

Development principles driving the environmental strategy

The 'HOW' question Three development principles



1. Greening

Interventions that help create a zero-emission, circular, biodiverse and climate-adaptive environment.

2. Connecting

Interventions that help create an environment that encourages social interaction and activity, improving health, safety, accessibility and inclusivity.

3. Valorising

Interventions that enhance the quality of the environment and advance prosperity and wellbeing in the broadest sense, thus adding value.

3 types of areas with own identity



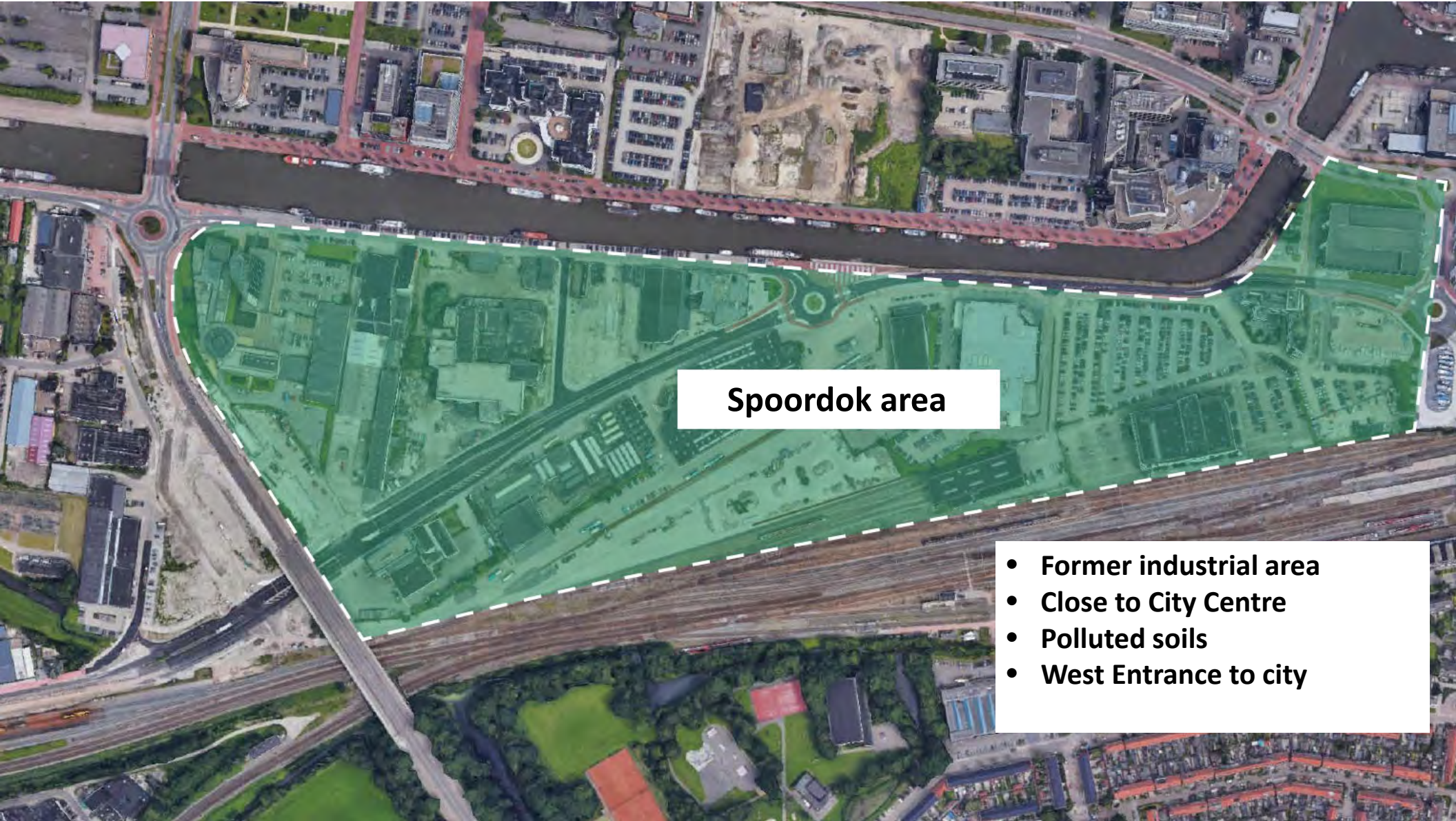
1. City



2. Villages

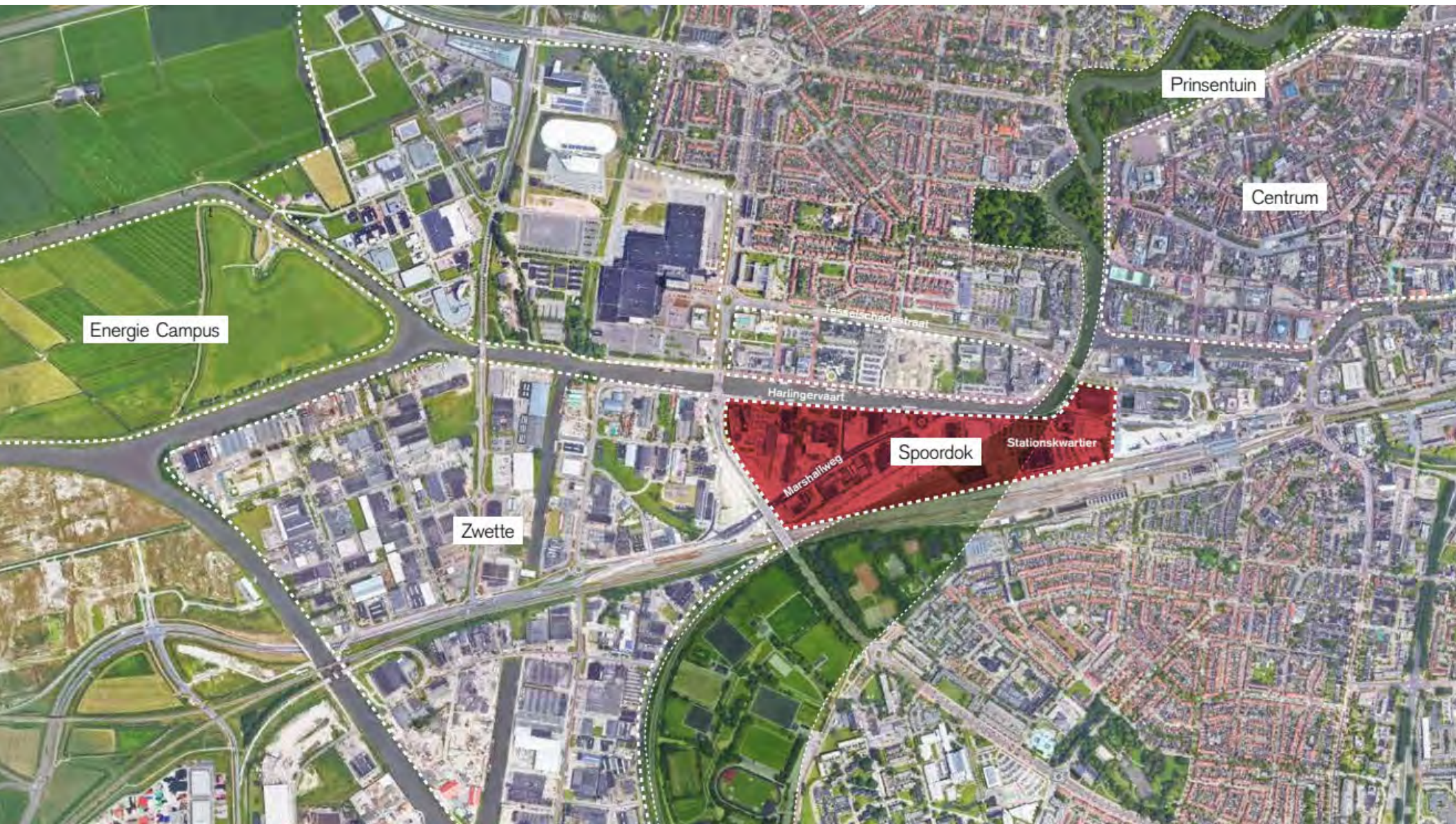


3. Surrounding countryside



Spoordok area

- **Former industrial area**
- **Close to City Centre**
- **Polluted soils**
- **West Entrance to city**



Energie Campus

Zwette

Spoordok

Stationskwartier

Prinsentuin

Centrum

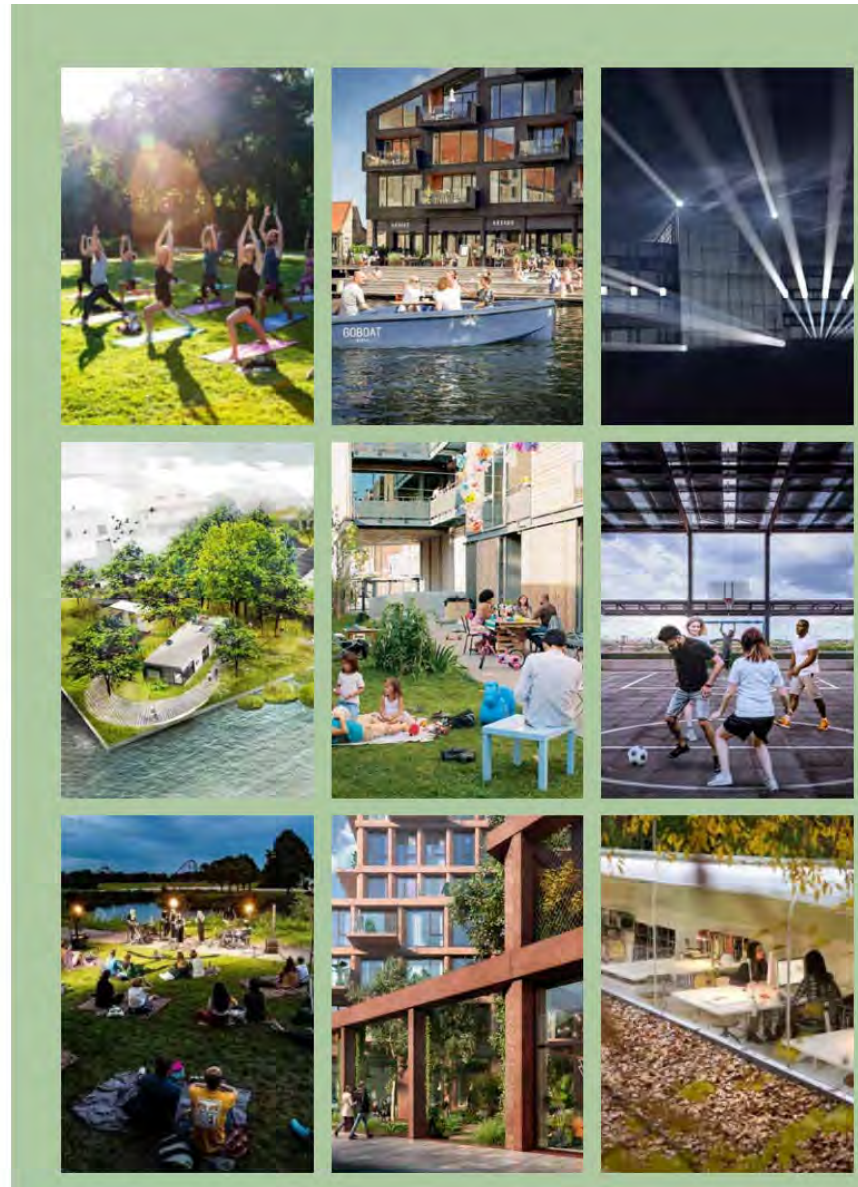
Harlingerväart

Marshallweg

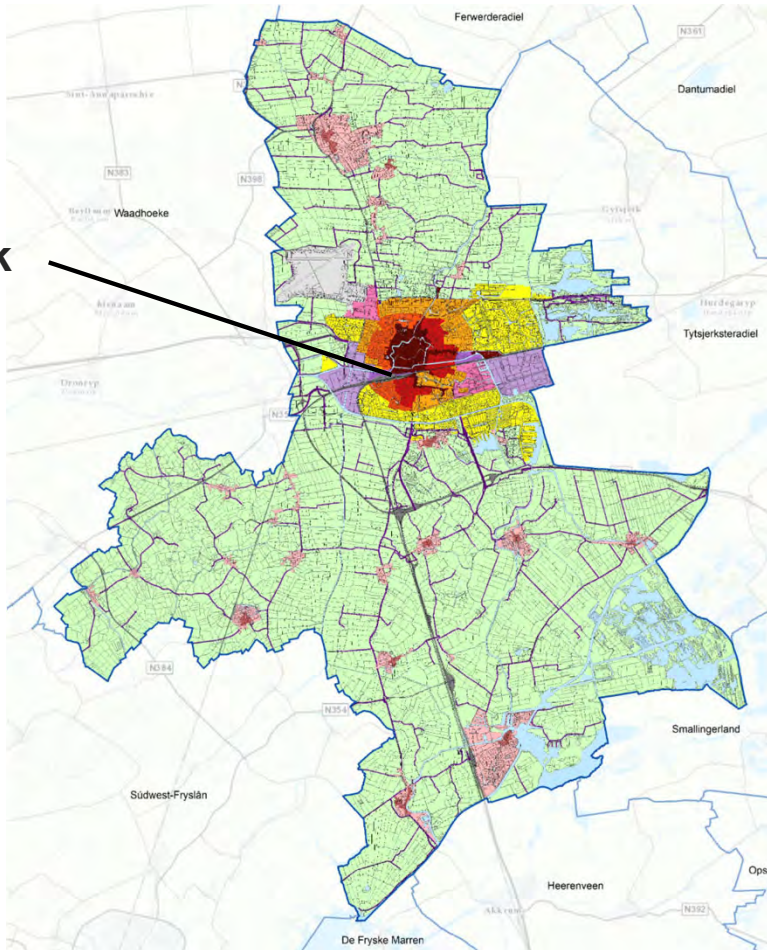
Tesselschadedestraat

Spoordok in 2050

- **Own Identity**
 - Building upon Culture & history
 - Mienskip (co-creation)
- **Connecting**
 - City and rural area
 - Past, present and future
 - People of all backgrounds
 - Working, living and leisure
- **Breaking boundaries**



Spoordok



Municipality of Leeuwarden

Breaking boundaries in City development

- Active mobility strategy
- 100% biobased (locally grown) building materials
- Future proof, flexible infrastructure
- “Healthy City” Concept
- Circular use of water



Leeuwarden: City of Water Technology

Spoordok: Water as central theme

- No drop of water to leave the area
- Water & energy
- Function and form integrated
- Water in public space
- Closing the nutrient cycle

Adding value for:

- Residents
- Innovative city climate
- visitors



Spoordok Water profile

- No drop of water to leave the area
- **Water in public space:** enhancing social interaction and connectedness to living environment
- **Combining function and form:** water stream in area cleaning grey water and providing for watering park area and swimming water.
- Increase visibility, awareness and experience of water resulting in a **positive contribution to people's health**
- **Recovery of nutrients** for agriculture from black water streams
- **Use of (processed) rainwater** for irrigation and household use
- Build on the knowledge of the local organisations within the **Water Campus**





Timeline Development of Spoordok

- **June 2024:** Development Guidelines to be approved by municipality council
- **2027:** Underground infrastructure realization
- **2027:** First housing delivered
- **2040:** Development Complete

Challenges and Collaboration

- Challenges in legislation to increase circular use
- Interest in collaboration regarding related projects with European partners
- Open for knowledge exchange
- jeanet.vanDellen@leeuwarden.nl
- Christiaan.Wallet@leeuwarden.nl



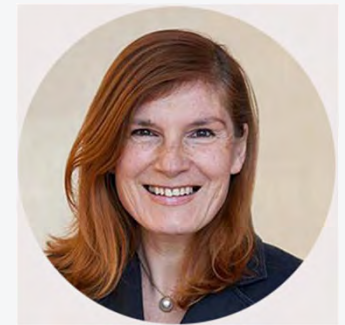


Thank you for your attention!

Are there any questions?

Humanistic transformation: Outer change needs inner growth

How we, as members of a consulting firm, used insights from psychology of sustainability to promote our common good-oriented behavior and to become more impactful transformation facilitators.



Isabella Klien, ECGIC 2024, Leeuwarden, NL

Why start this presentation with **mindfulness?**

Outer change needs inner growth

changing economic
systems/structures



inner growth of people in
companies/communities

Can transformative capacities be trained and taught?

How can we as organizational developers give people in companies and communities impulses for more sustainable behavior?

A concept of sufficient wellbeing



- **Sufficiency** is essential for our economy to become sustainable.
- Less consumption and less production do *not* necessarily mean less wellbeing.
- *On the contrary*: Marcel Hunecke identified **six psychological resources** that enhance personal wellbeing while fostering a sufficient style of living, working and doing business.

1 & 2: Capacity of pleasure and mindfulness



Capacity of pleasure

The ability to use my thoughts and actions in a way that increases their positive quality.

Potential for common good-orientation: Quantity becomes less important without any loss of well-being (‘less is more’).



Mindfulness

The ability to direct my awareness on the present moment with a non-judgmental attitude.

Potential for common good-orientation: Prosocial behavior, closeness to nature and reduction of materialistic values.

3 & 4: Self-acceptance and self-efficacy



Self-acceptance

The ability to accept myself with all my strengths and weaknesses.

Potential for common good-orientation: Growing independence from social comparisons.



Self-efficacy

The strong belief in myself to achieve individual goals based on my own abilities and behaviors.

Potential for common good-orientation: Counteracts my conviction of not being able to change anything.

5 & 6: Construction of meaning and solidarity



Construction of meaning

The search for, pursuit of and fulfillment of meaning in life/work.

Potential for common good-orientation: Increases the importance of prosocial and biocentric values.



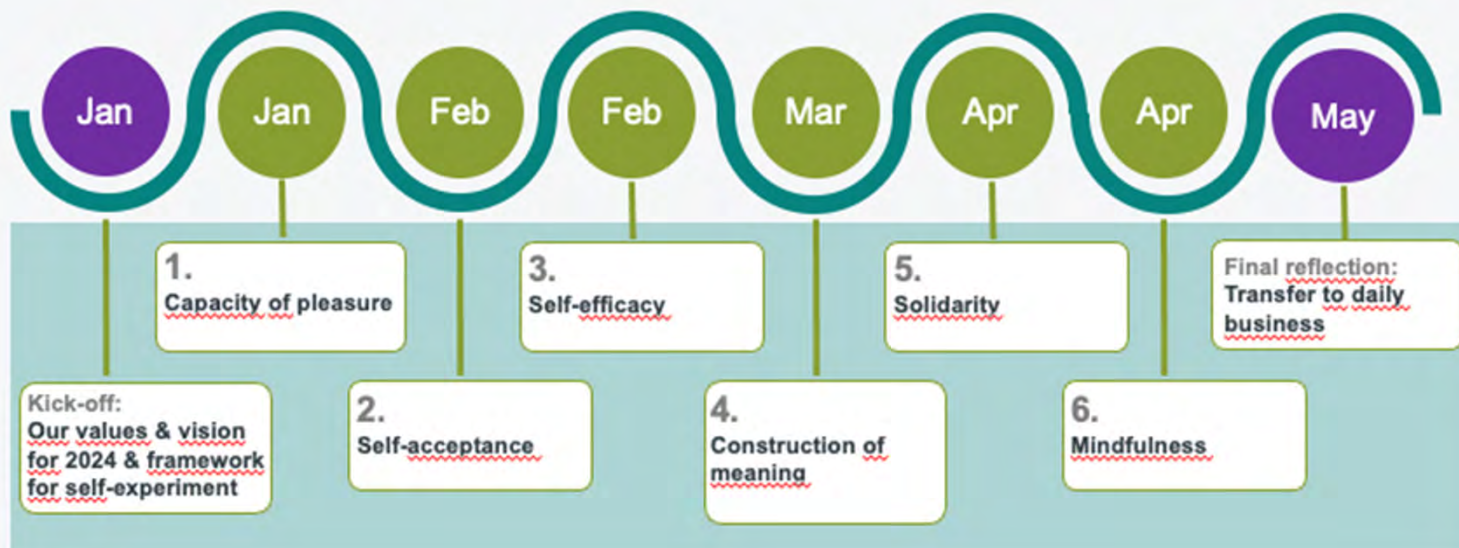
Solidarity

To believe in social justice as a desirable goal and the conviction that we need collective action.

Potential for common good-orientation: Important needs such as belonging, security and trust can be met.

Our self-experiment

We set up and went through an „inner growth program“ to answer this question:
Do the six psychological resources enhance our wellbeing/joy and foster our common good-oriented behavior?



Recurrent agenda of our six online-workshops

- **Arrival meditation**
- **Exchange of experiences** from the previous two weeks: ‘How did I succeed in implementing my planned step?’
- **Intuitive writing** on the respective psychological resource
- **Theoretical input** on the respective psychological resource
- **Personal assessment of status-quo** in regard to the resource : ‘What am I already doing? What effect does this have on my common good-oriented behavior?’
- **Anchoring the resource in the personal vision and goal system:** ‘It’s December 2024: What have I accomplished? What effect did it have?’
- **Exercise to develop a concrete implementation measure** until the next meeting in two weeks' time: ‘What action do I want to take within the next two weeks?’
- **Closing circle**

Evaluation: Method

- We conducted a **written survey** (questionnaire) which was completed by **all eight employees** who took part in the program.
- We collected **quantitative and qualitative data**. The quantitative evaluation was carried out on a scale from 1 to 4 (‘I strongly agree’/‘I strongly disagree’). In addition, there was the opportunity for a qualitative response in the form of comments.

Evaluation: Results

At which level did you experience the highest impact?

team level > personal level > organizational level

Which resources have brought about the greatest change in you?

capacity of pleasure > mindfulness > self-acceptance

Which workshop elements were the most effective ones:

intuitive writing > reflecting on the theoretical inputs > meditations

- The six psychological resources **increased** our **wellbeing** and helped us to foster our **common good-oriented behavior** – for some it went easier than for others.
- The **effects were noticeable** for everyone and they were **individually different**.
- All the team members want **to continue** with psychological resources work.

Evaluation: Insights for the facilitation of inner growth processes

Our most important findings are:

- **Integrate** the inner growth program into the sustainability strategy of the company.
- **Involve** the people right from the beginning – e.g. start with a group of voluntary participants that become internal inner growth ambassadors.
- **Encourage** the participants to develop their own terms for the psychological resources.
- **Develop** a set of different interventions that can be applied in
 - individual and group coachings,
 - leadership development programs and
 - common-good oriented organizational development processes.

Shaping the future with inner growth

Our Vision



If this vision resonates with you – which
concrete step do you want to take?

Thank you!



isabella.klien@hut.eco

Wirtschaften mit Sinn

4-6-2024
ECGIC 2024 #66

Inspiring sustainable attitudes: the unseen transition role of the life view sector in The Netherlands

Peter A.J. Bootsma & Jako Jellema

Inspiring sustainable attitudes: the unseen transition role of the life view sector in The Netherlands

- Introduction
- Urgency
- Societal task division
- **The potential contribution of the life view sector**
- Action fields
- Life view communities in Assen (NL)
- Conclusions



het duurzaamheidsfestival

**GELOOF
IN
GROEN
LEVEN**

kom jij ook?



27 JANUARI 2024
HET LICHPUNT
DE BOOMGAARD 7 ASSEN
10:00-15:00

The Solidair Groningen & Drenthe foundation



Solidair
Groningen & Drenthe

Instelling voor Katholiek Maatschappelijk Activeringswerk

The Noorden Duurzaam association



Transition urgency

- Climate change
- 6th mass extinction
- Agriculture soil degradation
- Extreme inequality
- Injustice
- Pollution
- Resource conflicts
- Migration



Societal task division



Science

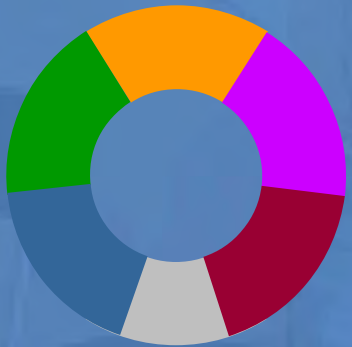
Citizens

Government

Businesses

Non-profits

- Education
- Health care
- Sports
- Culture
- Housing
- NGO's
- Life view





The potential
contribution of the
life view sector

Intrinsic
motivation
for
life style
change

What is the life view sector?

All
organised religious
and philosophical
communities
on
any territorial scale





Sustainability action fields model

1. Inspiration
2. Policy
3. Finance
4. Building
5. Facilities
6. Life style
7. Society



Case: life view communities in Assen, the Netherlands

Long road

The festival

Aftermath

New purpose

“a strong contribution of the life view sector to the intrinsic motivation of all Assen residents for sustainability transitions”



Discussion

Causes for the slow start
Festival success factors
Sector diversity



Conclusions

- The sector is needed for sustainability
- Weak or missing sector level coordination
- Joint sustainability events may help getting started on local levels
- The action fields model may help structuring collaboration, locally and on larger scales

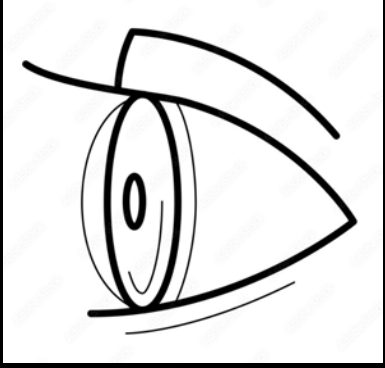


super v

super wicked pro

super wicked problem

super wicked problem



super wicked problem

super wicked problems

super wicked problems

Time is running out

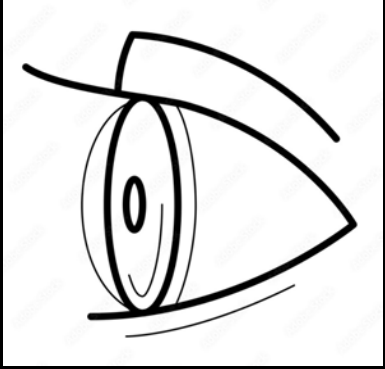
No central authority

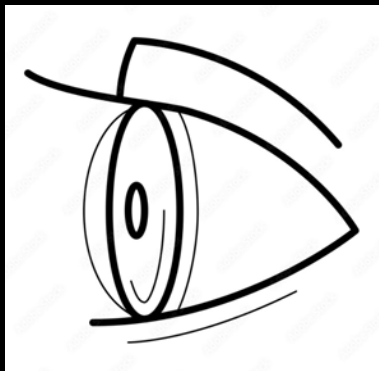
Those seeking to solve the problem
are also causing it

Policies discount the future irrationally

Empowering Youth Innovation:

Unleashing potential
through the quintuple helix
for inclusive
community development





Through which eyes are you looking?

Through which eyes are you looking?



© picture-alliance/apa/A. Aragon

What is this human being thinking?





Wow, this is a heavy bag..





Wow, this is a heavy bag..



Everything is so dirty here..



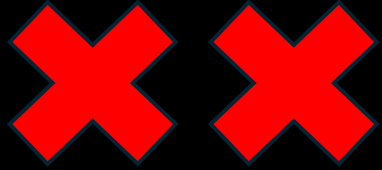


Everything is so dirty here..



I wish we had alternative forms
of measuring GDP..





I wish we had alternative forms
of measuring GDP..

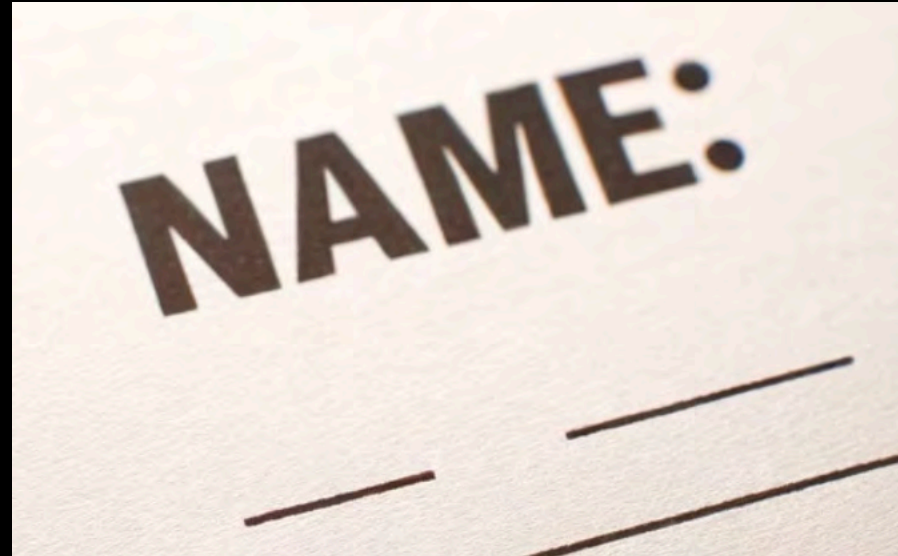


We do not know..

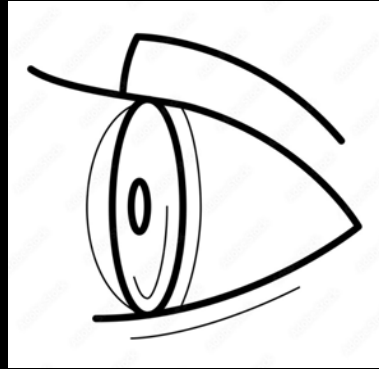
Every human being has a unique experience..

Every young person brings a
unique story
to this world

But the space for them
to share these experiences
is limited..

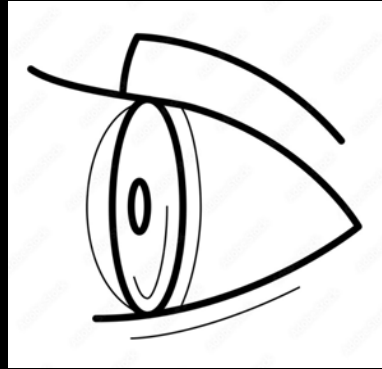


How do I work?



With the people most affected
by a certain issue

In climate, these are individuals from communities most affected by the climate crisis



In mental health, these are young people suffering severe mental health issues or parents who have lost their child by suicide

I create..



With them..

Emergent



For these people,
The world's global issues
We mostly talk about,
Are really urgent.

Emergent



For these people,
The world's global issues
We mostly talk about,
are really urgent.



Time is running out

No central authority

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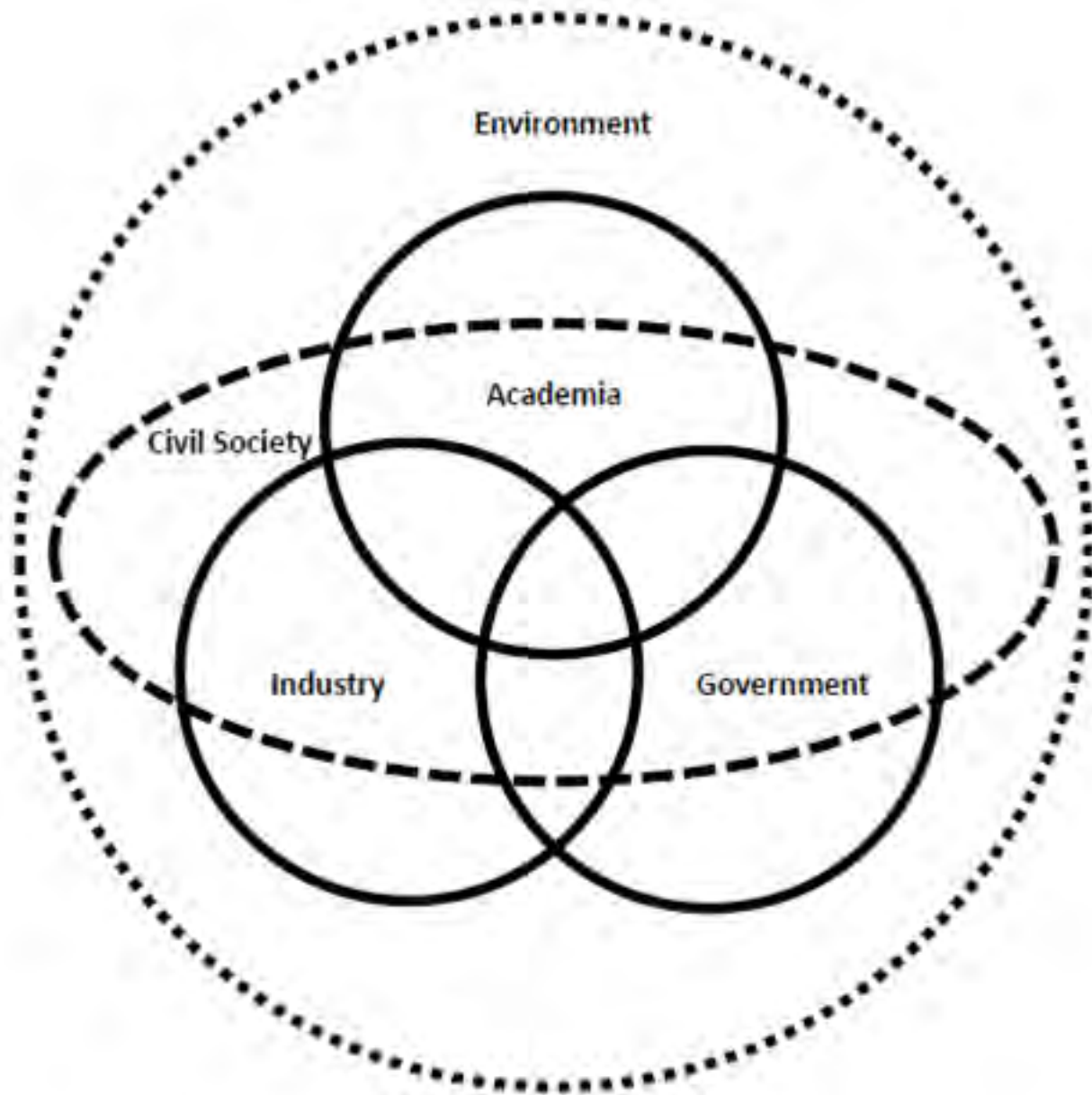
Case study

<https://www.youtube.com/watch?v=e-GYwuaKhl0>



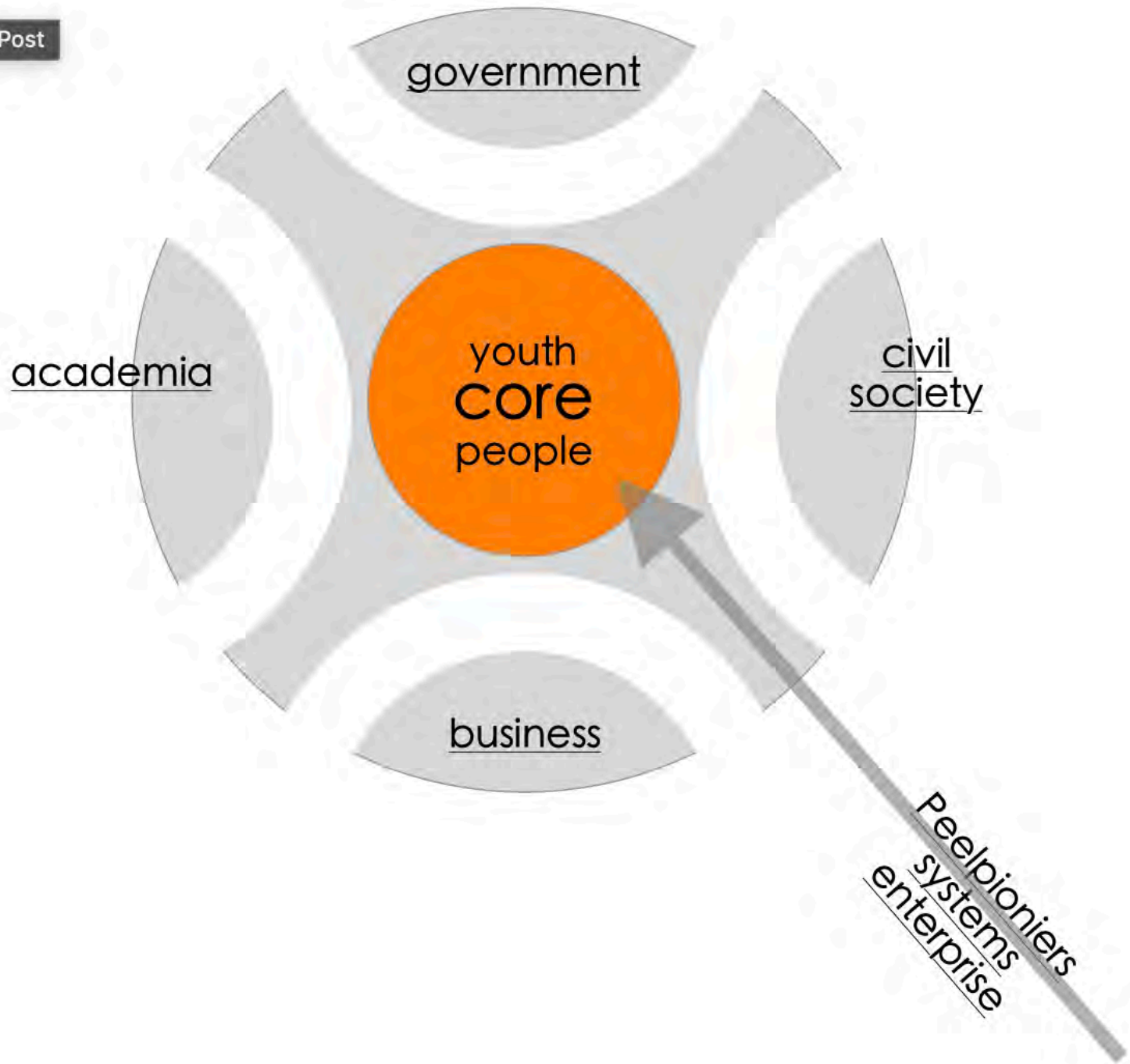
Systems
Entrepreneurship

Image by Doug Balfour

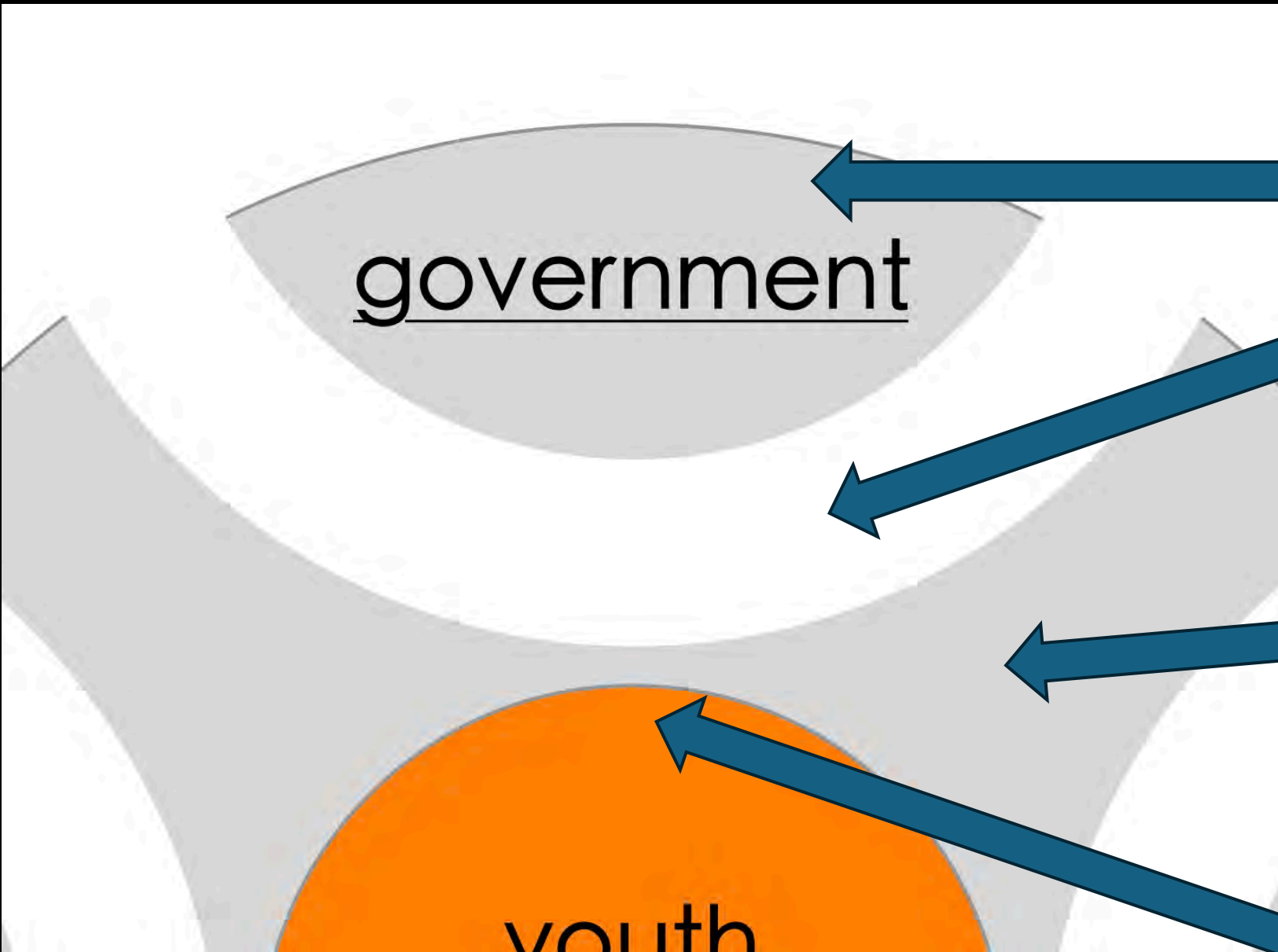


By Elias G. Carayannis - Carayannis, Elias G.; Barth, Thorsten D.; Campbell, David F. J. (2012-08-08). "The Quintuple Helix innovation model: global warming as a challenge and driver for innovation". *Journal of Innovation and Entrepreneurship*. 1 (1): 2. doi:10.1186/2192-5372-1-2. ISSN 2192-5372, CC BY-SA 2.0, <https://commons.wikimedia.org/w/index.php?curid=77124716>

Post



Yay an image by me 😊

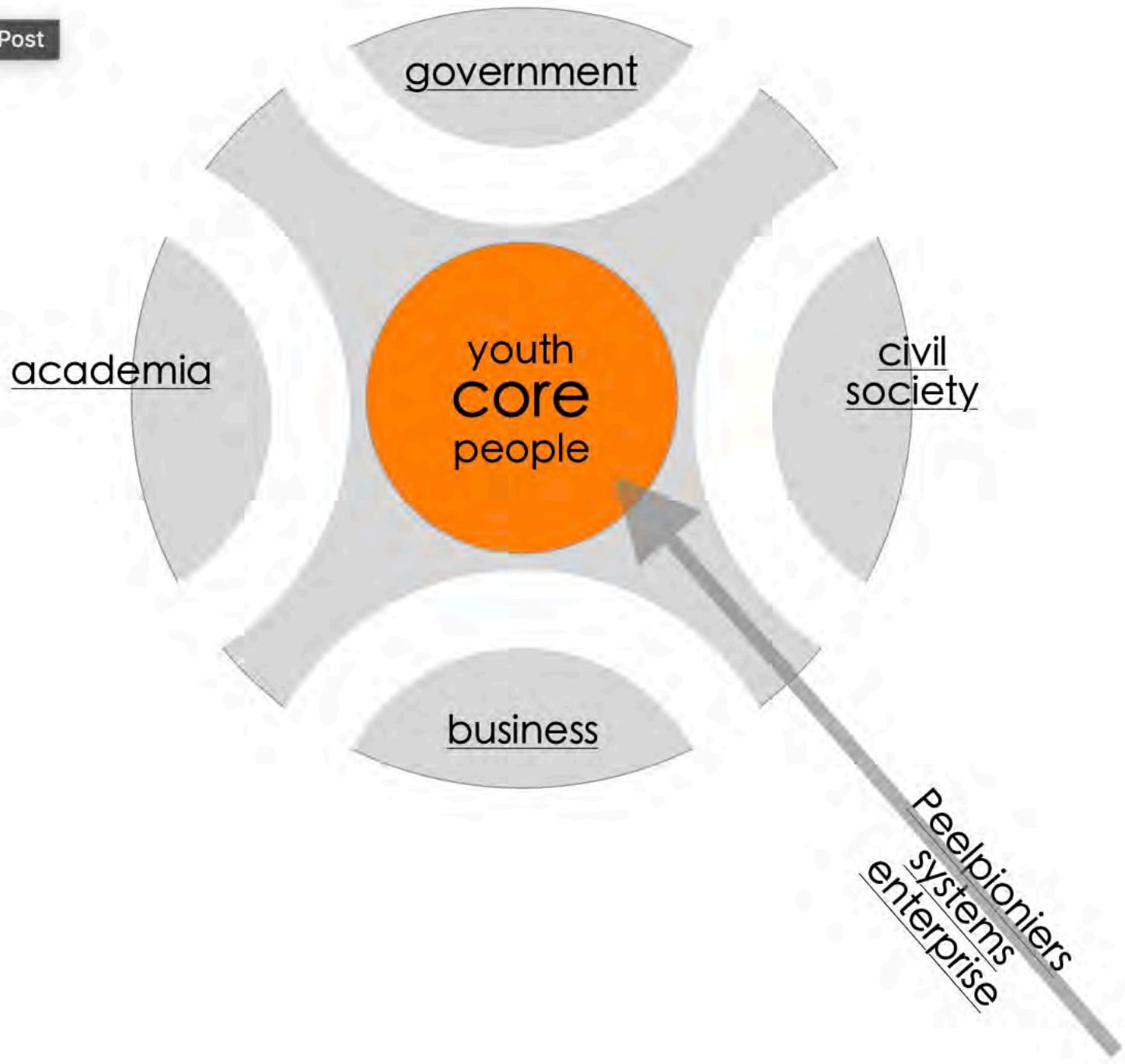


A majority which looks at a certain measure and think it is a good thing.

A big group that actually has the issue but is continually trying to disidentify with the issue

A small group that strongly identifies with a certain government policy and its associated identity

Changemakers are not reaching because they do not identify with the problem of the government, probably operating from another paradigm



Changemakers are not reaching because they do not identify with the problem of the government, probably operating from another paradigm

We, first and foremost work with this group

A big group that actually has the issue but is continually trying to disidentify with the issue

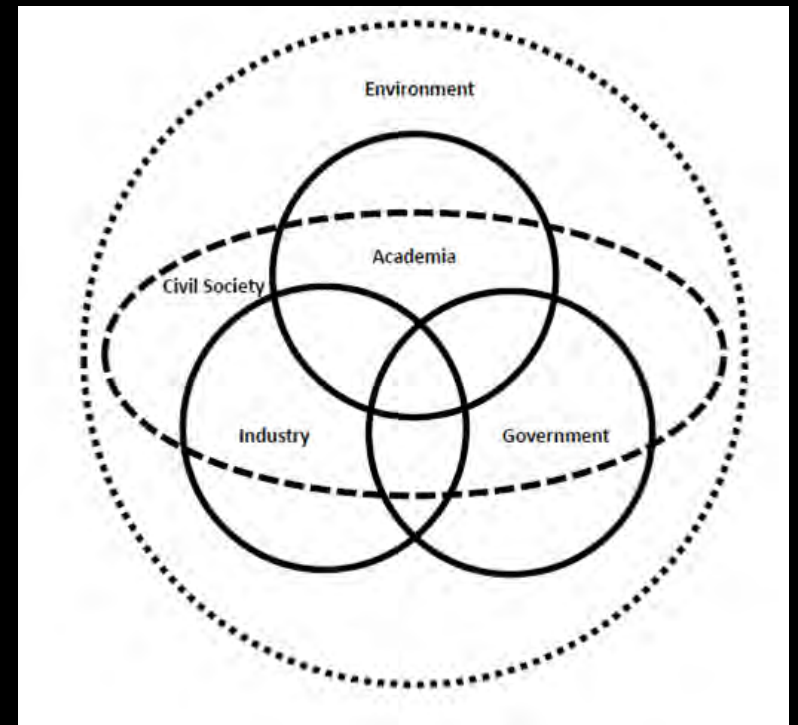
And secondly with this group, although working with them requires more than we can offer and the organizations deny the existence of this group because they don't actively identify with the identity in the policy.



youth
core
people

Create a separate and designated space for these people and actively work with them and make their dreams come true

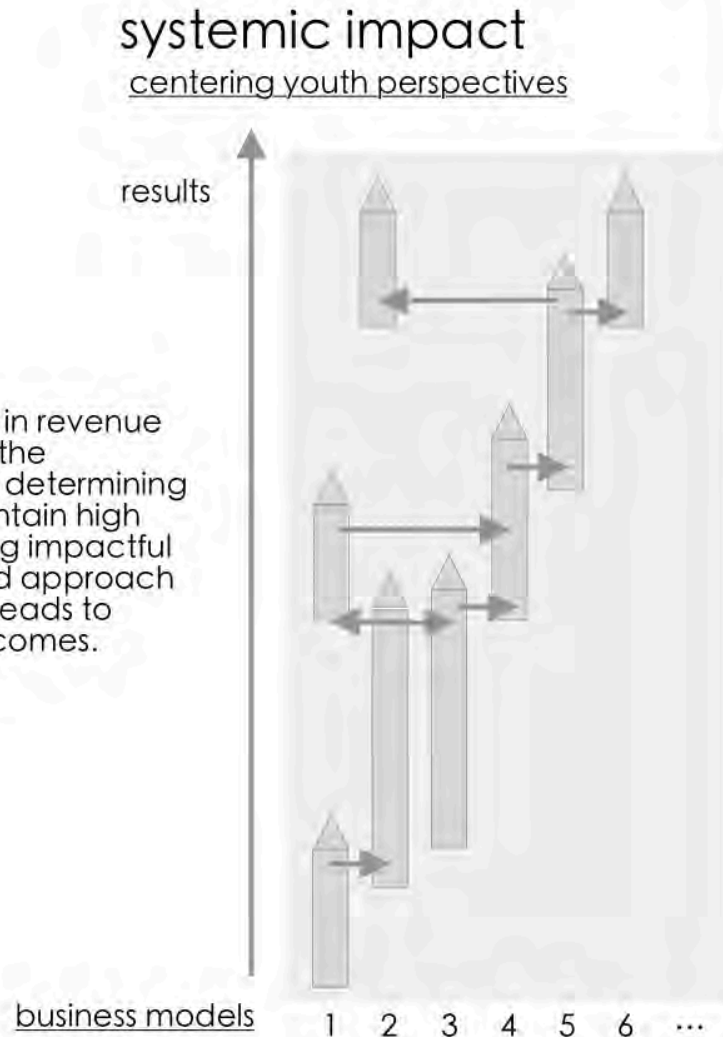
Problem: institutions tend to 'favor' certain types of 'changemakers' or 'change agents' or whatever you call them nowadays



What's the growth engine
behind all this?

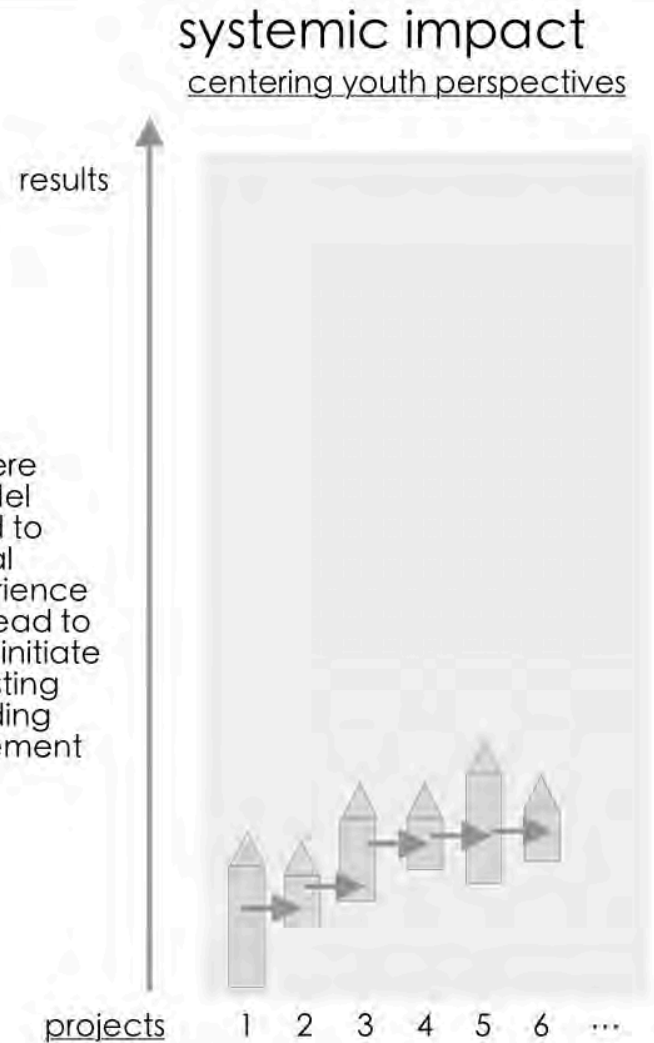
systems enterprise

By embracing flexibility in revenue models and prioritizing the perspective of youth in determining our objectives, we maintain high motivation for achieving impactful results. This multifaceted approach fosters innovation and leads to significant societal outcomes.



linear revenue model

Organizations that adhere to a linear revenue model and are therefore forced to center an organizational perspective often experience slow progress. This can lead to the continuous need to initiate new projects without lasting impact, potentially eroding motivation and engagement of young people.



I made this myself 😊 (to be published some day)



ROGERTHAT

INSPIRATIELAB

- Welkom
- Ontdekken**
- Ontdekken
- Ontdekken
- Ontdekken

ONTDEKKEN

Het Inspiratielab staat ook voor het ontdekken van je eigen identiteit, authenticiteit en passie. Wie ben jij in essentie als persoon? Durf je jezelf te zijn? Wat zijn jouw unieke talenten? Waar krijg je energie van?



LABS VINDEN

SCROLL OMLAAG ▼

Case study within the case study:
Roger That InspiratieLab

Adverse effects
'because of'
the system

Lack of valuation of youth perspectives

Imposition of a 'unfit' structure

Several top-down interventions

Ways to deal with this:

Compensation of funding gaps
(in order to achieve stickiness)

Writing down methodologies
(and present them
at conferences like this)

New challenges:



▲ Geert Bukkems, grondlegger van Peelpioniers. © DCI media

Peelpioniers dreigt met vertrek uit de Peel: 'Maak maar een filmpje, zei de wethouder'

SOMEREN - Ze worden, oneerbiedig gezegd, gezien als een groep jongeren die filmpjes maakt. Maar Peelpioniers is meer dan dat, legt Geert Bukkems uit. Door gebrek aan lokale erkenning én geldschieters dreigt vertrek uit de Peel.

Systemic invisibility

Time is running out

No central authority

Those seeking to solve the problem are also causing it

Policies discount the future irrational

On a personal note:



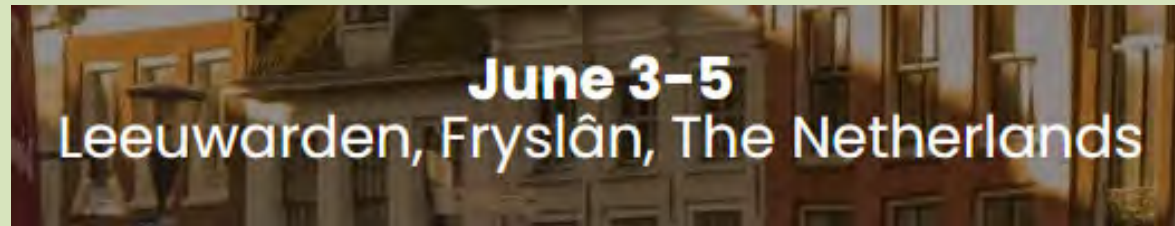
The End.

Establishing a Wellbeing Economy Coalition in the Netherlands

Gerrit Stegehuis



ECGIC 2024



June 3–5
Leeuwarden, Fryslân, The Netherlands



Platform Duurzame en Solidaire Economie

Our Platform:

- Founded in 2006, currently consisting of 10-15 volunteers
- Strives for a just economy within Planetary Boundaries
- Global perspective, but focused on Dutch economy and society
- Activities: congresses, courses, expert meetings, lobbying/petitions, articles
- Topics: economic growth, GDP, money system, North-South relations, ISDS, UBS, ...
- Offspring: Our New Economy, to reform economics education



Platform Duurzame en Solidaire Economie

Alliance Fair & Green Deal (2010)

'The good news is that the Earth still offers enough for a decent existence for everyone. We will all benefit if we change course in an orderly and jointly planned way. Wealthy people will have to give up some material wealth. But in return their health, social relations and the quality of nature will improve, and all kinds of important services will be better organised: their quality of life will improve on balance.'

- Early example of trying to establish cooperation on economic system
- Text prepared with input from members of many organisations
(FNV, FoE, WWF, IUCN, banks, Oxfam, PAX, ...)
- Goal: cooperation and organising broad discussions in society

But: difficult to keep cooperation going

Same with petitions to Parliament, e.g. on reducing Ecological Footprint



Platform Duurzame en Solidaire Economie

Two types of organisations

1. Organisations working on the economic system:

- Mostly small, often consisting of volunteers (PDSE, ECG, WEAll, Ontgroei)

2. 'Big' NGOs:

- See the problems the economic system is causing, but their focus is elsewhere (projects)
(e.g. environment, biodiversity, climate, development cooperation; also labour unions?)



Two types of organisations

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- See the problems the economic system is causing, but their focus is elsewhere (projects)
(e.g. environment, biodiversity, climate, development cooperation; also labour unions?)

Therefore: signing petitions no problem, spending time on cooperation more difficult



Is an 'economic coalition' possible?



Examples are there:

- In the Netherlands:

- Voedsel Anders (core team, supported by e.g. FoE, Both Ends, Oxfam Novib, WWF, Wageningen University)
- Handel Anders (members e.g. FoE, Both Ends, FNV, Foodwatch, TNI)
- Tax Justice NL (members e.g. Oxfam Novib, Both Ends, FNV, SOMO, TNI, FMS)



- International:

- EU Wellbeing Economy Coalition (members e.g. ZOE, IEEP, FoEE, WWF, EEB, WEAll)



Platform Duurzame en Solidaire Economie

How could a coalition work?

- Should not be experienced as 'another burden' by the 'big NGOs'
- But they should be willing to think about/discuss the causes of the problems they are trying to solve
- Actual work is done by (members of) the small 'economic organisations'
- Preferred model: core team, supported by organisations (model Voedsel Anders)



How could a coalition work?

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- But they should be willing to think about/discuss the causes of the problems they are trying to solve
- Actual work is done by (members of) the small 'economic organisations'
- Preferred model: core team, supported by organisations (model Voedsel Anders)

What does 'support' mean?

- Appoint a (senior) contact person (intermediary)
- Take requests from the core team seriously, discuss them within the organisation
- Feed the core team (your problems with the economic system, how to discuss them)
- Participate in activities (when relevant and possible)



Examples of activities to be organised

- Common agenda, list of publications
- Knowing about each others' actions/petitions (and making it easier to support/join them)
- Expert meetings on topics contributed by the organisations
(example: Expert meeting for CBS about indicators on 'elsewhere' in its Monitor of Well-being)
A few examples of possible topics: CBAM, agro-ecology, dealing with TNCs, valuing nature, strategy
- Organise follow-up on these meetings
(could lead to further research, lobbying, articles in papers or on website)
- Virtual sessions/webinars (example: sessions by 'Duurzame Doorbraak' = 'Sustainable Breakthrough')
- A *Beyond Growth*-conference in the Netherlands?



Conclusions

- We need to think about 'system change' (and not only clean up the mess)
- We need the knowledge and experience(s) of the NGOs
- This may be a way to involve them



Conclusions

- We need to think about 'system change' (and not only clean up the mess)
- We need the knowledge and experience(s) of the NGOs
- This may be a way to involve them

Questions for the discussion:

- Do you think this is a model that could work?
- What are your ideas/suggestions/experiences?

Thanks for your attention!

gerrit.stegehuis@platformdse.org



Platform Duurzame en Solidaire Economie



Towards Footprint Justice



*A Fair Earth Share is a Human Right,
for present and future generations*

Jan Juffermans,
Platform Fair and Green Economy – Footprint Working Group

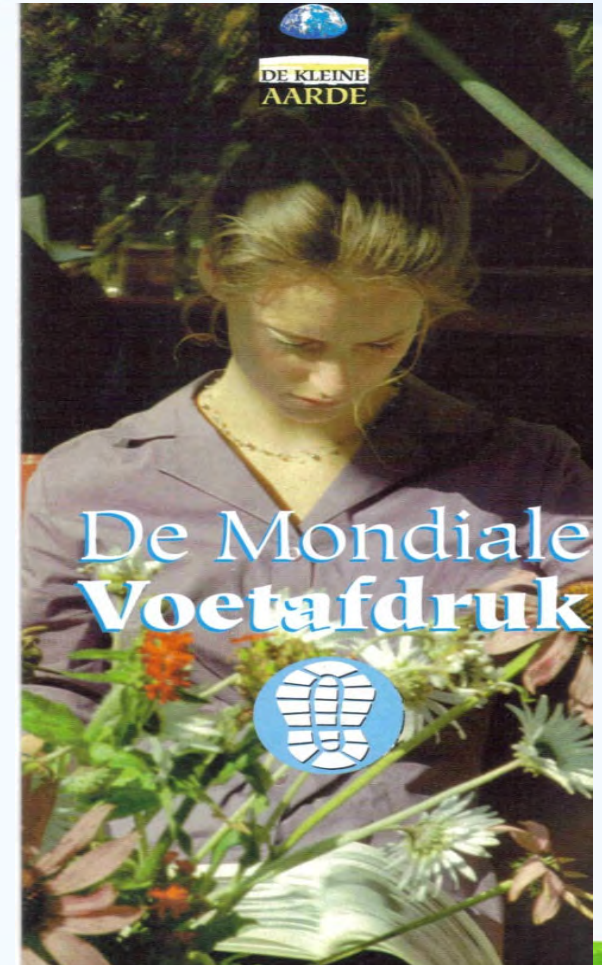
ECGIC, Leeuwarden June 2024



Presentation

In three steps

1. A bit of history
2. Global Ecospace, the Footprint and the Doughnut
3. Towards Footprint Justice...



1. A bit of history - about rich and poor on our planet

Around 1965 – I was active for the Foundation 2% (of your income) - Scenario prof. Jan Tinbergen: rich countries should at least invest **2% of GDP in development countries.**

In practice: **0.7% and lower** + money to businesses, export promotion, advisors etc.

Many NGO's and other organizations **did what they can**, but ... the rich became much richer.

Development workers and others concluded: **change your own country:** Think globally, act locally!

Already many years: '**reversed development aid!**' – Lou Keune – factor 2 in 2009. Now 3 to 5!

So: ongoing global injustice!

2. Global Eco-space

The 'Brundtland report' (1987) gave hope!

World Commission on Environment and Development of the UN.

Chair: mrs. **Gro Harlem Brundtland**, prime minister of Norway.

About Environment & Development + interconnections!

1992 RIO – **IPCC** en **IPBES** + Development Goals + **SDG's**

**OUR
COMMON
FUTURE**

THE WORLD COMMISSION

ON ENVIRONMENT

AND DEVELOPMENT



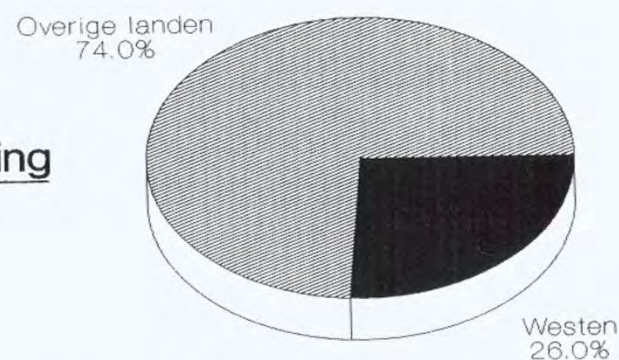
The gap between rich and poor grew even bigger

Unfair shares: energy + CO2 emissions,
arable land and raw materials

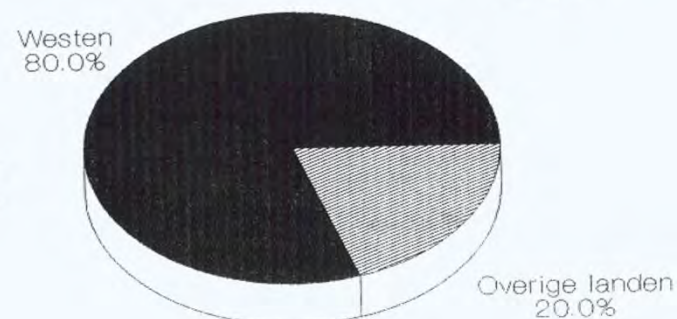
Rich quarter of the world
population uses about 80%.

In the SDG's the large
footprints of the rich and
the rich countries are the
elephant in the room...

Wereldbevolking



Grondstoffen



From 'Our Common Future' (1987)



It's just a matter of human rights!

1690 – John Locke: everyone has the right to a fair share of (the production) of nature; and leave enough for others, of a comparable quality!

Its an old **liberal principle:** fair sharing of the natural resources - the **commons**

It worked on the **regional level**, but **globally** it became 'the right of the rich'.

There is no **global structural approach** for the present **unfair distribution!**

But we have got **new tools** that might help us!

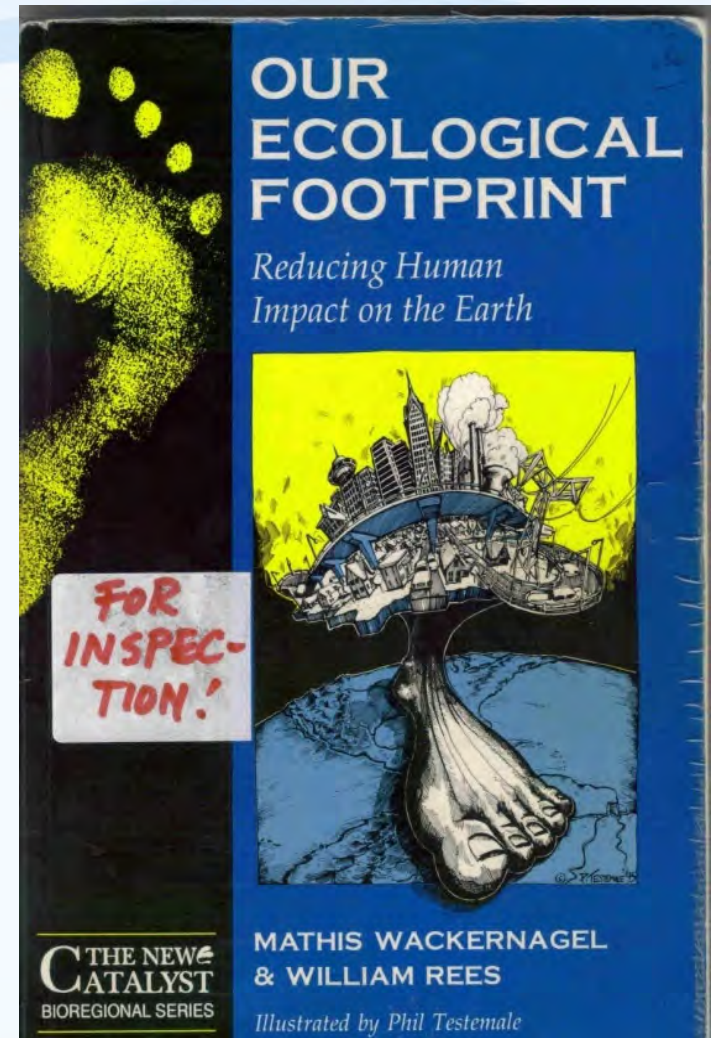


With the global Footprint model we can measure and compare the use of global ecospace

The Footprint measures **countries, cities and towns, personal use, products and services.**

First book in 1996 of Mathis Wackernagel en William Rees

In 2006 I published the Dutch Footprint book





The global Ecological Footprint

Average use of land, in 'global hectares' per person

Indicator for differences in claims on land + social and ecological consequences

- USA 7,5 ha
- Belgium 7,2
- Australia 5,8

- **Netherlands 6,0**
- Russia 5,8
- Germany 4,5
- China 3.6

Brasil 2,6 ha

- Global average footprint 2.6 = 1,0 ha Overshoot
- Available footprint p. cap. 1.6 = Fair Earth Share

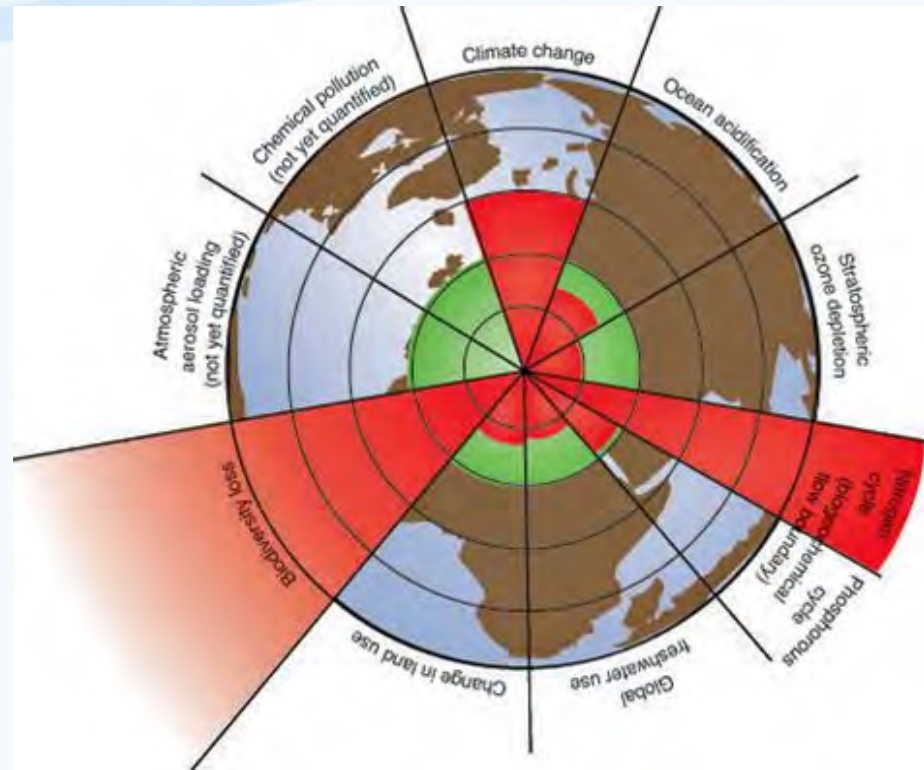
- India 1,0
- Kenya 0,9
- Afganistan 0.8

We can make use of this model

From www.footprintnetwork.org



Supporting models

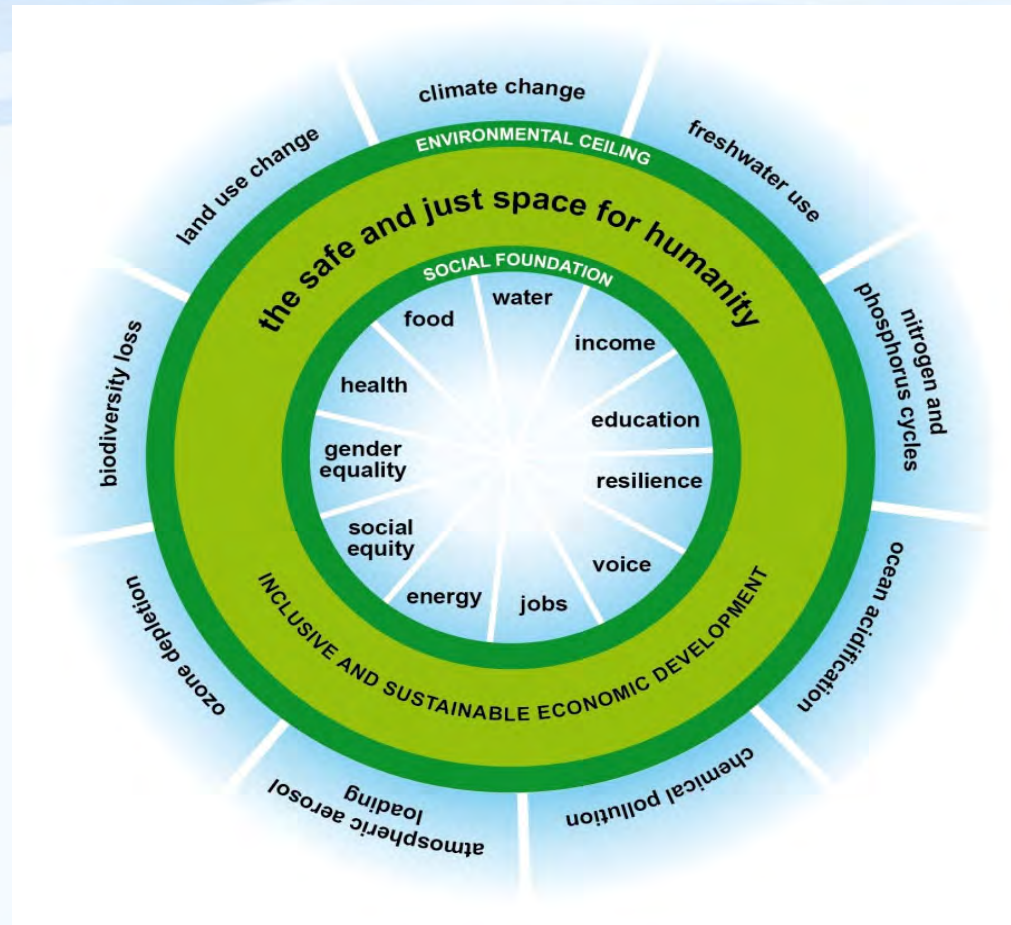


2009 - The Planetary Boundaries - Johan Rockström (Stockholm) and others

2023 - Safe and Fair Earth System Boundaries - Johan Rockström, Joyeeta Gupta and others



Supporting model



2017 - Kate Raworth - Doughnut Economy



3. Footprint Justice

Is **Climate Justice + Land Justice** (all forms of land use)

Juridical approach with the **Platform Fair and Green Economy**

Goal: to make this **statement part of international law:**

A Fair Earth Share is a Human Right *for present and future generations*

First step: an '**Advisory Opinion**' (AO) from the International Court of Justice

Needed: a request from **countries** for the UN General Assembly

We are in contact with people around the AO of Vanuatu for Climate Justice



Support declaration from prof. Hans Opschoor, Jan Pronk and Nico Schrijver

We did not yet get support from the Dutch government...

Our **Platform became a member** of the Wellbeing Economy Alliance (WEAll), also connected with the new Wellbeing Economy Governments (WEGo): first: **Iceland, New Zealand and Scotland**, now also **Finland, Wales and Canada**.

We asked their support, but they were not yet ready to take up this issue.

Contacts with NGO's like Oxfam Int. and support from the lawyer of Vanuatu.

What about your country/government? - Could they join this mission?





Thanks for your attention!

Two articles about Footprint Justice on:

www.resilience.org

jan.juffermans@voetafdruk.eu





ECO n
GOOD

THE ECO n GOOD BUSINESS CANVAS

AN AGILE TOOL FOR START-UPS AND KEEP-UPS ;-)

ECG IC, Leeuwarden, 04 June 2024

ECO_nGOOD BUSINESS CANVAS



Organization and business idea

Purpose and vision

Key needs and problems

Value proposition and value creation – benefit, added value and impact for stakeholders

Social Environment

Customers and other companies

Employees

Owners and financial partners

Suppliers

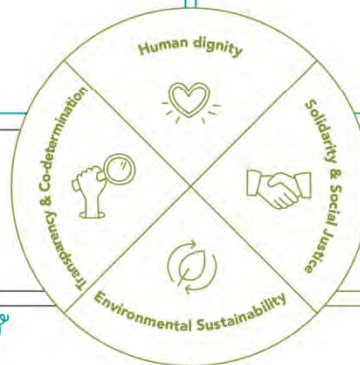
Focus activities

Expenditure (= income for stakeholders)

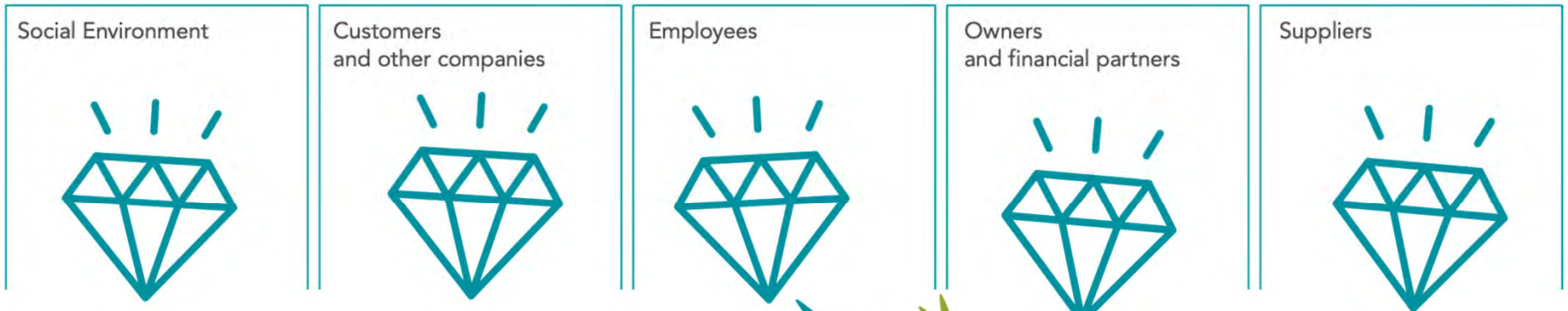
Impact measurement

Income / financing (= expenditure for stakeholders)

Contribution to the common good (summary)







**„My advice to companies:
verify for whom to create value.
Maybe it is not just a value for
customers but also a chance to work
on socio-ecological challenges?“**

... says Professor Stephan Hankammer,
Alanus Hochschule, Alfter/Bonn,
Interview, HAUFE, November 2022





**„I am asking
whether a single
company itself
can become
regenerative.
Or whether it needs
the business eco
system for that?“**

... says Alma Spribille,
co-founder of WEtell, Freiburg,
Podcast “digital & regenerative”, February 2024

Picture source:
WEtell



How to apply the EConGOOD Business Canvas?

morphological box

Category	Characteristics					
phase	pre-founding	founding	re-founding	business review	succession	
scope	EPU – single person company		company	association	department	project
participants	full founding team	representatives	additional stakeholders			
format	workshop in presence		online session	series		
timing	full day	two days	four to six work sessions	individual successive sessions		
documentation	EBC poster	digital whiteboard	word template	photo report	video	
backing	publicly available material		coaching	consulting		

„With the ECONGOOD Business Canvas, the Economy for the Common Good is really fun!“

... says Frederic Geiger, Managing Director of the coworking space STARTBLOCK, Lörrach, February 2022

The canvas reveals hidden potential as well as blind spots and opens the view for value creation in the entire micro-system of the company.

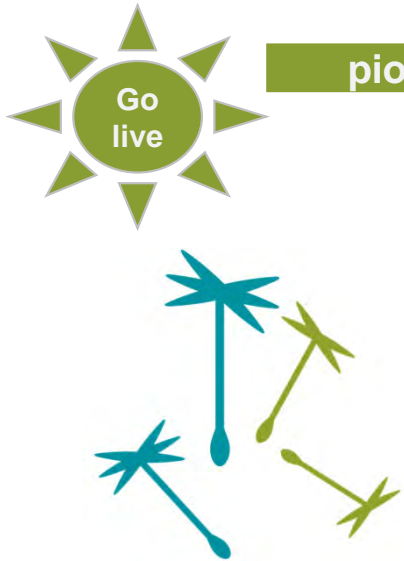
Picture source:
Knut Burmeister, alltag.li



Proposal for a stepwise dissemination in Europe *for discussion*



2022 2023 2024 2025 2026 2027 2028 2029 2030



pioneering

Stage 1: Campaign in D-A-CH

- dedicated website & social media
- interactive tools
- online tutorials
- financing tbd
- scientific evaluation



Stage 2: European roll-out

- multi-language versions
- supported by an EU project



Thank you for your interest,
feedback and support



Isabella Klien

- Certified ECG consultant, local chapter Salzburg, trainer for consultants
- 30 years self-employed in PR and holistic organizational development
- Genuine contact approach, large group facilitation, ...
 - www.isabellaklien.at



Hartmut Schäfer

- Certified ECG consultant, local chapter Lörrach and Basel
- Start-up consultant at Steinbeis
- 30 years of strategy, business and organizational development in logistics
- Design thinking, sociocracy, agile methodologies, ...
 - www.kraftimwandel.de



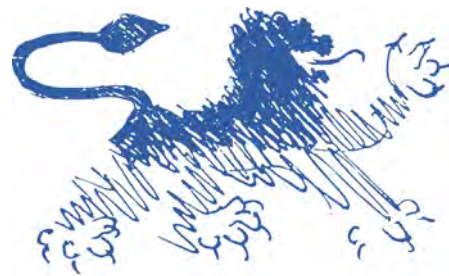


FRYSLIAN
BLOEIT



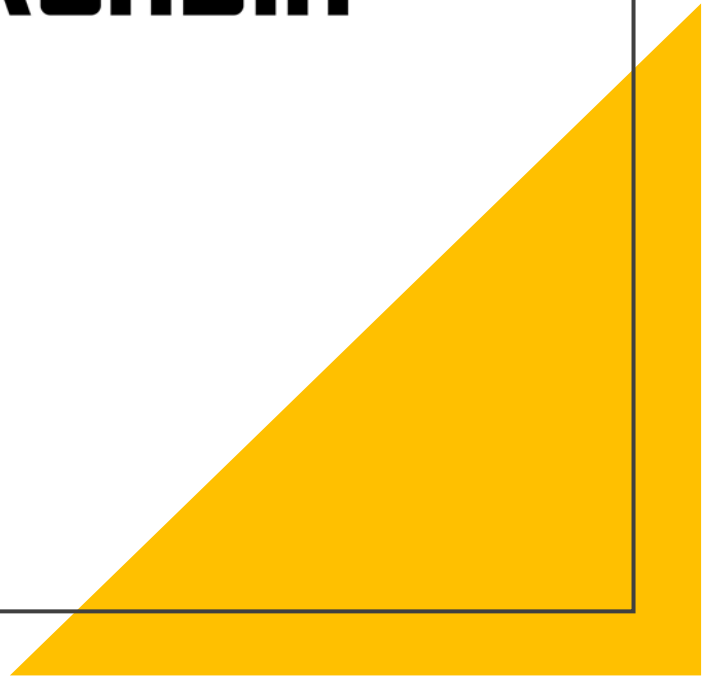
ECCGIC 20

III ECONOMY FOR THE COMMON
INTERNATIONAL CONFERENCE



Gemeente **Leeuwarden**

Bouwe de Boer





The beginning

- 2018 Cultural Capital and Arcadia →
- 11 wegentocht
- Freonen fan Fossylfrij Fryslân →
(Friends of Fossil Fuels)



2018



Leeuwarden
Fryslân
2018

Culturele
Hoofdstad
van Europa



2018 100.000 deelnemers

FRYSLÂN HJOED

ELFWEGENTOCHT PARADE

Two weeks fossilfree mobility



Leeuwarden
Fryslân
2018

European
Capital of
Culture

Hoofdprogramma









Nieuws • 16 april 2020

Jazeker, we zijn met al meer dan 100 energiecoöperaties!





ECGIC 2024

III ECONOMY FOR THE COMMON GOOD
INTERNATIONAL CONFERENCE

BloeiZones: Started in 2018

Bakkeveen (Friesland)





Bloeizone Fryslân









Blooming Wergea

WERGEEA BLOEIT

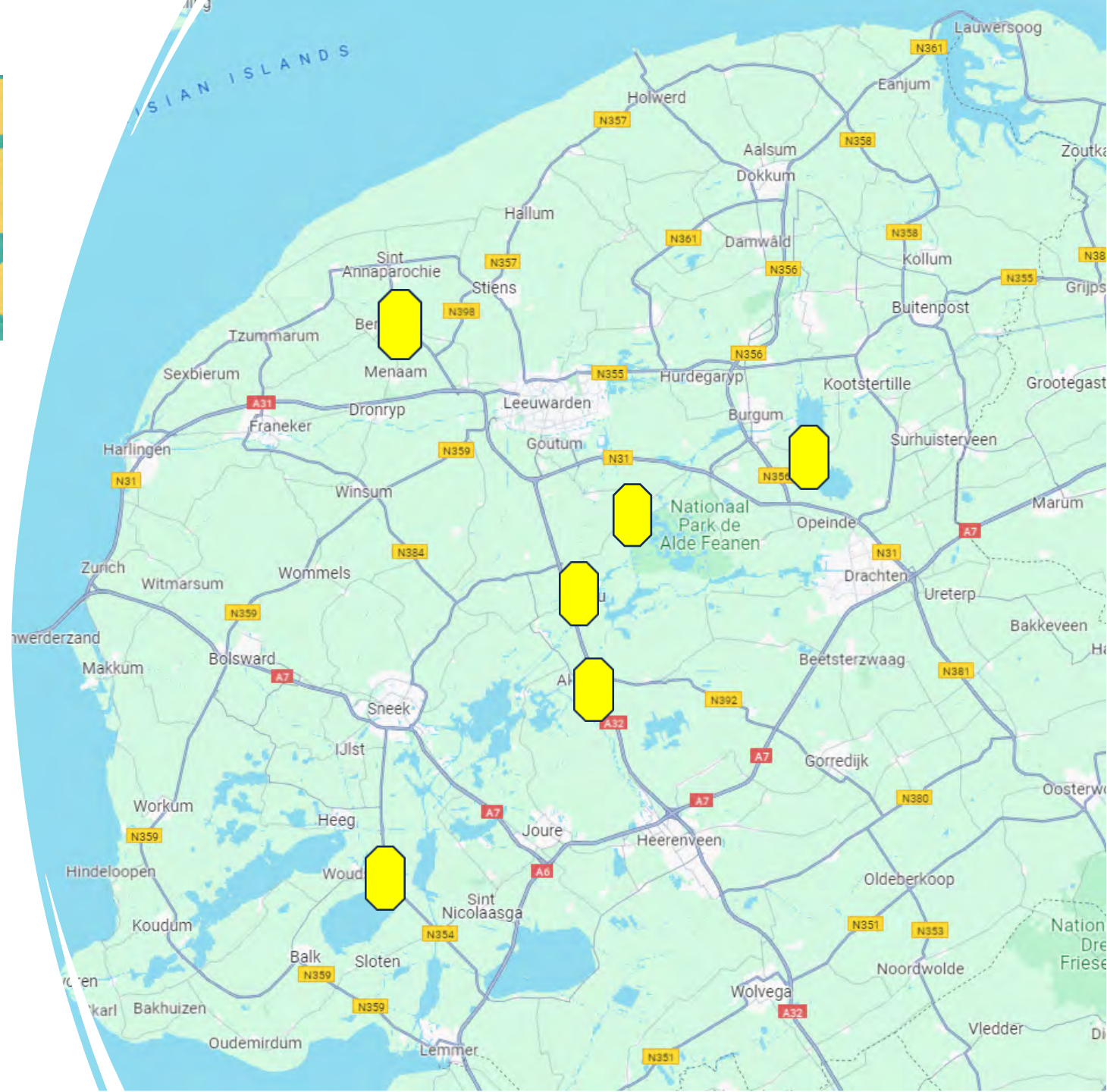
19 t/m 25 JUNI 2023



2024



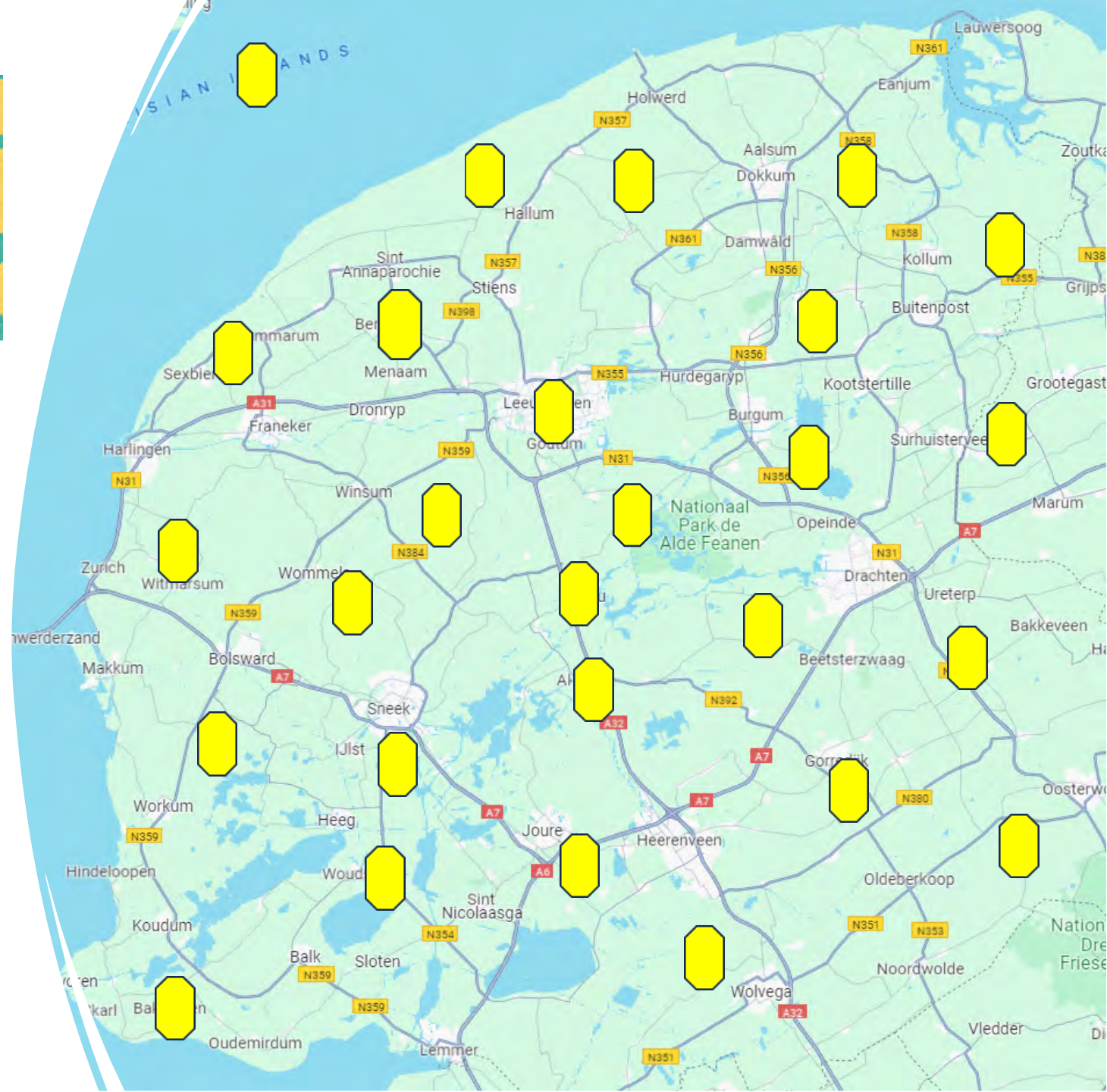
- Akkrum
- Grou
- Wergea
- Berltsum
- Wâldsein
- Eastermar



2025



- Akkrum
- Grou
- Wergea
- Berltsum
- Wâldsein
- Eastermar
- + 25



The background is a light cream color with scattered decorative elements. There are several stylized flowers in shades of pink, blue, and orange, each with a darker center. Interspersed among the flowers are small, solid-colored dots in blue, orange, and pink. The overall aesthetic is bright and cheerful.

WERGEA BLOEIT

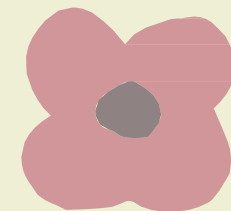
19 t/m 25 JUNI 2023

Het puntensysteem

SKOAREBOERD Wergea 2023

THEMA	19/6	20/6	21/6	22/6	23/6	24/6	25/6
Kultuur			260	500			
Sûnens	612	500	1620	1901	440		
Wergeabruk							
Klimaat	120						
		300	221				

Buurtbestuurders





MAANDAG DINSDAG WOENSDAG DONDERDAG VRIJDAG ZATERDAG ZONDAG

05:00		OGHTENDDUIK BIJ ZONSOPKOMST				
06:00	DOOR WETHOUDER EVERT STELLINGWERF	ONDERNEMERS-ONTBIJT MET ZAKELLIK WERGEA EN WETHOUDER ABEL REITSMA	OGHTENDDUIK MET KOFFIE	OGHTENDDUIK MET KOFFIE	OGHTENDDUIK MET KOFFIE	OGHTENDDUIK MET KOFFIE
07:00	OPENING WERGEA BLOEIT (OGHTENDDUIK + KOFFIE)					
08:00	STREEKONTBIJT					
09:00	OPENING PROJECTWEEK VOOR SCHOLIEREN	WERGEA FLEXT!	STARTMOMENT FOSSYLFRIJ NEI IT WURK 7.30-10.00		STARTMOMENT SLACH OM WERGEA 10.30	
10:00	STOEPKRIJTKUIER (VAG BLOEZONE)					
11:00					TIMMERSÂN	
12:00						SNEUPEN OP SNEIN: ELEKTRISCH VAREN, WORKSHOPS & MUZIEK VAN LEONARD FORD TOT 17:00
13:00		SCHOOLVOORSTELLING BLOEIBIOS, BIGGEST LITTLE FARM				
14:00		VAN NIETS NAAR IETS! WILDFLUKKEN EN MEER				FOTOMOMENT BIJ DE BIDLER: WEES ERBIJ! 14:30 - 15:00
15:00			MET O.A. TIMO DE JONG	ZOMERBIJEENKOMST FREONEN FOSSYLFRIJ FRYSLÂN + LEZING	TEATSEN MET FOODTRUCK EN BANDS	
16:00		DE STREEKBOER INFOMOMENT + AFHAALMOMENT BOODSCHAPPEN-PAKKET	HUISKAMERFESTIVAL KUNST BIJ JE THUIS! TOT 22:00			AFSLUITING WERGEA BLOEIT: PITER WILKENS ZINGT 'JOU IT TROCH!' 15:00 - 16:00
17:00						
18:00		WEILANDDINER MET GRANDCAFÉ JANI	DINER IN DE TUIN VAN OÂN TAFEL	DINER IN DE TUIN VAN OÂN TAFEL	DINER IN DE TUIN VAN OÂN TAFEL	
19:00	START WERGEA FIETST!					SIMMERSÂN (KKW & MUZYK KAFEE) MET ALL STAR REGGAE 16:00 - 22:00
20:00						
21:00	AVONDPROGRAMMA BIODIVERSITEIT	BLOEIBIOS, BIGGEST LITTLE FARM OP GRUT SKERM	STOEPKRIJT WANDELING (VAG BIODIVERSITEIT) EN JÛNSKUIER (VAG BLOEZONE) 19:00 - 21:00	BUURTDINER VANAF 18:30	FEESTELJKE NAZIT TEATSEN	
22:00		HINDERNISBAAN JEUGDSOOS SZDRNZLL 19:00 - 21:00				
23:00						

WERGEA BLOEIT



FOAR ALLE YNFO EN PARTNERS, CHECK:

















BAR

Gezloten!!

OVER
GEA
SLO
EIT

19
25
2022

SIMMER



Laatste ochtend om 07.00 uur

CHEQUE

Wergea Bloeit heeft door de inzet van het hele dorp voldoende punten behaald en verdient daarmee

5.000 EURO





The result:
10.000
points
Sunday 25
june 2023

Iedereen doet mee in bloeiend Wergea

Wergea sportte, luisterde en at zich deze week naar een duurzame toekomst. Wergea Bloeit is een viering van wat een dorp vermogen. En dat moet in de rest van Friesland.

WILBERT ELTING

Met een biertje in de hand bespreken Johan Meinderts, Sjors Kooistra en Steven Hemstra in de tuin van mfc De Biddler wat ze deze week allemaal hebben gedaan. Ze lagen in alle vroegte in de vaart om baantjes te trekken. Lieten een dag de auto staan en gingen op de fiets naar het werk. Bezochten een diner met gerechten bereid van voedsel uit de regio. En trainden alvast voor het Wytze Veenstra Wergeaster Kampioenskip teatsen, een combinatie tussen kaatsen en tennis.

Al die activiteiten maakten deel uit van Wergea Bloeit, een door de Freonen fan Fossilfrj Fryslân samen met Arcadia, Welcome To The Village en het dorp bedacht evenement om duurzaamheid in al haar verschijningsvormen op de kaart te zetten. De heit week, dit weekend

Woensdagavond schoven inwoners van Wergea aan bij een welanddiner aan de Wartensterdyk, onderdeel van duurzame week Wergea Bloeit.

FOTO: ROSE NIJHOF/WOCS VAN ESEB

lân hun bestaan aan te danken hebben. In 2018, het Culturele Hoofdstadjaar, daagde de organisatie mensen uit om twee weken lang alleen op fossielvrije manieren te reizen. Die actie was destijds een groot succes. En Bourwe de Boer, duurzaamheidsaanjager in de provincie en medebedenker van de Incht, kreeg regelmatig de vraag of er een herhaaldere zag hij eigenlijk

'Kinst echt merke dat it it doarp ferbynt. Elkenien docht ek mei'

worden. Want in de gemeenschap daar moet verandering beginnen, stelde Kees Klomp, lector beteke-

verbonden. We zijn ervoor gemaakt om er voor elkaar te zijn en om met elkaar te delen."

Wat zo'n gezamenlijk doel kan doen, merkten Meinderts, Kooistra en Hemstra aan den lijve. "Kinst echt merke dat it it doarp ferbynt", zegt Meinderts. "Eltsenien docht ek mei. De bern fine it ek prachtich."

Meinderts deed ook samen met ruim zeventig anderen woensdagochtend mee aan de ochtendduik voor ondernemers. De opkomst voor ondernemers verwachtingen

De Boer schat dat van de 1800 Wergeasters er tussen de 700 en 800 meegedaan hebben aan een of meer activiteiten. "We merke eltsenien dat it mear begjint te libjen."

Dit weekend zijn er onder meer nog een wandel- en fietstocht en het teatskampioenschap op zaterdag en een duurzame markt op zondag. Daarna geeft Wergea het stokje door. Volgend jaar wil De Boer de week opnieuw houden maar dan in vijf dorpen. En uiteindelijk droomt hij van een provincie vol bloeiende dorpen. "It doel is: hiel grut."





Een kleine stap is er een naar een gezonder en duurzamer leven, vinden de dorpelings in het Friese Wergea. Met dit wistelling haalden zij nummer 81 van de Duurzame 100.

Wergea rijp op rijge

Topscorers: De Duurzame 100

De Duurzame 100

20. Bollenveen

21. Vrienden van het Bisschop

22. In de spijl

23. Het

24. Butterfly

25. Kluis

26. De

27. De

28. De

29. De

30. De



Wergea raakt in de ban van duurzaamheid

81

1000

D

De Wergea raakt in de ban van duurzaamheid. Het is een kleine stap, maar een gezonder en duurzamer leven vinden de dorpelings in het Friese Wergea. Met dit wistelling haalden zij nummer 81 van de Duurzame 100.

Er komt geen insect af op die horensa. Veel mensen weten dat niet. Ik eerst ook niet.

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We willen elkaar inspireren en motiveren om bewuste keuzes te maken

Wergea raakt in de ban van duurzaamheid. Het is een kleine stap, maar een gezonder en duurzamer leven vinden de dorpelings in het Friese Wergea. Met dit wistelling haalden zij nummer 81 van de Duurzame 100.

Wergea gaat een week zwemmen, fietsen, wandelen en lokaal eten

VOORBEELDORP

Theo Klein

Wergea | Eind juni draait een week lang alles in Wergea om gezondheid, hergebruik, cultuur en klimaat. Het is een opstapje naar Arcadia 2025 waar het de bedoeling is dat heel Fryslân volgens de regels van de bloeizone gaat leven.

Tot nu toe telt Fryslân vijftien zogeheten bloeizonedorpen waar inwoners zich hard maken voor een leefomgeving waar je gezond oud kunt worden. Wergea is daar een van maar tijdens Wergea Bloet; jûb li veel meer op stapel, vertelt Bouwe de Boer. Hij is namens Freumen fan Fossylfrij Fryslân betrokken bij de organisatie van de themawerk, samen met Arcadia, Welcome to the Village en tien clubs uit het dorp. „We zijn net begonnen met het verzamelen van initiatieven en hebben al tientallen ideeën binnen.”

Lokaal eten

Zo zijn er plannen om zoveel mogelijk op de fiets naar het werk te gaan, zwemmen in open water, deelauto's te gebruiken en een afvalmodeshow te houden met kinderen van de basisschool.



Jitske Reinema, Jet Windig en Margriet Groenwold (v.l.n.v.) knappen boomspiegels op in Wergea. Het dorp is al een van de bloeizonedorpen maar eind juni is het een week lang voorbeeldorp voor Fryslân. Foto: Marcel van Kammen

ging nu twee restaurants met een eigen groentesuin. De bakker haalt het meel van de molen van Hurdaard en de slager houdt zelf koeien voor de slacht, vertelt Rini Boermans van Perspectief, zoals plaatselijk belangrijk heet. „It kin wol better. We hja hji in soad melkfeehâlders mar net ien ferkeapet út de pleats wei ras saien kreft.”

dyt tin spocht dan oare grienten stean. Dan wurdt dy der bewuster fan dat we in soad grienten fan fier helje. Wy wolke ek in ôfhelpme krije fan de Streektoer, sadat it makliker wurdt om lokale grienten te keapjen.”

How gezond Wergea nu is, is volgens Boermans moeilijk aan te geven. „Der binne wol statistiken mei stjertessifers. Mar ferline jier binne in aantal jonge minsken ferstومن. Dat

Wereldproblemen los je in je dorp niet op, maar je kunt lokaal wel wat doen

hat in hiel soad effekt op de sifers. Uteinlik giet it derom sa sijn mooglikheid te wurden.”

Angst en machteloosheid

Volgens Rosine de Boer levert zo'n week activiteiten rond gezondheid, op dit een bewuster dorp. „Zo'n angst en machteloosheid.”

The next villages in 2024



ARCADIA 2022
MAAKTEN WE SAMEN

Welke dorpen nemen het over?

Grou

Eastermar

Akkrum

Fryslân Bloeit

2024 2025 ...



Theme's Fryslân Bloeit

- **Klimaat (Klimaat)** (Climate)
- **Burgerschap (Mienskip)** (community)
- **Gezondheid (Sûnens)** (health)
- **Natuur (Natoer)** (nature)
- **Cultuur (Kultuur)** (Culture)

LOGO hoofd

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[OVER FRYSLÂN BLOEIT](#)

[NIEUWS](#)

[DEELNEMENDE DORPEN 2024](#)

[CONTACT](#)



LOGO dorp

[HOME](#)[NIEUWS](#)[BLOKKENSHEMA](#)[INSCHRIJVEN](#)[OPGAVE VRIJWILLIGERS](#)[CONTACT](#)

BLOEIWEEK 20 JUNI T/M 26 JUNI

Klimaat, biodiversiteit, waterkwaliteit, voedsel, stikstof, dierenwelzijn en eenzaamheid... Grote vraagstukken vliegen ons dagelijks om de oren. Het kan een uitdaging zijn om als individu met deze vraagstukken om te gaan. Wat als dorpen hun krachten bundelen en samenwerken om tot antwoorden te komen?

Fryslân Bloeit gaat over plezier hebben, gezonder leven, aandacht voor elkaar hebben, doelen stellen, geloven in jezelf en de mienskip, samen werken aan een bloeizone. Is Fryslân het begin van een Bloei-golf?



Means

- **Budget voor activiteiten, prijzen, sprekers etc.**
- **Toegang tot een uitgebreid netwerk van makers en sprekers**
- **Documentformats voor begroting, planning, benodigdheden, do's en don'ts etc.**
- **uitgewerkte voorbeeldactiviteiten: benodigdheden, mankracht, kosten, planning en voorbereiding.**

AKKRUM/NES BLOEIT 2024	ZONDAG	MAANDAG GEZONDHEIDSDAG	DINSDAG MOBILITEITSDAG	WOENSDAG SPORTDAG	DONDERDAG CULTUURDAG	VRIJDAG BUURTDAG	ZATERDAG NATUURDAG
07:00		OCHTENDDUIK	OCHTENDDUIK	OCHTENDDUIK	OCHTENDDUIK	OCHTENDDUIK	OCHTENDDUIK
08:00		NAAR SCHOOL FIETSEN	NAAR SCHOOL FIETSEN	NAAR SCHOOL FIETSEN	NAAR SCHOOL FIETSEN	NAAR SCHOOL FIETSEN	
09:00			APPELS UITDELEN AAN FIETSERS		VOORLEESOGHTEND		ROUTE LANGS DUURZAME BOEREN
10:00		ZANGWORKSHOP SING FRIESLAND	MOBILITEITSACTIES met extra (gratis) deelauto's & gekleurde carpoolbankjes		WORKSHOPS op school met o.a. drama, dans & muziek		Bert Natuur
11:00				WALKING FOOTBALL			Sake Roodbergen geeft een rondleiding over vogels
12:00		START GEZONDE SCHOOL met gezonde schoollunch			MUZIEK WORKSHOPS		TEGELWIPPEN
13:00	OPENING AKKRUM/NES BLOEIT start deelauto challenge			TEAGEARRE GRUTSK gezondheidsmarkt i.s.m. Leppehiem	FEESTELIJKE KUNSTRUTE met muzikale omlijsting	BUURT DANSEN, WORKOUT & AEROBICS	BLOTE VOETENPAD bij de Doarpstun
14:00	FIETSTOCHT						PLANTEN & ZAAIEN
15:00		ACTIE GEZOND & VEGETARISCH KOKEN samenwerking met Poiesz		MUDRUN		BUURTENRACE	STEKJES DELEN & UITWISSELEN
16:00							
17:00						GEZOND STRAATDINER	
18:00							
19:00		OPEN REPETITIE EN OPTREDEN popkoor, harmonie & shantylkoor	FIETSTOCHT	DE LUS VAN AKKRUM/NES	GEZONDE PICNIC MET BUITENFILM neem je eigen kleedje mee!		AFSLUITING BLOEIWEEK uitslag deelauto challenge & stokje doorgeven
20:00							
21:00						FEEST!	
22:00							
23:00							



AKKRUUM - BUSINESS BLOEIT

UITNODIGING
FEESTELIJKE OPENING

Zondag 12 mei
12:00 uur bij de tent















Natasja van den Bos en Bouwe de Boer bij de start van de bloeiweek in Akkrum. Op de achtergrond het blokkenschema met alle activiteiten deze week. FOTO: SIMON BLEEKER

Hoe Akkrum gelukkiger en gezonder wordt





NEW REALTY

NEW REALTY

NEW REALTY

BEAUCOUP

SIXTH STREET
AVENUE







Zwermmers

melden

in de

tent









DAG

Puntenplak

	Groen Schoolplein	Waterkap kunstwerk	fruitbomen
12/5	34	43	37
13/5	52	47	50
14/5			
15/5			
16/5			
17/5			
18/5			









ZUIVEL

- karnemelk 2,40
- Melk 2,10
- Yoghurt 2,40
- Kaas 500gr 9,50

- Appel 3,80 - 4,30
- Peer 3,- - 3,50
- Asperges 3,- - 4,-
- Rabarber 3,50 - 4,-

Van
15%
bij ar
eer

elsap 3,50







POKE BOWL

VOOR 4 KRACHTPATSERS!



Ingrediënten:

- blikje mais (uitgelekt)
- 300 gram zilvervliesrijst
- 4 wortelen (met dunschiller in linten)
- 1 komkommer in blokjes
- 2 rode bietjes (voorgekookt)
- 2 rode paprika in blokjes gesneden
- 1 doosje mango blokjes (uit vriesvak)
- 3 handjes cashewnoten
- 5 eetlepels azijn & 1 eetlepel suiker
- 5 eetlepels mayonaise

Bereiding:

- Kook de rijst volgens de aanwijzingen
- Meng de azijn en suiker en giet dit over de wortellinten. Laat 10 min. staan en giet dan af.
- Snijd de bietjes in kleine blokjes.
- Meng het sap van de bietjes met de mayonaise: nu heb je roze mayonaise voor over de pokebowl.
- Maak de borden mooi en kleurrijk op met alle ingrediënten

LEKKER ITE...

AKKUM
-NES
BLOEIT



Een weilanddiner aan de Wartensterdyk in Wergea, vorig jaar onderdeel van duurzame week Wergea Bloeit. FOTO: HOGE NOORDEN/JACOB VAN ESSEN

Zoveel mogelijk dorpen in Friesland moeten bloeien

WILBERT ELTING

WERGEA Wergea was vorig jaar het eerste dorp dat een 'bloeiweek' organiseerde. Dit jaar zijn het er al zes en volgend jaar moeten het er dertig zijn.

Die ambitie sprak bedenker Bouwe de Boer dinsdagmiddag uit in de Bidler in Wergea. Het dorp was gekozen omdat er vorig jaar de eerste bloeiweek plaatsvond. De Boer en zijn duurzaamheidsclub de Freonen fan Fossielvrij Fryslân bedachten het evenement als opvolger van de Elfwegentocht uit 2018. Die tocht was bedoeld om mensen uit te dagen om een week lang geen fossiele brandstof te gebruiken. Met de bloeiweek wordt het mogelijk om dat te doen

Zo gaan ze in Akkrum vanaf 12 mei bijvoorbeeld zeven dagen lang elke dag zwemmen in het open water, komen er fietstochten en een kunstroute. In Eastermar denken ze in de laatste week van augustus aan een samenballing van hun verschillende 'barrens', evenementen rond onder meer lekker eten en cultuur die nu al door het jaar heen plaatsvinden. Al moeten die plannen nog verder uitkristalliseren.

De dorpen staan vrij in wat ze gaan doen. „Wy betinke neat“, zegt De Boer, wisselend van Nederlands naar Fries. „Dat dogge de doarpen sels.“ Wel krijgen de dorpen hulp van het team van de Freonen en van Arcadia, de organisatie die de schwing van het culturele hoofd-

en een teats-toernooi. Wat haar daarbij opviel, was dat ze ook veel nieuwe gezichten bij die activiteiten zag. En dat het dorp een stuk hechter werd.

Vorig jaar was vooral een groot experiment. Ze deden wat in hun opkwam. In Wergea proberen ze het dit jaar wat meer structuur te geven. „Wy sjogge no wat mear nei it doel. Wat wolle we mei in aktiviteit berikke? Dêr freegje ik de minsken ek de hiele tiid nei.“

Vaak is het doel om mensen met elkaar in contact te brengen. Zo kunnen buurten samen aan de slag met hun eigen buurtvlag en komt er een gezamenlijke maaltijd. „Sadat je minsken treffe die je oars net treffe.“

De deelnemende ondernemers willen juist een laten zien waar zij

is moai mar dan sjogge je noch net wêr 't hy sels al mei dwaande is. Dat probearje we no wat oars te dwaan.“

De animo in Wergea was groot om voor de tweede keer mee te doen. En wat Boermans betreft is het dorp er ook in 2025 weer bij. De bloeiweken moeten dan een onderdeel zijn van Arcadia, de driejaarlijkse opvolger van het culturele hoofdstadjaar. De bloeiweken moeten dan uitgegroeid zijn tot een bloeiseizoen met dertig deelnemende dorpen.

De Boer is positief dat ze dat aantal wel gaan halen. „Der binne no al in pear doarpen dy 't sein ha dat se graach meidwaan wolle.“ De middag in De Bidler was ook bedoeld om bij gemeenten het enthousiasme aan te wakkeren. Met succes. „Ik kin sa wol tiid dearm en neame dult meidunen

EENDJES AL
VERZOPEN

Kritiek op
schuldhulpproject
Leeuwarden > 26

Dode door ongeluk op Afsluitdijk

DEN OEVER Bij een ongeluk tussen een personenauto en een tankwagen op de Afsluitdijk is dinsdagochtend een man om het leven gekomen. Het betrof de bestuurder van de personenauto. Het ongeval gebeurde door nog onbekende oorzaak rond 11.00 uur in de buurt van de Stevinsluizen bij Den Oever. De A7 tussen Friesland en Noord-Holland werd daarop in beide richtingen afgesloten. De weg ging pas tegen half vier 's middags weer open.

'Onder de Kelders' heeft een opvolger

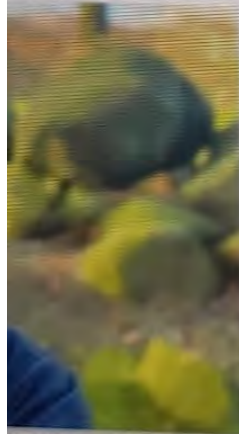
LEEUWARDEN Op de Bierkade 1 in Leeuwarden opent in mei Restaurant Bodega y Tapas de deuren. Het pand stond leeg sinds restaurant 'Onder de Kelders' in 2022 failliet ging. Het restaurant is in 2017 begonnen in Groningen en heeft momenteel verschillende vestigingen in Groningen en Drenthe. Nu kan ook Leeuwarden toegevoegd worden aan het lijstje. Een mooie nieuwe uitdaging, zegt Heleen Hoender-vanger, manager Bodega y Tapas. Het terras zal nog worden aangepakt. „We gaan het wat frisser en kleurrijker maken“, zegt Hoender-vanger. Dat doet het restaurant door bijvoorbeeld oranje parasolletjes neer te zetten. „Voor een zomers gevoel.“ Binnen krijgt het restaurant een Spaans tintje door een tegel-motief op de muur. De exacte datum van de opening is nog niet bekend. Dat

n houdt enking

angstijd is 18.30 uur en eindigt
9.15 uur, zodat men de morgen
eind heeft om zich aan te sluiten
Stille Tocht, die begint om
1 uur bij Crackstate. Bezoekers
en na afloop een bloem aange-
en om deze aan de voet van het
niment aan de Van Massdijk
te leggen. Dit als groet aan
die in de Tweede Wereldoorlog
een betere en rechtvaardiger
rki hun leven lieten. ■

onturen nker

erjaar van 2021 voltooid. Willem
missie, waarmee hij de eerste
soon werd die alle Duitse hune-
lden heeft bezocht, gefotogra-
rd en beschreven. Tijdens de
eenkomst op 6 mei 2024 zal
liem Doonker al zijn avonturen
len. Verhalen uit de Samenleving
er om 10.00 uur in De Rinkelboom
afloop staat koffie en thee klaar.
is er gelegenheid voor een gezels-
pansje. Aanmelden is niet nodig.
ntaar: een melkbus voor een vrij-
llager bijtoger. ■



ter zich. Eigen foto.



In 2023 verzorgde Wergea de aftrap van de Bloei-weeken. Foto: Xanne Wiskamp

Fryslân Bloeit begint in Akkrum en Nes

AKKRUM/NES Zes Friese dorpen doen dit jaar mee aan Fryslân Bloeit. Dorpbewoners laten tijdens hun bloeiweek zien hoe ze op een duurzame wijze omgaan met klimaat, mienskip, gezondheid en natuur. Akkrum en Nes zijn samen het eerste 'dorp', waar dit feestelijke festijn met een natuurvriendelijke boodschap van 12 tot en met 16 mei plaatsvindt.

Op de website fryslanbloeit.nl is te zien hoe de natuurvriendelijke activiteiten in een feestelijke format zijn gegrupeerd zodat het ook gewoon gezellig en leuk is om aan mee te doen. Fryslân Bloeit is een gezamenlijk initiatief van Fryske fan Fossyl-frij Fryslân en Anadia.

Elk deelnemend dorp organiseert tijdens Fryslân Bloeit een eigen bloeiweek met activiteiten die de duurzame ontwikkeling van het dorp bevordert. Bij alle activiteiten

ligt de nadruk op het actief betrekken van de mienskip en het creëren van een blijvende impact op het dorp. Stap voor stap werken de dorpen samen toe naar een toekomstbestendig en duurzaam Friesland.

Het team van Fryslân Bloeit vergroot en ondersteunt de kracht van de Friese dorpen. Initiatiefnemer Bouwe de Boer van Fryske fan Fossyl-frij Fryslân, uit Akkrum: "We streven ernaar dat mensen gezond en gelukkig oud kunnen worden in Friesland, in harmonie met de natuur en met elkaar."

Hij vervolgt: "Samen met de dorpen maken we van Friesland een toekomstbestendige en duurzame provinsje, waar de samenleving niet meer tenaant van de natuur dan te in staat is te geven, en waar voor iederen een wondervolle plek is de maatschappij is." In 2024 was Wergea,

met al haar verenigingen en activiteiten, pionier voor Fryslân Bloeit. Tijdens een succesvolle pilot vierde Wergea een week lang de kracht van het dorp en van haar mienskip.

Wergea organiseerde onder andere workshops, een streekontbijt, een weilanddiner, een duurzame markt en een huiskamerfestival. De deelauto, buitengewonnen en meer op de fiets: Wergea legde de gezonde basis voor een grotere beweging, die zich nu verspreidt naar andere Friese dorpen.

Akkrum Nes Bloeit vindt van 12 tot en met 16 mei plaats. Graau Bloeit van 2 tot en met 8 juni, Wergea Bloeit van 17 tot en met 23 juni, Bontebier Bloeit van 24 tot en met 30 augustus, Wâldien Bloeit van 5 tot en met 15 september en tot slot bloeit Bestum van 22 september tot en met 28 september. ■

is Hospice zondag in vriendelijke...

In elk dorp is deze zomer een bloeiweek

Vervolg van voorpagina

„De opgaven rond klimaat, biodiversiteit, waterkwaliteit, voedselvoorziening, stikstof, dierenwelzijn en eenzaamheid lijken te groot om als individu op te pakken”, aldus initiatiefnemer Bouwe de Boer.

„Maar in de bloeidorpen worden alle krachten gebundeld om samen tot oplossingen te komen.”

In alle dorpen wordt deze zomer een bloeiweek georganiseerd vol activiteiten en manifestaties. Akkrum bijt medio mei het spits af. Begin juni houdt Grou zo'n week, 17 juni volgt Wergea en na de zomervakantie de andere dorpen.

Dorpsgemeenschappen of verenigingen van dorpsbelang kunnen zich melden bij Fryslân Bloeit, dat

de initiatiefgroepen helpt bij de verdere uitwerking van de ideeën.

Er zijn al dorpen die geïnteresseerd zijn, zoals Reduzum, waarvan dinsdag zich ook een delegatie onder de dertig belangstellenden bevond. In andere gemeenten zijn ook al beginnende initiatieven. Wethouder Gerben Wiersma van Dantumadiel is bijvoorbeeld in gesprek met Rinsumageast om bloeidorp te worden, zei hij dinsdag in Wergea. „It is net superingewikkeld”, zei De Boer. „Als elke gemeente twee of drie dorpen vindt zit je al gauw op veertig.”

De bijeenkomst werd afgesloten door Piter Wilkens die de duurzaamheidshymne *Jou it troch*, die hij samen met Syb van der Ploeg schreef, zong.

Subsidie voor innovatie in de landbouw

Leeuwarden | De provincie Fryslân stelt twee miljoen euro aan subsidie open voor innovatieve

werken aan 'nieuwe concepten, producten of diensten en de uitwisseling hierover' in de landbouwsec-



117e jaargang nr. 91 € 3,99

Fryslân Bloeit zoekt nieuwe bloeidorpen

BLAUWE ZONES

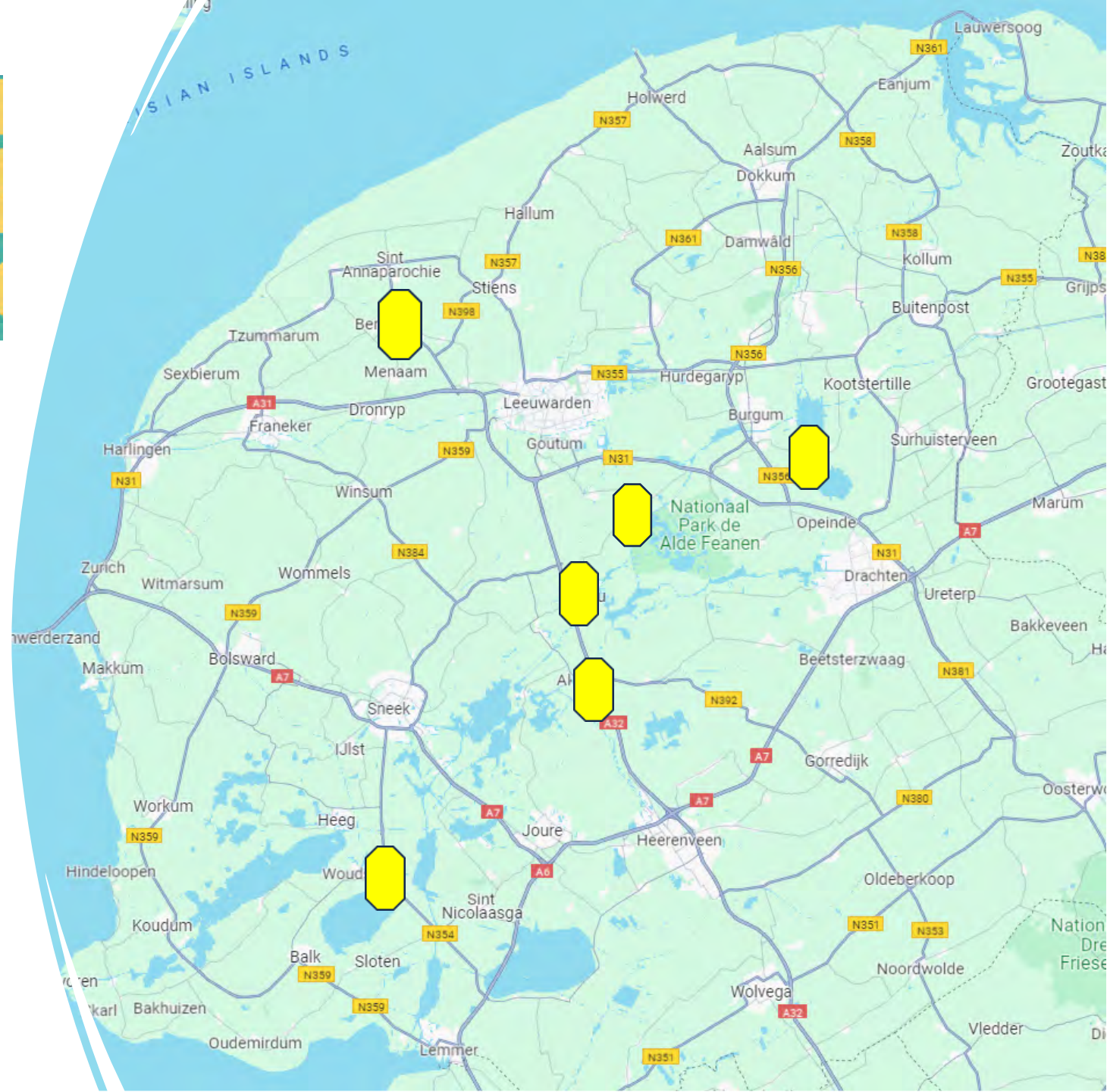
.....

eigen vlag ontwerpen.

2024



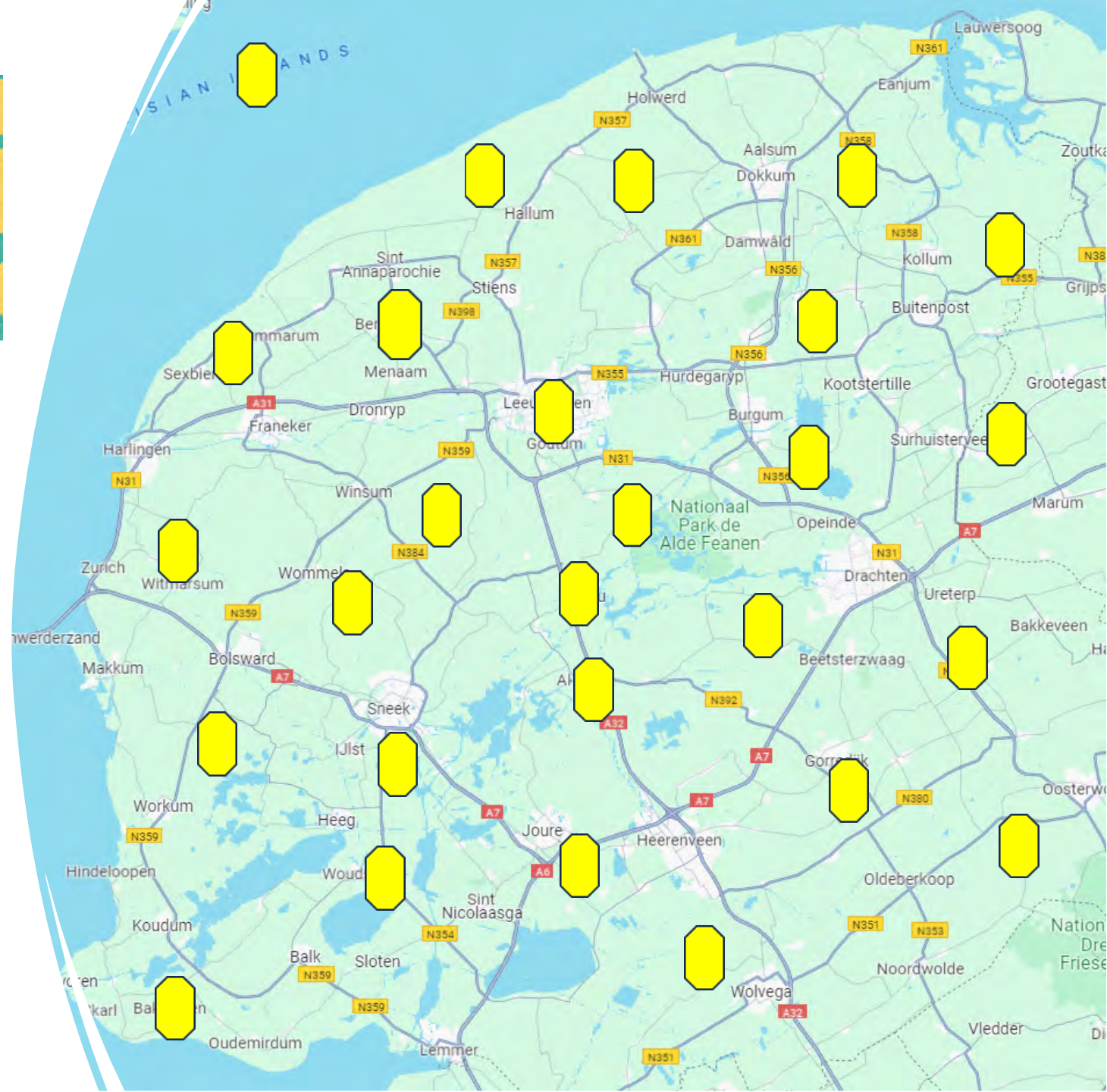
- Akkrum
- Grou
- Wergea
- Berltsum
- Wâldsein
- Eastermar



2025



- Akkrum
- Grou
- Wergea
- Berltsum
- Wâldsein
- Eastermar
- + 25



Converging New Economic Theories and Co-creating Open-Source Knowledge in Spanish for Latin America

¡Hola!



Córdoba
Argentina



Paz Arando
Learning Experience
Designer



Melisa Díaz Acuña
Co-Founder
Co-Director





We design
Transformative Learning Experiences

to foster a
**Vast Network of
Changemakers**

and help
**Connect the New
Economics Movements**

Our partner

National University of Córdoba



411 years old

180,000 students

15
Schools

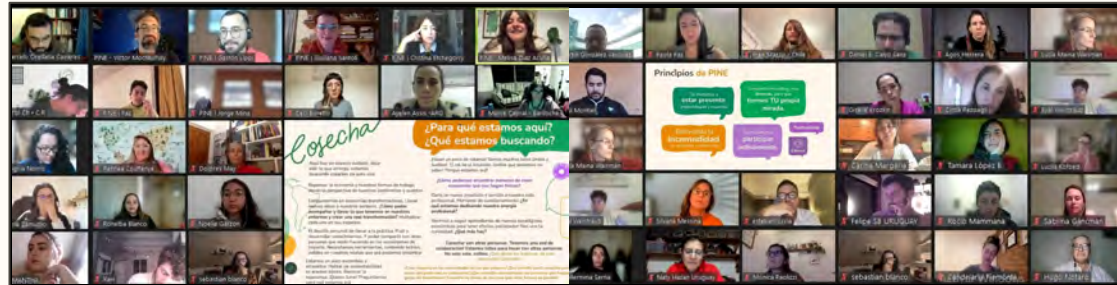


Universidad
Nacional
de Córdoba

345 programmes
undergraduate, graduate
and postgraduate



About the University Diploma in New Economics in Spanish



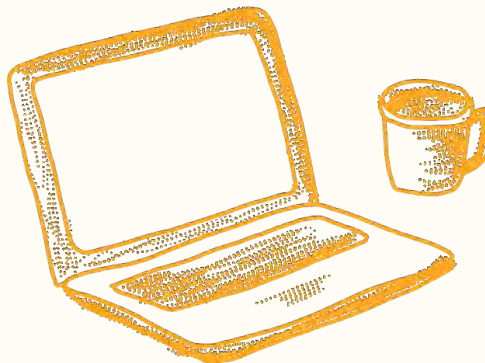
18 Classes (Online)
1 per week, 1 edition per year

+400
participants in
4 editions

18
Countries

**17 International
Experts**

**Diploma by the
University**
(School of Economic Sciences)



Final Project
Published in our
Collaborative Magazine



Metacrisis



Flavia **BROFFONI**
Extinction Rebellion Arg

Doughnut



Juan I. **ARROYO**
Ahora Qué



Carlota **SANZ**
DEAL

Ec. Common Good



Luciana **CORNAGLIA**
ECG



Christian **FELBER**
ECG

Regeneration



Ronald **SISTEK**
CO Consulting

Buen Vivir



Celestina **ABALOS**
Pueblos Originales

B Corps



Ramsés **GÓMEZ**
TEC Monterrey



Carla **ABBATE**
Sistema B Internacional

Circular



Giselle **DELLA MEA**
3Vectores



Gustavo **ALVES**
Ellen MacArthur Found.

Degrowth



Gabriela **CABAÑA**
CASA

Coops



Matías **KELLY**
Sumatoria

Local



Anja **LYNGBAEK**
Local Futures

Ethical Banking



Juan **BOTTERO**
Banca Ética LatAm



Joan **MELÉ**
Banca Ética LatAm

EcoFeminist



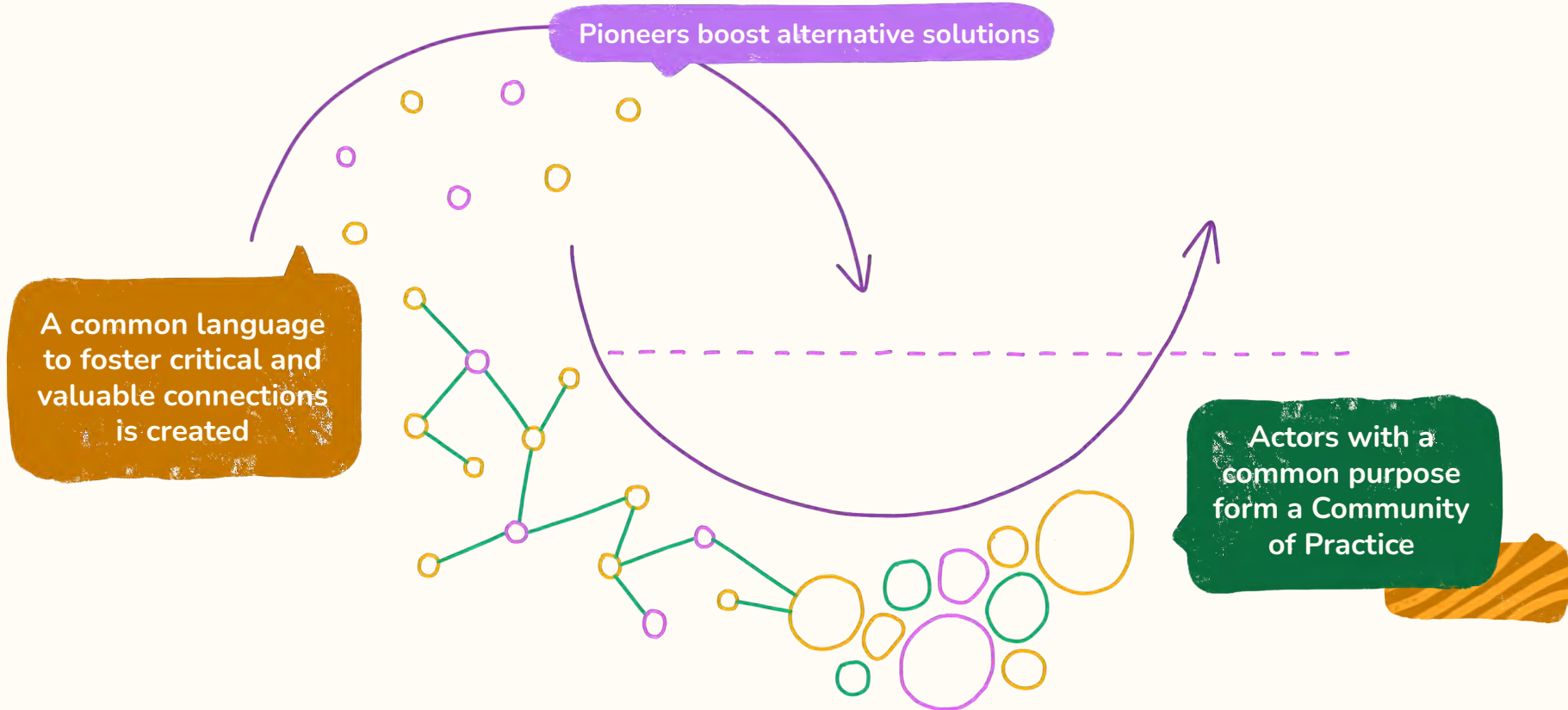
Mariana **CALCAGNI**
CASA



PINE

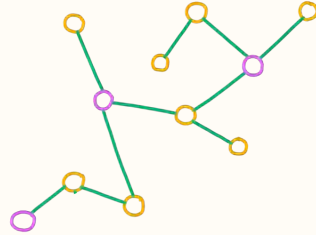
Plataforma
de introducción
a Nuevas Economías

Creating a new system begins when...



Our observations

during this transition



Pioneers are Disconnected
(or not collaborating)



Lack of Content as a common language
(even more in Spanish)



Barriers in Academic Institutions
(tutors, researchers, teachers, bibliography)



OUR APPROACH

Co-creating New Economics Open-source Knowledge in Spanish from Latin America



Co-creating open-source knowledge



Collaborative
Publication



Free Classes
on Youtube



New Economics
Integrative Table



Cosecha (Harvest)

The first collaborative magazine on New Economics in Spanish



2 Editions
Project-Based Learning
+100 contributors each year



Interviews

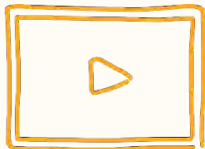
& podcasts



Entrepreneurship

& educational projects

Art
Videos, stories
& illustrations



Free Classes available on Youtube

Introduction to all theories and movements

PINE: Programa de Introducción a Nuevas Economías | Edición 2

Secretaría de Extensión FCE - UNC

11 videos 6,242 vistas Se actualizó...

Reproducir... Aleatorio

- Módulo 1: Contexto actual: La era que todo cambia con Flavia Broffoni**
Secretaría de Extensión FCE - UNC • 2.7 K vistas • hace 8 meses
1:10:46
- Módulo 2: El modelo económico en Latinoamérica. Economía de Dona con Juan Ignacio Arroyo**
Secretaría de Extensión FCE - UNC • 1.4 K vistas • hace 8 meses
1:34:46
- Módulo 4: Sistema B y Empresas B con Ramsés Gómez Molina**
Secretaría de Extensión FCE - UNC • 871 vistas • hace 8 meses
2:01:12
- Módulo 3: Introducción a la Economía del Bien Común con Christian Felber y Luciana Cornaglia**
Secretaría de Extensión FCE - UNC • 1 K vistas • hace 8 meses
2:32:42
- Módulo 6: Introducción a la Economía Regenerativa con Ronald Sistek**
Secretaría de Extensión FCE - UNC • 1.4 K vistas • hace 8 meses
2:02:02
- Módulo 5: Introducción a la Economía Circular con Giselle Della Mea**
Secretaría de Extensión FCE - UNC • 849 vistas • hace 8 meses
2:09:21
- Módulo 8: Introducción a la Economía Social y Solidaria con Matías Kelly**
Secretaría de Extensión FCE - UNC • 544 vistas • hace 8 meses
2:21:00
- Módulo 9: Introducción a las Economías Locales con Anja Lyngbaek**
Secretaría de Extensión FCE - UNC • 567 vistas • hace 8 meses
2:19:54

12 videos
+ 24 hours
content

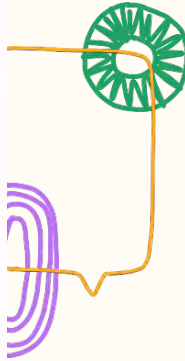
+ 10,000 views

Used in classes,
companies, dinner
tables and more...

bit.ly/pineclases2022

New Economics Integrative Table

Autores	Sitio web	Año de creación	País de Creación	Cantidad de países donde el movimiento está presente	Referente PINE	Video Liberado 2022	Resumen de la clase
<p>Kate Raworth - Wikipedia, la enciclopedia libre</p> <p>Pablo Gilg & Raquel Ibarré</p> <p>Helena Norberg-Hodge - Wikipedia, la enciclopedia libre</p>	<p>https://es.wikipedia.org/wiki/Cooperativismo</p> <p>https://estefanon.global</p> <p>https://www.neweconomics.org</p> <p>https://www.buillfutures.org</p> <p>https://actaconciencia.org</p>	1975	Europa	<p>Extinción & Rebelión:</p> <ul style="list-style-type: none">• 85 países• 1064 grupos locales.	<p>Flavia Broffoni</p> <p>Juan Arroyo</p> <p>Anja Lyngbaek</p>		<ul style="list-style-type: none">• Satisfacer las necesidades de todos dentro de los medios del planeta.• Generar un espacio justo y seguro: una brújula <p>¿Cómo podemos pasar de lo global a lo local?</p> <p>¿Cómo podemos generar un desarrollo regenerativo y resiliente?</p> <p>Revalorización de la diversidad biológica y cultural, y el fortalecimiento de las comunidades locales y las economías de todo el mundo.</p>



Collective Intelligence & Citizen Science

100 participants from over 15 countries contributed to create PINE's content.

Adjacents Possibles

From this starting point, researchers & scientists can build on knowledge.

bit.ly/tablaintegradora

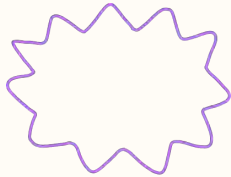
Our Purpose with these initiatives



Help **more people**
join the conversation



Make it **accessible**
(not elite)



Reach the **academic system**
(through teachers and deans)



Latin America can inspire the world and emerge as a Global Hub for New Economics

www.nuevaseconomias.org



@pinelatam

@veector

@melidiazacuna



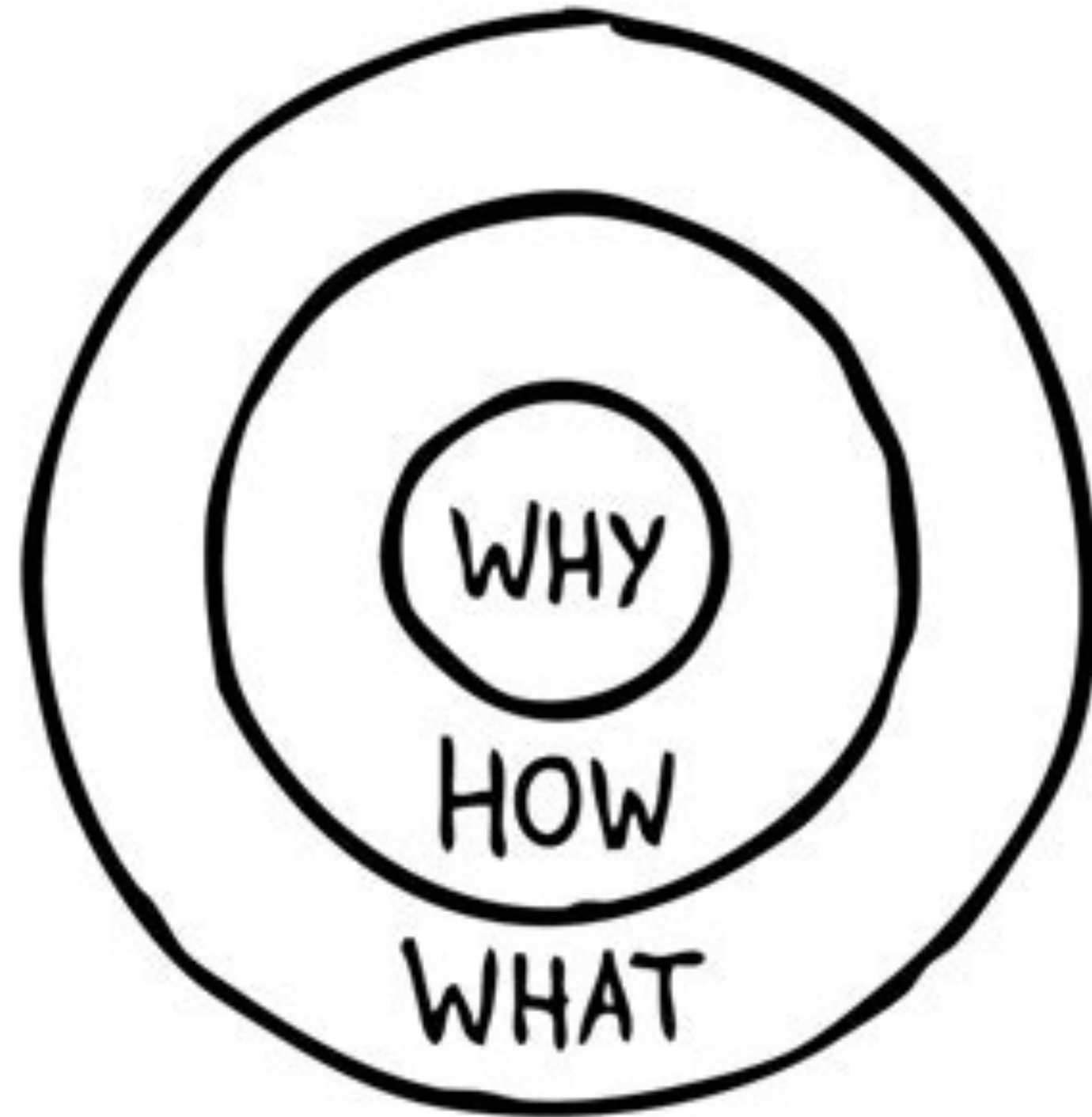
1 miljoen
mini
missies

Mijn Mini Missie is:

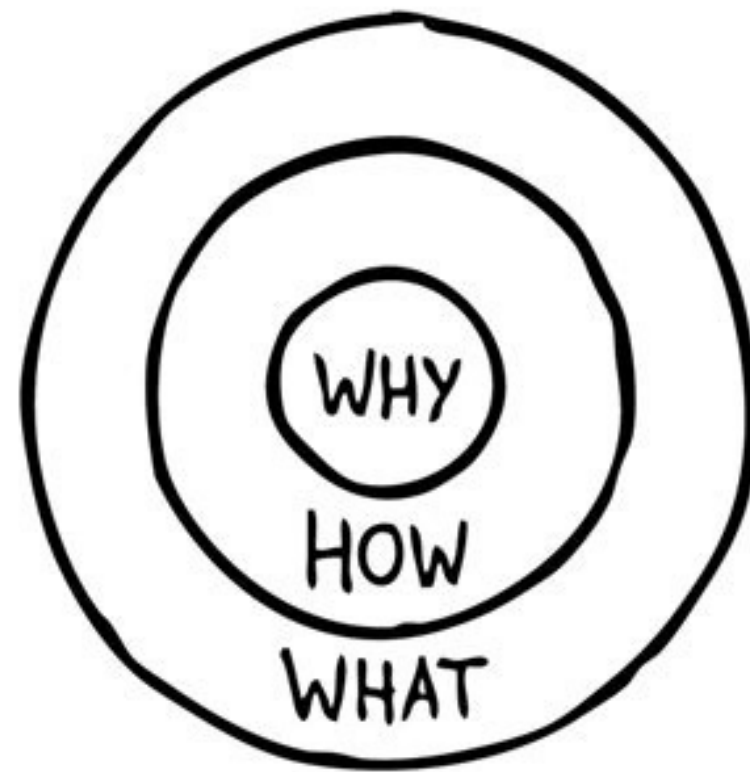
*Ik wil graag een
nieuw idee voor mijn bedrijf
bedenken. Het is mijn droom.*

1 miljoen
mini
missies





WHO?





Gretha Oost

FOUNDER 1MILLION MINI MISSIONS 

A serial impact entrepreneur who designed and developed three products from idea to market; ShowerWatch, 321 Water and O fountain. All three products are designed to stimulate behaviour change in relation to use of water.

Gretha spotted the opportunity to further develop the O fountain into 1 Million Mini Missions (1MMM) an initiative to stimulate active citizenship and drive positive societal change.



1 million
mini
missions





1 million
mini
missions





10 miljoen
mini
missies

4-minute Shower Timer



ShowerWatch

**Creates awareness of time,
stimulates conscious use of water.**

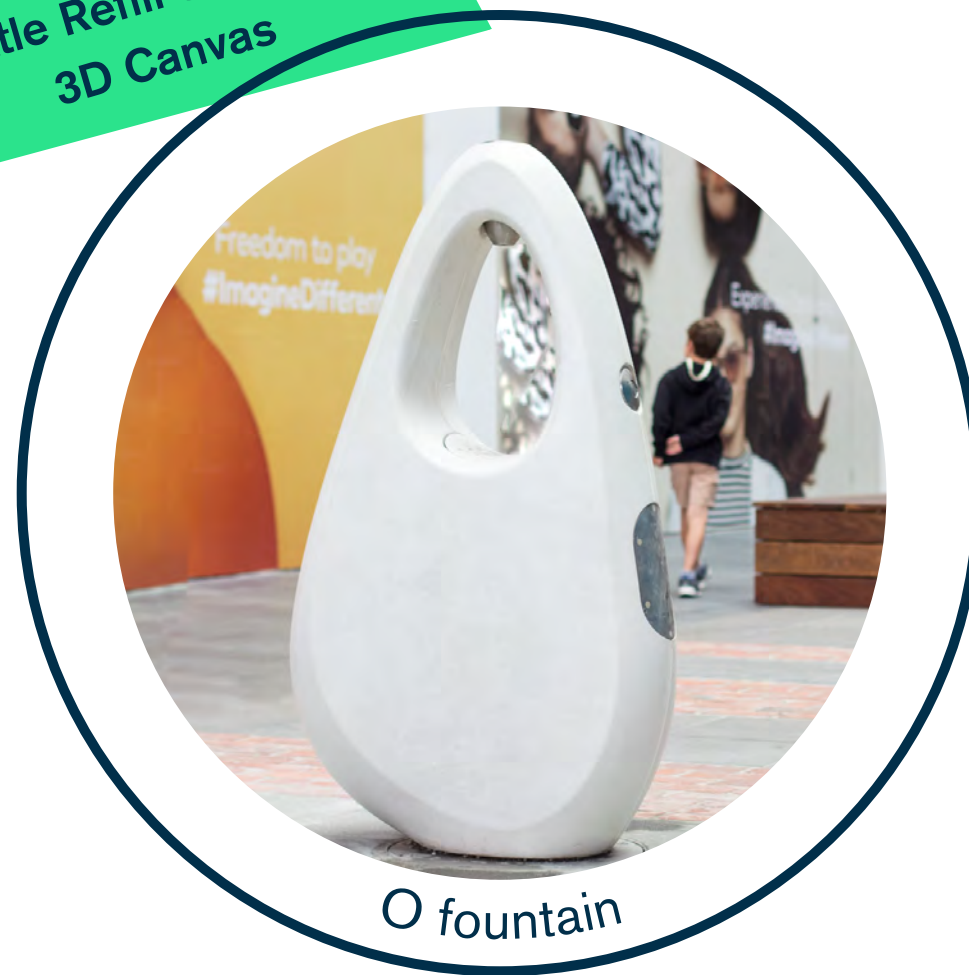
Reusable Bottle w/ Filter



321 Water

**Makes tap water taste delicious
and look fancy.**

Bottle Refill Station /
3D Canvas



O fountain

**Inspires people to drink tap water.
Combines form, function & art.**

FRAMEWORK TO ACT

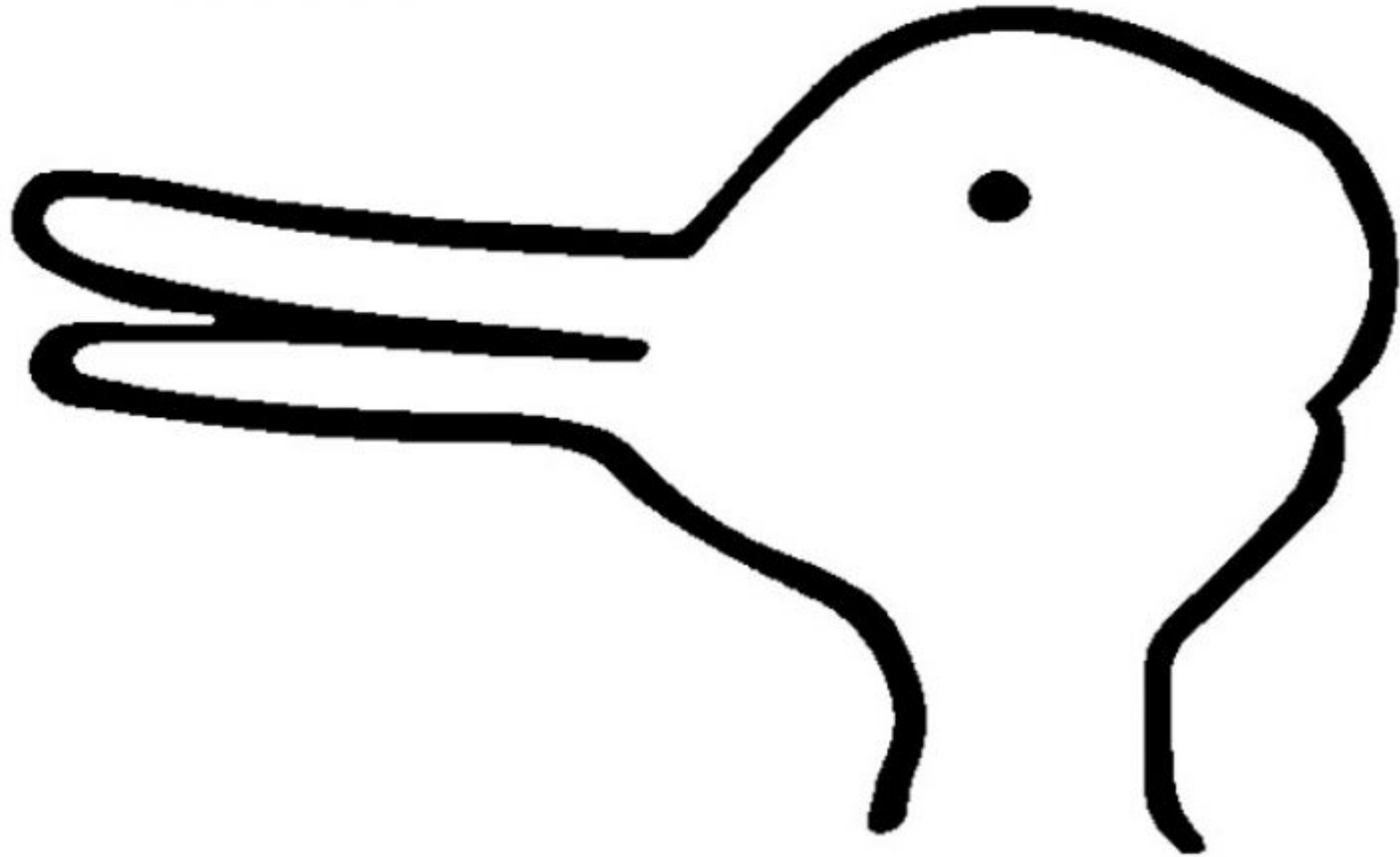






1 miljoen
mini
missies

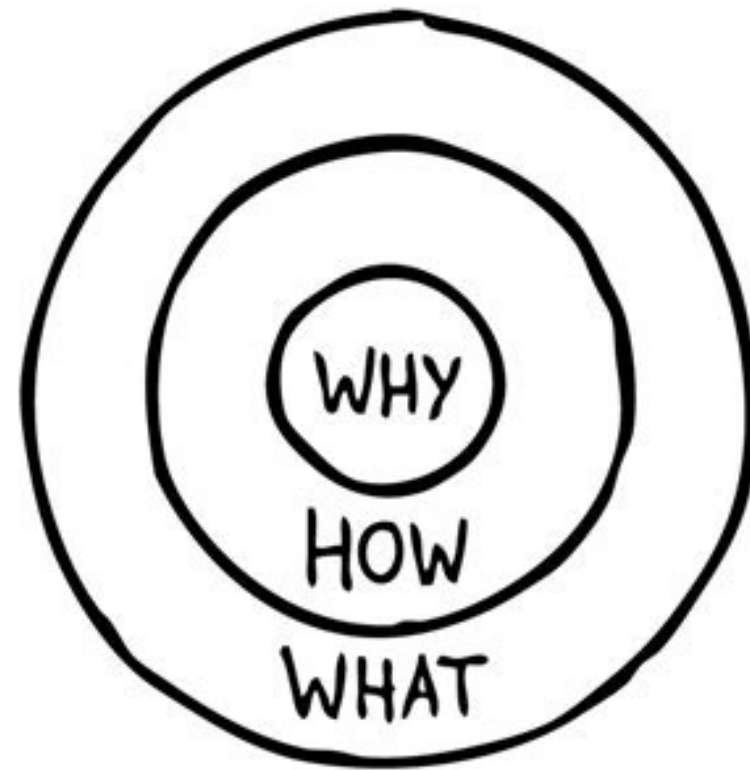




1 million
mini
missions



WHY?



COMMON GOOD



METACRISIS



1 miljoen
mini
missies



METACRISIS

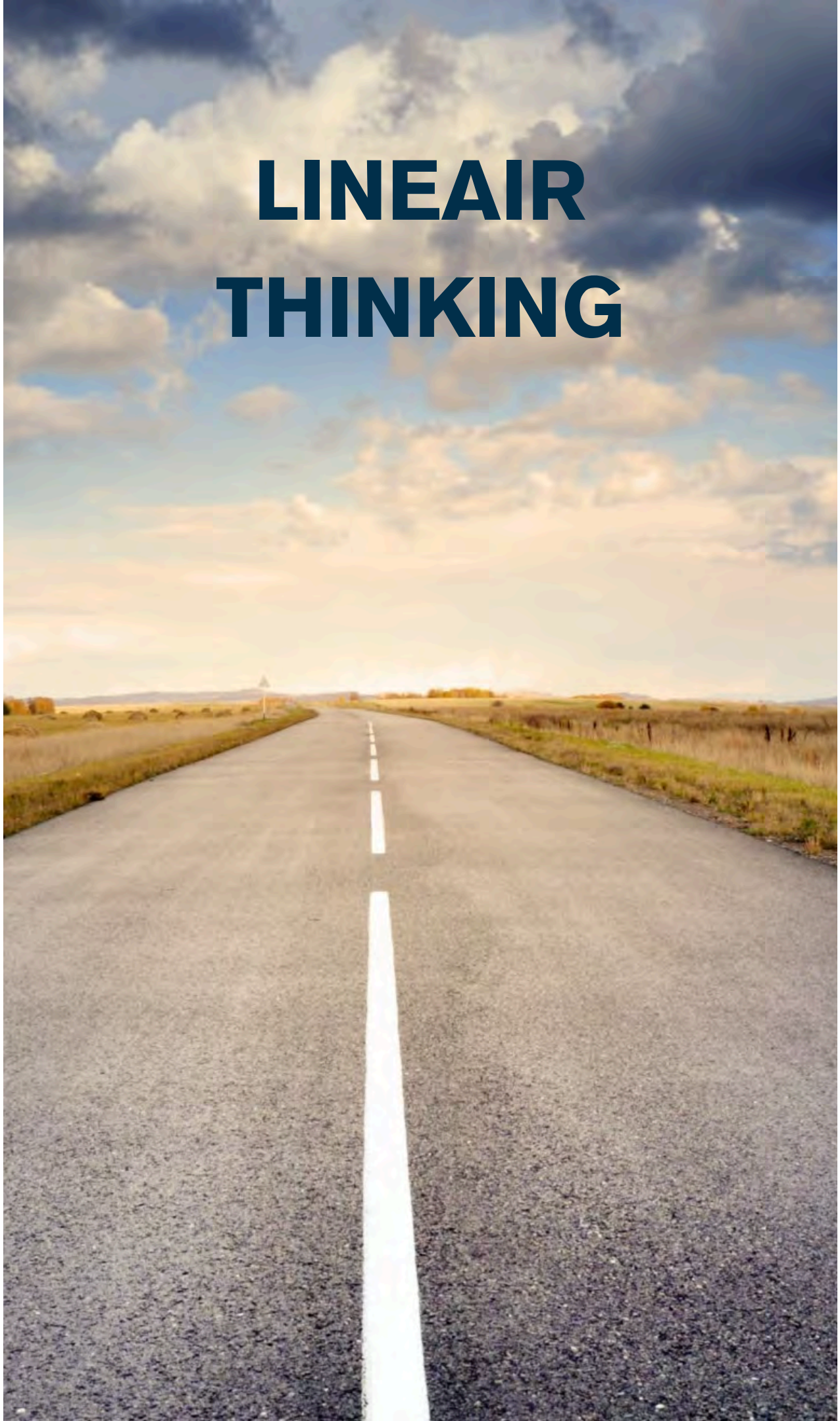
- **Inabilty to comprehend complexity**
- **Inabitly to solve it**



INDIVIDUALISTIC SOCIETY



LINEAR THINKING



CONSUMER STORY



"We can't solve today's problems with the mentality that created them."

-ALBERT EINSTEIN



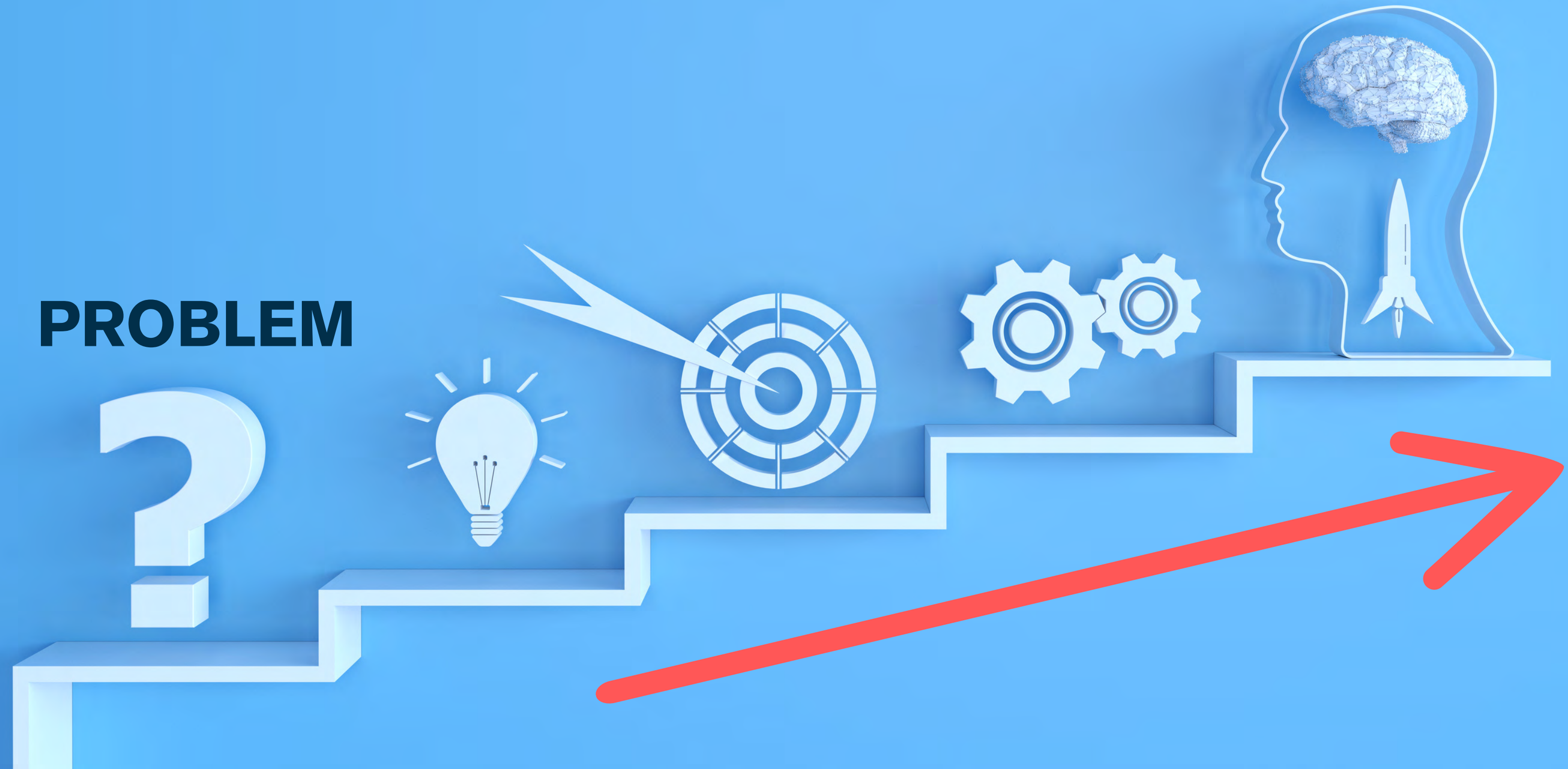


THINK

DIFFERENTLY

PROBLEM

SOLUTION





CITIZEN STORY





CITIZENS OR CONSUMERS





Mijn Mini Missie is:

*Ik wil graag een
nieuw idee voor mijn
missie ontwikkelen.*

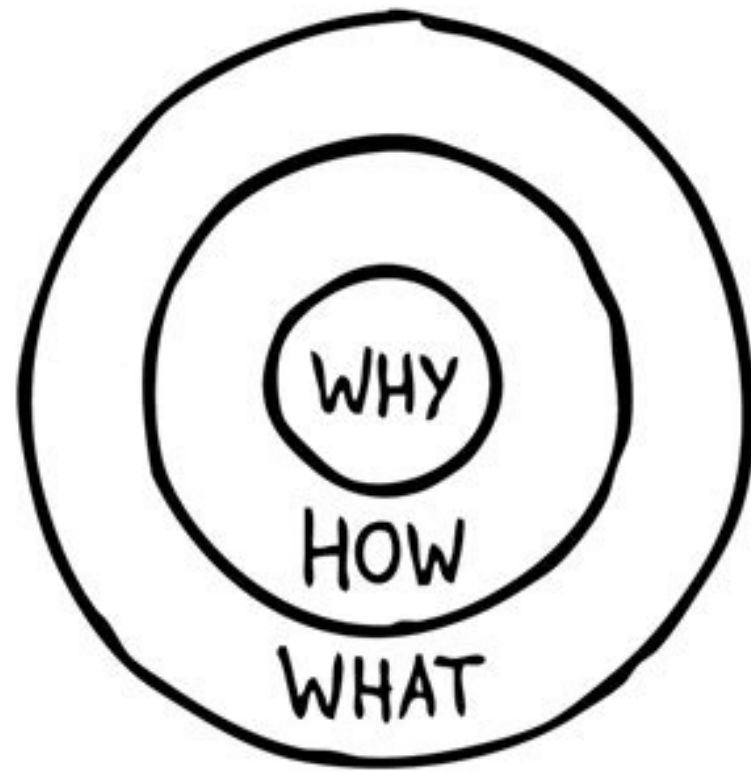
1 miljoen
mini
missies



1 million
mini
missions



WHAT?





I,
alone 

1 million
mini
missions 



BEAUTIFUL

SOCIAL

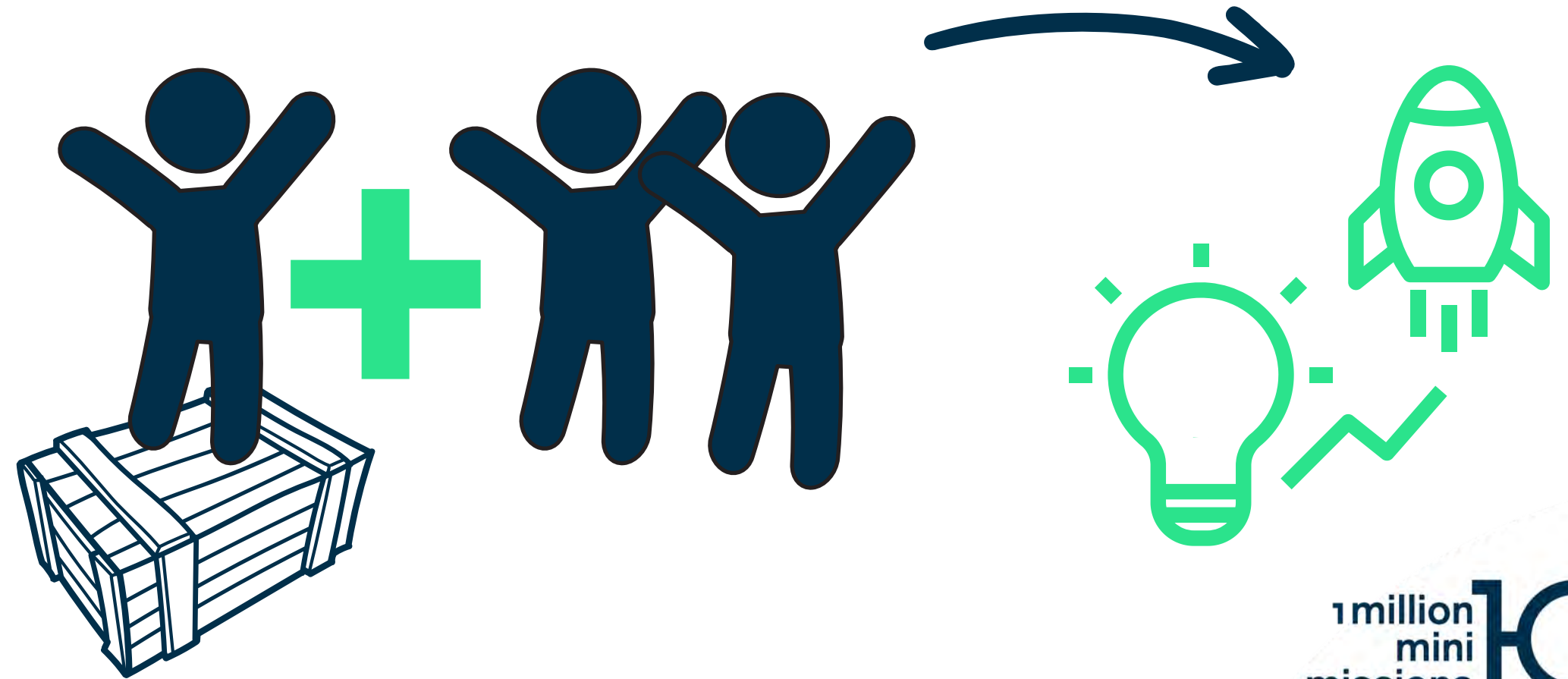
SUSTAINABLE

miljoen
mini
missies



1 POP-UP SESSION

2 SOAPBOX SESSION



1 million
mini
missions

A logo consisting of a grid of circles, with the text "1 million mini missions" positioned above it.

1 MMM POP-UP
SHARE YOUR IDEA



Mijn Mini Missie is:

watespeelplaats
met prulle bal en bantje

1 miljoen
mini
missies



1 MMM POP-UP
SHARE YOUR IDEA





1 MMM POP-UP
SHARE YOUR IDEA

Mijn Mini Missie is:

Duurzame
Speelgoed
Winkel

1 miljoen
mini
missies



1MMM POP-UP
SHARE YOUR IDEA





Missie is:

Missie is:
Gör mig förstå att
jag är en glad och
söt liten flicka
som älskar att
spela och
läsa böcker.
Jag har många
vänner och
familj som
älskar mig.
Jag vill bli
en läkare.
10

Missie is:





SOAPBOX SESSION **VOTE ON IDEAS**



Mijn Mini Missie

SOAPBOX SESSION VOTE ON IDEAS

Sociaal!

Duurzame economie!
Akkum op de kaart!
Grotere, jaarlijkse rommelmarkten
in de weekenden en een kringloop

in het dorp! 'Jouw Marktroom'

zou ook fantastisch zijn, waar
je een kraam kunt huuren
en spullen kunt verkopen!

Mijn Mini Missie is:

SOAPBOX SESSION VOTE ON IDEAS

Mijn Mini Missie is:

Dorpsmaatschap

In de dorps tuin groeit allemaal lekker, het zorgt bij veel dorpsgenoten in de tuin. Daar maakt iedereen zijn eigen lekker van. Het lekt nu leuk om met andere dorpsgenoten een maatschap daarvan te maken voor "het dorp" en daar met elkaar van te genieten.

Ontmoeting, lekker eten en gezellig praten -
moeder kan toch niet?





MINI MISSION
COMMUNAL DINER





MINI MISSIE **WORLD CAFÉ**





1 miljoen
mini
missies

Mijn Mini Missie is:

*Ik wil graag een
nieuw spul bij mijn
voetbal team kopen.*





NEW SYMBOL

1 million
mini
missions





10 miljoen
mini
missies



HUMAN ASPECT

10 miljoen
mini
missies







PEG PIN ON MAP
ARTWORK LOCATION



1 miljoen
mini
missies





VOTE FOR FAVORITE
ARTIST



10 miljoen
mini
missies







ALEX KOOISTRA



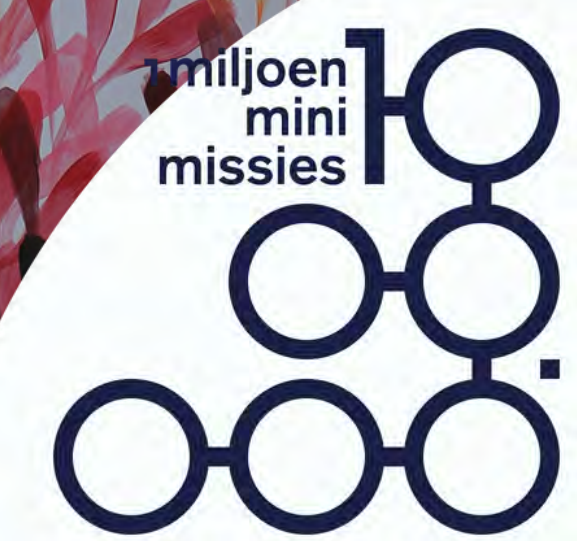


1 miljoen
mini
missies





1 miljoen
mini
missies





SOCIAL VALUE



**1 million
mini
missions**





1 miljoen
mini
missies



The logo consists of six dark blue circles arranged in a 2x3 grid. The top-right circle is significantly larger than the other five circles, which are of uniform size.



1 miljoen
mini
missies

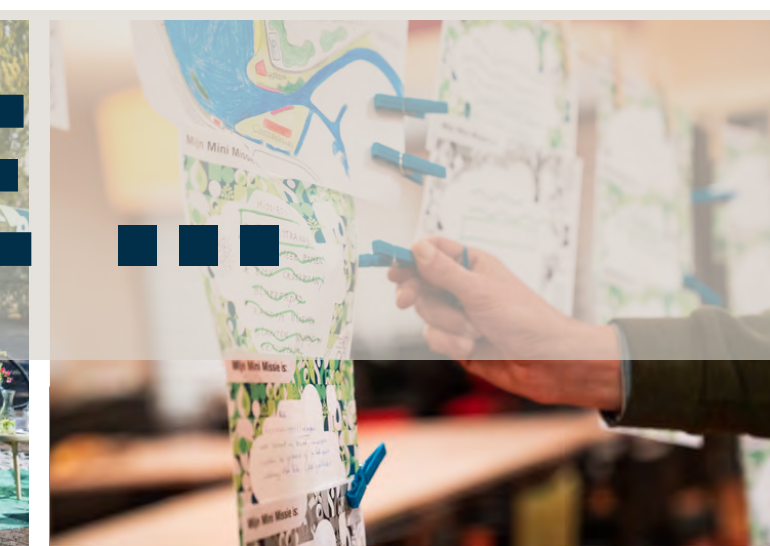




1 miljoen
mini
missies







IMAGINE

...



1 miljoen
mini
missies

Mijn Mini Missie is:

*Ik wil graag een
nieuw idee voor mijn
school ontwikkelen.*

1 million
mini
missions



A snail with a bright red shell is moving slowly across a light-colored concrete path. The background shows a modern, multi-story university building with large windows and a clear blue sky. The scene is brightly lit, suggesting a sunny day.

Implementation process of the economy for the common good at Dortmund University of Applied Sciences and Arts.

Sebastian Kreimer, M. Sc.
Charlotte Siefen, M. Sc.
06/2024



KEY FACTS I

- **One of the 10 largest universities** of applied sciences in Germany
- **First balanced of the common good university** of applied sciences in Northrhine-Westfalia (Second in Germany)
- **13,451 students**, including 1,769 international students
- **8 faculties**
Architecture | Design | Electrical Engineering | Computer Science | Mechanical Engineering | Applied Social Studies | Business Studies | Information Technology
- Application-oriented education in about **70 study programs**
- Sustainable impetus for the academic location and the region
- 1890: Foundation – “Königliche Werkmeisterschule für Maschinenbauer“
(*Royal Industrial Master School for Mechanical Engineering*)
- **1971: Foundation** – Fachhochschule Dortmund – University of Applied Sciences and Arts

Sustainability Management CSR-Office

- Sebastian Kreimer M. Sc.
- CSR-Manager

Job Description:

- Climate protection and climate impact adaptation management
- Energy and environmental management
- Mobility management
- Social activation and sensitization
- Social Responsibility



The 17 global Ziele sustainable development goals of the 2030 Agenda are aimed at politics, business, civil society and science.

Ziel 1 End poverty in every form and everywhere

Ziel 2 Securing food worldwide

Ziel 3 Health and well-being

Ziel 4 High-quality education worldwide

Ziel 5 Equality between women and men

Ziel 6 Sufficient water of the best quality

Ziel 7 Affordable and clean energy

Ziel 8 Sustainable management as an opportunity for all

Ziel 9 Industry, innovation and und infrastructure

Ziel 10 Fewer inequalities

Ziel 11 Sustainable cities and communities

Ziel 12 Sustainable production and consumption

Ziel 13 Implementing climate protection wordwide

Ziel 14 Protecting life and water

Ziel 15 Life on land

Ziel 16 Promoting strong and transparent institutions

Ziel 17 Global partnerships



WHOLE INSTITUTION APPROACH OF DORTMUND UNIVERSITY OF APPLIED SCIENCES



OPERATION - Decent working conditions and climate neutrality in 2030



RESEARCH – Sustainable solutions for challenges in business & society through social and technical innovations



TRANSFER – Assumption of social responsibility as well as networking and cooperation with social stakeholders



TEACHING – Decent study conditions, high quality education for all, training of multipliers for a socio- ecological transformation

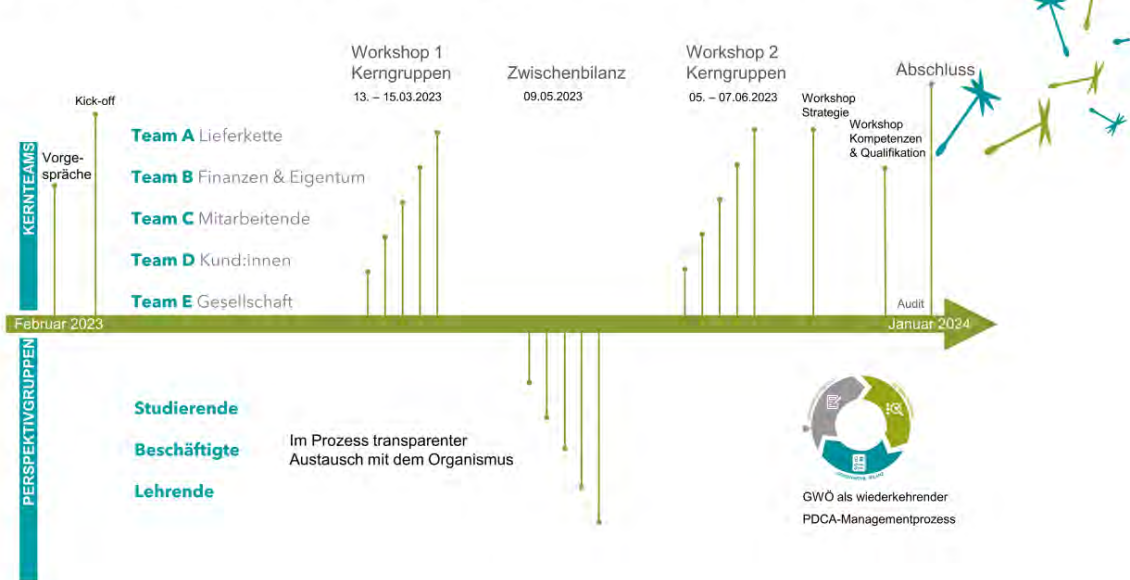


GOVERNANCE – Transparency and co-determination in the sustainable development of the university and an organizational management approach geared towards the common good.



CAMPUS LIFE – Healthy, sustainable, safe and vibrant campus life

BALANCING PROCESS OF THE COMMON GOOD 2023



The **CSR-Office** was in charge of coordinating the common good process and was supported by two external consultants. The process was very participatory and addressed all members of the university. For the subsequent process, potential improvements for the public-interst-oriented FH Dortmund were collected and are now being strategically integrated.



FIRST COMMON GOOD BALANCE SHEET 2020-2021

Fachhochschule Dortmund (Vollbilanz 5.0); Audit: Michael Pelz & Regina Soergel; Gültig bis: 31.01.2026

A Suppliers

Human dignity in the supply chain	10 %
Solidarity and justice in the supply chain	20 %
Environmental sustainability in the supply chain	20 %
Transparency and co- decision-making in the supply chain	20 %

B Owners and financial partners

Ethical attitude in dealing with funds	30 %
Social attitude in dealing with funds	90 %
Socio-ecological investments and use of funds	30 %
Ownership and co-decision	40 %

C Employees

Human dignity in the workplace	60 %
Drafting of employment contracts	50 %
Promotion of ecological behavior among employees	20 %
Internal co-decision and transparency	60 %

D Customers and co-companies

Ethical relationships with students and research partners	70 %
Cooperation and solidarity with other universities and research partners	40 %
Ecological impact through the use of educational programs and research activities	10 %
Student participation and offer transparency	60 %

E Social environment of educational programs and research activities

Meaning and social impact of the products	60 %
Contribution to the community	30 %
Reduction of ecological impact	20 %
Transparency and social co-determination	60 %

Balance sheet total: **422** / 1000 Punkte



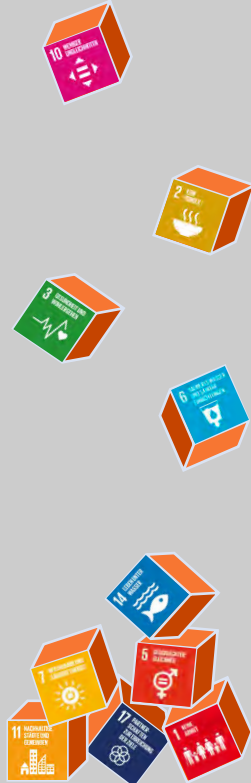
Special feature: State of
NRW, Legal form:
Corporation under public
law



Students & research
partners



Points can be scored in
the individual matrix
fields and there may also
be minus points.



Process Results

**Important
players and
Common
understanding
of terms** at the
university

**Current
status** of the
changes

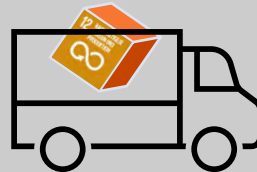
**Vision and
Improvements**
for a university
orientated
towards the
economy of the
common good

A Suppliers – Important Players

This contact group includes the entire supply chain with directly supplying companies as well as their suppliers. All products and services purchased from others are considered. It is essential to pay particularly critical attention to the processes in the supply chain for purchased products and services. The products and services that a company purchases are associated with a wide range of social impacts. These can be both positive and negative.

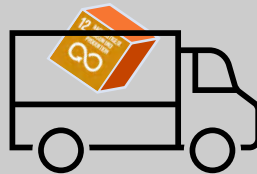
Important players at the FH are ...

- the purchasing department
- Decentralized purchasers from all areas of the FH Dortmund
- The Rectorate



A Suppliers – Current Status

- Climate-neutral mailing is used.
- The Purchasing department calls for procurement via Amazon, Temu, etc. to be avoided.
- IT hardware is purchased from a facility for people with disabilities.
- Office and seminar furniture, consumables and consumer goods should be manufactured in Germany or Europe.
- Recurring procurement of products and services is organized via framework agreements. This makes sales more predictable for suppliers.
- Preference is given to purchasing IT hardware with a TCO seal.
- A guideline on avoiding corruption and a contact person for corruption prevention have been in place since 2013.



A Suppliers – Vision

Dortmund University of Applied Sciences and Arts...

B1 ... acts financially according to **ethical principles**, **strives** for a secure **ethical financing structure** and **respects** its own **independence** and self-determination in partnerships and cooperations.

B2 ... is financially well/securely positioned to offer high-quality education and research and **ensures future security** through sustainable organizational development.

B3 ... continuously considers the **reduction of its social and ecological footprint** in the use of funds for both tangible and intangible assets.

B4 ... creates a high level of transparency about its strategic orientation and planned objectives and **continuously improves the possibility for participatory decision-making processes** within the legal framework.



Challenges of the balance sheet process

- **Time and resources intensive** processes (more than 2504 working hours, almost 200 Participants)
- Rejection due to **excessive demands**
- Maintaining the **long-term participation** of university members
- Integrating the **student stakeholder** group into the process
- **Only motivated** participants in the process
- No participation of **external stakeholders**
- **Difficult external communication** of the process and the contents of the economy for the common good
- **cognitive transfer performance** in the translation of ECG from the corporate context to the university context.
- Major **differences in the assessment of stakeholder groups B** (owner and financial partners) **and D** (Customers and Co-Companies) compared to companies
- **Answering some indicators not possible or not relevant** for the assessment of a university's orientation towards the common good.



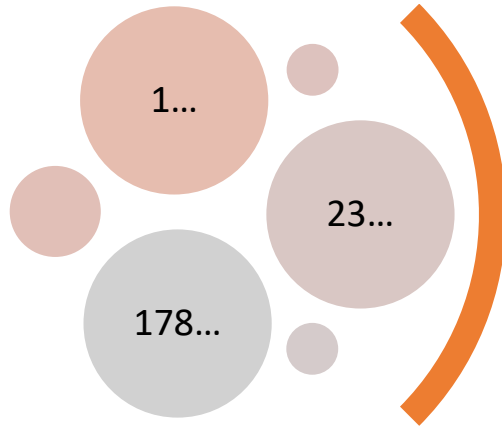
Potentials of the balance sheet process

- The holistic approach of the common good balance sheet is a **good addition to the whole institution approach for universities.**
- The ECG approach **enables many stakeholders to participate**
- The adaptation of terms, reporting questions and indicators **enables a differentiated assessment** of the organisation
- The audit is flexible in terms of criteria without reducing the quality of the assessment
- ECG places a special focus on social sustainability. Other reports focus mainly on the ecological dimension
- ECG already has an impact on work processes and behaviour during the process
- ECG promotes a culture of dialogue between the various stakeholder groups and departments
- ECG can be incorporated into teaching in the departments of economics and social sciences
- ECG strengthens self-efficacy and acceptance of changes in the area of sustainable development



What's next?

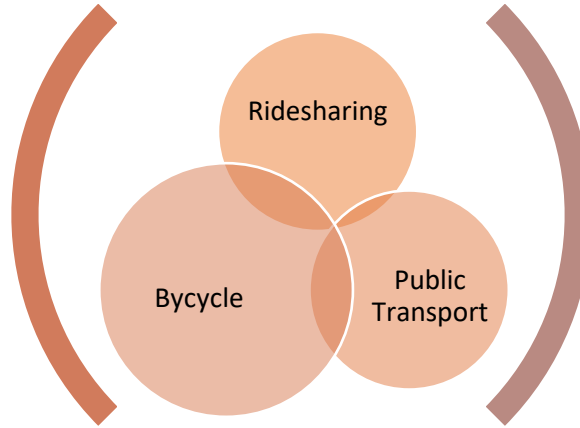
we
focus
on
students



Improvements developed in process (178)

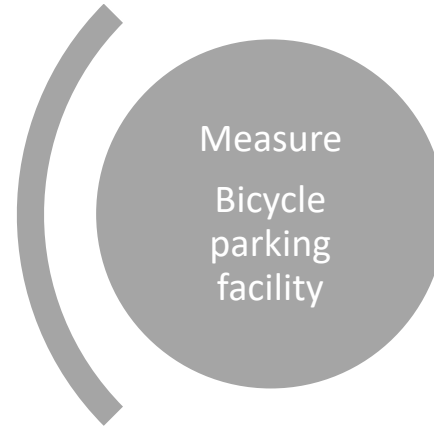
For example

- Guidelines for sustainable procurement
- Collaboration with secondary schools
- 100% vegetarian catering options
- Corporate volunteering
- Expansion of the library of things
- More networking with urban society
- Lobbying for higher grouping of the currently low pay scale groups (TV-L 5)....



Cluster (11)

1. sustainable purchasing
2. business relationships for the common good
3. organisational development
4. human resources development
5. sustainable IT
6. user behaviour / use of resources
7. sustainable research
8. energy
9. nutrition
10. social responsibility
11. sustainable mobility



Measures (total 85)

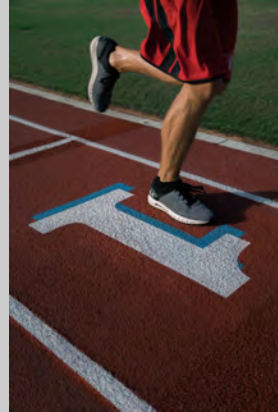
Already started (25)

Already implemented (3)

1. Photovoltaic system on the roofs
2. Deposit rings on the rubbish bins
3. Flexibilisation of working hours for cleaning staff (Day-Cleaning)

Further work

- Development of guidelines for universities on the use of ECG
- Continuing the process of ECG and Accounting for 2022/23
- Expansion of partnerships with balanced companies.



THANK YOU

Further information:

www.fh-dortmund.de/csr-office

Download

balance sheet report 2020/21

<https://www.fh-dortmund.de/hochschule/profil/csr-office/csr-gemeinwohloekonomie.php>

we
focus
on
students

 **INSTAGRAM**
instagram.com/fhdortmund

 **FACEBOOK**
facebook.com/fhdortmund

 **TIKTOK**
tiktok.com/@fhdortmund

 **THREADS**
https://www.threads.net/@fhdortmund

 **BLUESKY**
https://bsky.app/profile/fhdortmund.bsky.social

 **YOUTUBE**
youtube.com/FachhochschuleDO

 **XING**
xing.com/companies/fachhochschuledortmund

 **LINKEDIN**
linkedin.com/school/fachhochschule-dortmund

 **KUNUNU**
kununu.com/de/fh-dortmund

Last revised: 02/2024



ROUTE ECG

LATIN AMERICA

ECGIC 2024
Jun 03 to 05



Research Consultants

María Teresa Soto



Founders Global Spirals

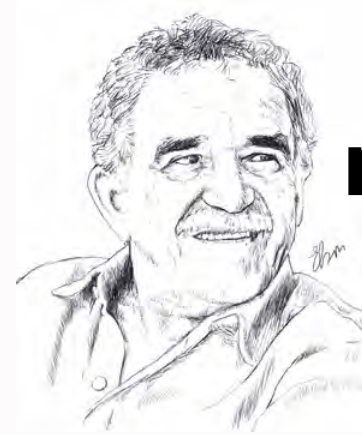
**National Speaker ECG
Master in Public Health
Therapist and physiotherapist
Accredited consultant in ECG**

Co-founder of Local Chapter Ayün- semilleros/as-Chile

Nancy Bohórquez



**Accountant
Specialist in International Financial Accounting
Expert in Sociocracy
Accredited Consultant in ECG
Coordinator of Local Chapter Bogotá- Sabana- Colombia**



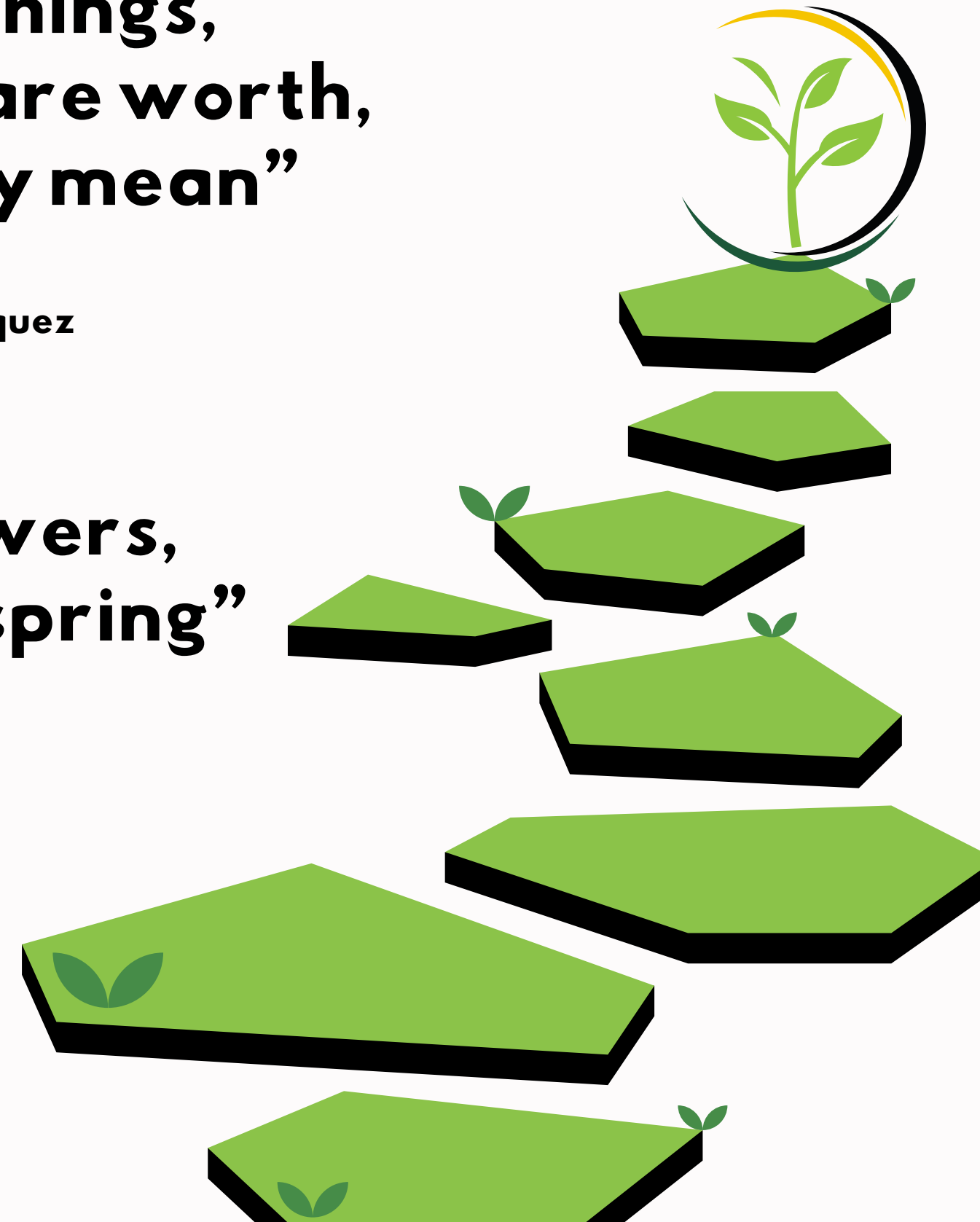
**Give value to things,
not for what they are worth,
but for what they mean”**

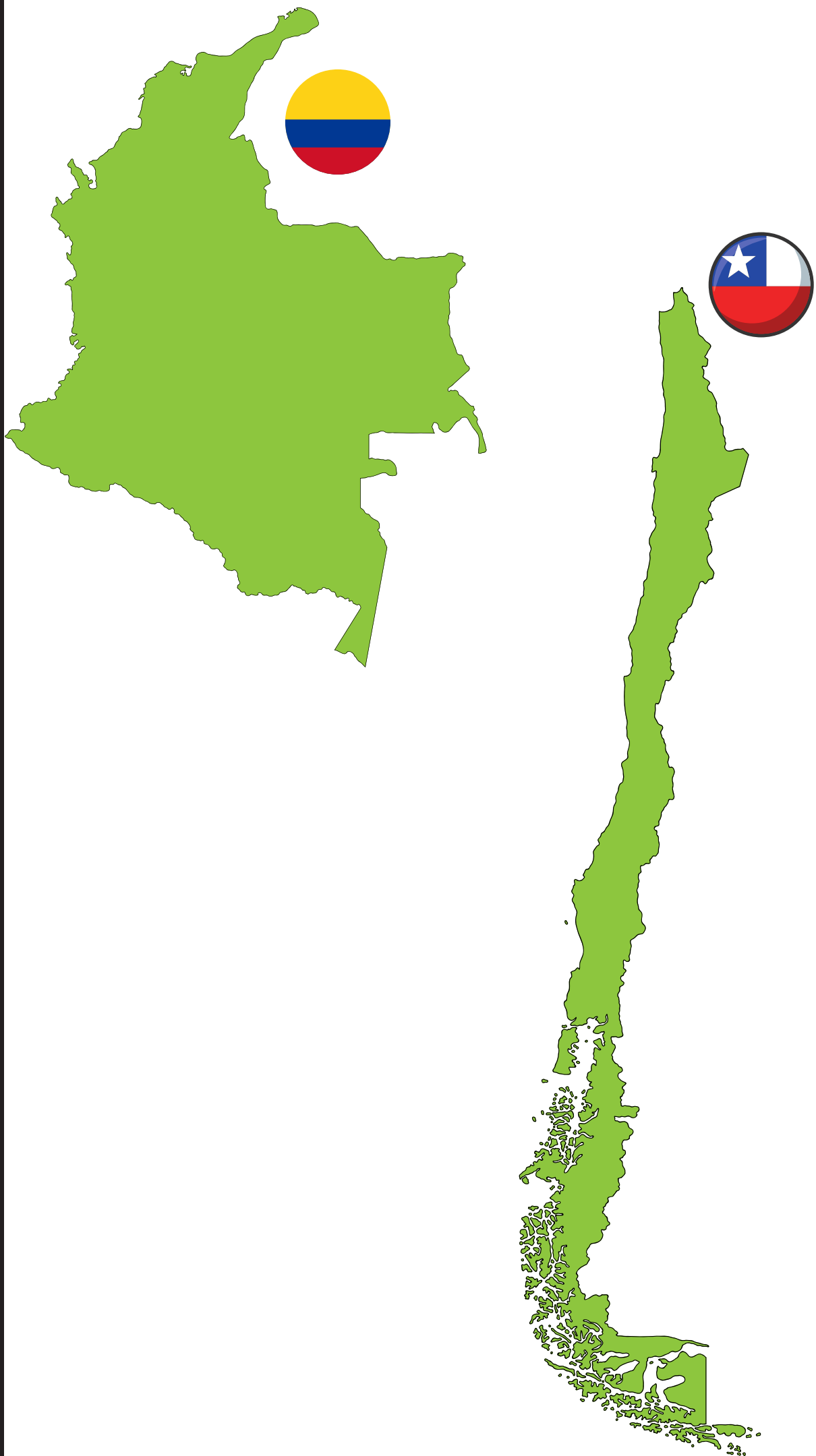
Gabriel García Márquez

**They can cut all the flowers,
but they cannot stop the spring”**



Pablo Neruda





Schedule

- 01** Introduction
- 02** Background
- 03** Objective
- 04** Methodology
- 05** Main Results
- 06** Conclusions

Background



Small and Medium-Sized Enterprises (SMEs)

It is responsible for a quarter of the total production value.

Formal productive Employment

99.5%

60%

- **Slow economic growth**
- **Less dynamic international trade**
- **Acceleration of the digital revolution and the Sustainable Development Goals (2030 Agenda)**

Presents these countries with challenges and opportunities to adapt to a new style of fairer and more sustainable development



Don't have impact indicators

ECG in Latin America

- Difficulties of access
- Entrepreneurs and small businesses do not have organizational structure



- Development of ECG model is incipient
- Local chapters develop some strategies
- Few professional consultants
- No professional auditors
- High costs



Creating new paths



Objective

Design a process to prepare, educate and accompany small and medium-sized companies in Latin America to grow and develop the maximization of the common good and its subsequent application as a peer group or audit.

**Adherent
Process**

**Ecogood
Business
Canvas**

**Balance
Common
Good Sheet**

**Peer
or audit**



Methodology



Collection of information from ECG tools



Integration of the Ecogood Canvas and the corresponding process with the internationally defined ECG process.



Design the pyramid with the first 2 levels integrated at its base.



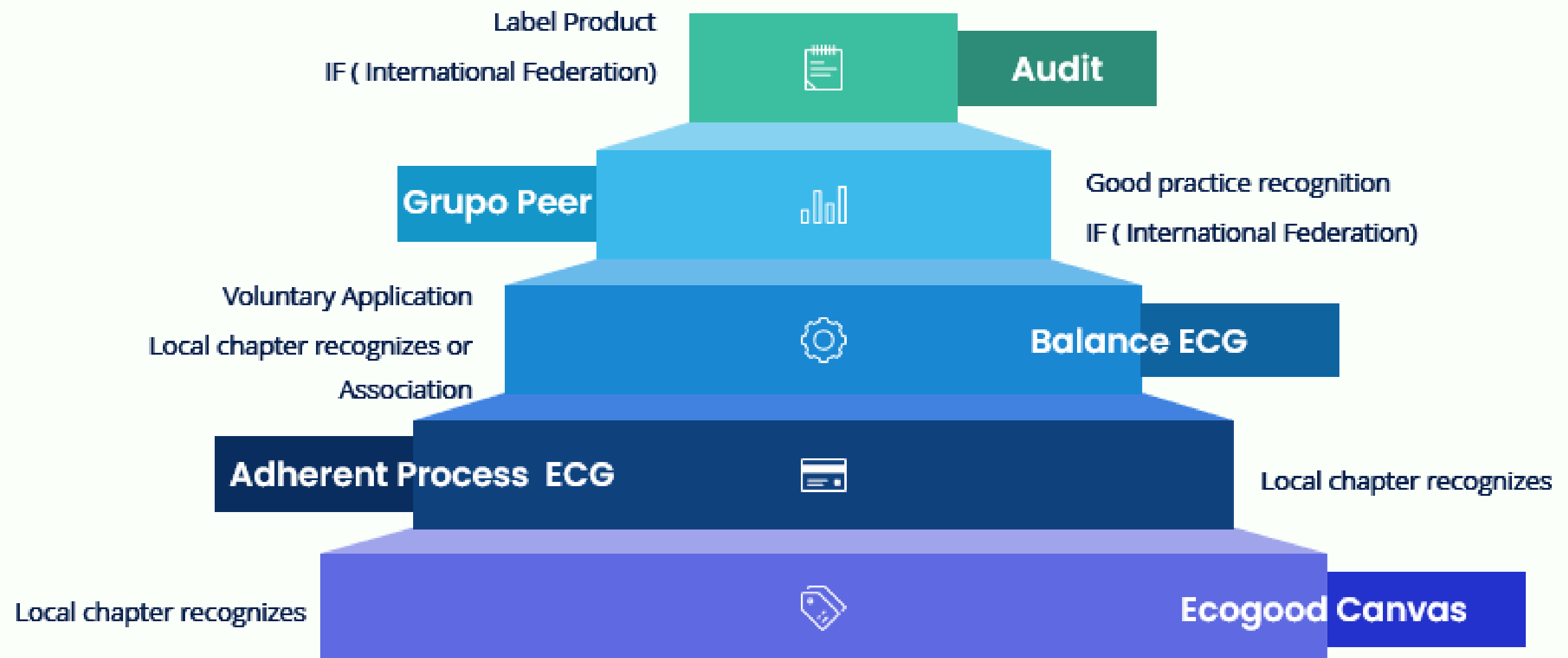
Apply the first levels of the process of the new pyramid in Colombian companies.



Create the first network of pioneering companies in Latin America (Chile-Colombia).

Results

Route Business ECG Latin America



Created for Nancy Bohorquez and Maria Teresa Soto

Results

Ecogood Business Canvas

Conciencia Infinita -SAS



Step 1: Initial Assessment and Alignment

Objective: Align personal purpose with business objectives using ECG tools.

- Interviews and Initial Assessment: Conducted four interviews with the founder and a working session with two suppliers to understand the business history, personal goals, and challenges.
- Application of Individual ECG Balance Sheet: Used the ECG balance sheet to align the founder's personal purpose with the business purpose, ensuring a focus on the common good.
- Feedback Session: Organized a feedback session to discuss the results and align personal and business objectives.

Step 2: Vision and Value proposition development

Objective: Develop a clear vision and value proposition that integrates personal and business goals.

- Meaning, Vision, and Needs Assessment: Used tools like the life project evaluation and RIGAI to align the entrepreneur's life plans with their professional goals.
- Ideation Session: Conducted an ideation session to find connections between personal life plans and business purposes.
- Value Proposition Definition: Integrated common interests and needs to create a value proposition, leading to the development of Conciencia Infinita's website (<https://www.concienciainfinita.com>) to complement the existing Infinita website.

AGROROSALES-SAS

Adherent Process



Razón social:	AGROROSALES SAS				Puntuación general:	340 de 1000 Puntos				
CUIT:	0									
Valores	1: Dignidad humana		2: Solidaridad y justicia		3: Sostenibilidad medioambiental		4: Transparencia y participación democrática			
Grupos de interés	A: Proveedores		B: Propietarios y proveedores financieros		C: Trabajadores		D: Clientes y otras empresas			
	E: Entorno social									
	A1: Dignidad humana en la cadena de suministro		A2: Justicia y solidaridad en la cadena de suministro		A3: Sostenibilidad medioambiental en la cadena de suministro		A4: Transparencia y participación democrática en la cadena de suministro			
	10 de 50 20 %		0 de 50 0 %		10 de 50 20 %		0 de 50 0 %			
	B1: Actitud ética en la gestión de recursos financieros		B2: Actitud solidaria en la gestión de recursos financieros		B3: Inversiones financieras sostenibles y uso de los recursos financieros		B4: Propiedad y participación democrática			
	20 de 50 40 %		30 de 50 60 %		20 de 50 40 %		0 de 50 0 %			
	C1: Dignidad humana en el puesto de trabajo		C2: Formalidad de los contratos de trabajo		C3: Promoción de la responsabilidad medioambiental de los trabajadores		C4: Transparencia y participación democrática interna			
	30 de 50 60 %		25 de 50 50 %		15 de 50 30 %		20 de 50 40 %			
	D1: Actitud ética con los clientes		D2: Cooperación y solidaridad con otras empresas del sector		D3: Impacto ambiental del uso y de la gestión de residuos de los productos y servicios		D4: Participación de los clientes y transparencia de producto			
	20 de 50 40 %		20 de 50 40 %		20 de 50 40 %		20 de 50 40 %			
	E1: Propósito e impacto positivo de los productos y servicios		E2: Contribución a la comunidad		E3: Reducción del impacto medioambiental		E4: Transparencia y participación democrática del entorno social			
	20 de 50 40 %		20 de 50 40 %		20 de 50 40 %		20 de 50 40 %			

Step 3: Stakeholder Engagement and Action Plan

Objective: Engage stakeholders and create an action plan for implementing ECG values.

- Stakeholder Analysis: Used a diagnostic tool with 20 questions based on the values of the Economy of the Common Good (human dignity, social justice, environmental sustainability, transparency, and participation).
- Alignment with Values: Aligned company values with ECG principles.
- Action Plan Development: Created a four-month action plan to identify actions and build relationships with stakeholders.

Step 4: Product Development and Market Approach

Objective: Develop new products and enhance the online presence to maximize the common good.

- New Product Creation: Developed two integrated offers combining tea products with wellness services (therapy, coaching) and launched the Infinita Conciencia Infinita website.
- Online Store Integration: Enhanced online presence by integrating the new website with the existing Infinita website, offering a holistic approach to wellness.
- Coloidal Silver Product: Introduced "Coloidal Silver" as a new product, dedicating 100% of its sale to the protection and conservation of bees, demonstrating a commitment to environmental sustainability.

Conclusions

Strong process of accompaniment and monitoring of SMEs in Latin America with a living community that provides a sense of belonging and recognition

**There is not enough darkness
in the whole world
to extinguish the light of
a small candle.
(Buddhism)**

For the companies that applied Ecogood Canvas and adherent process, it is projected that they will carry out their first voluntary BBC in 2025.

The companies that carry out their Balance Sheet will be able to access the peer review.

Route Business ECG Latin America



CHALLENGES:

- FIRST PEER GROUP IN LATIN AMERICA
- NETWORK OF COMPANIES IN LATIN AMERICA



Collective intelligence

 Primer encuentro de empresas pioneras EBC Colombia y Chile



THANK YOU

DISCOVER

ECG alchemy blend

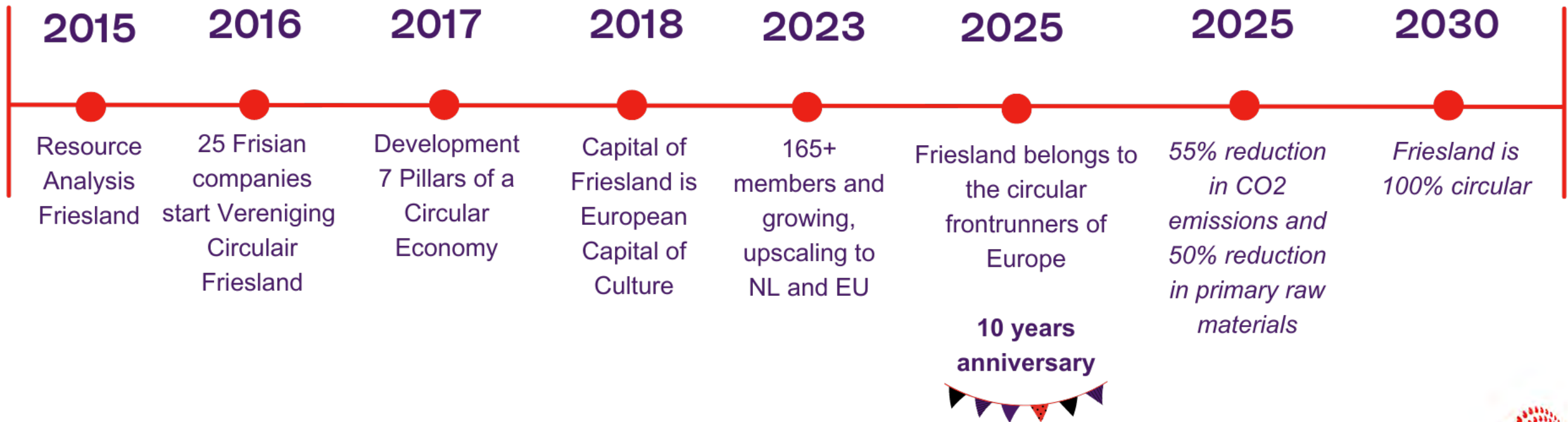


CALL TO ACTION



Program Fryslân builds Circular
Economy for the Common Good
International Conference

Circulair Friesland Association





Over 170 members
Frisian businesses
All Frisian governmental bodies
All levels of education
Strong working relationship with
other regional and national networks

1 Materials and
resources

7 Maximal
added value

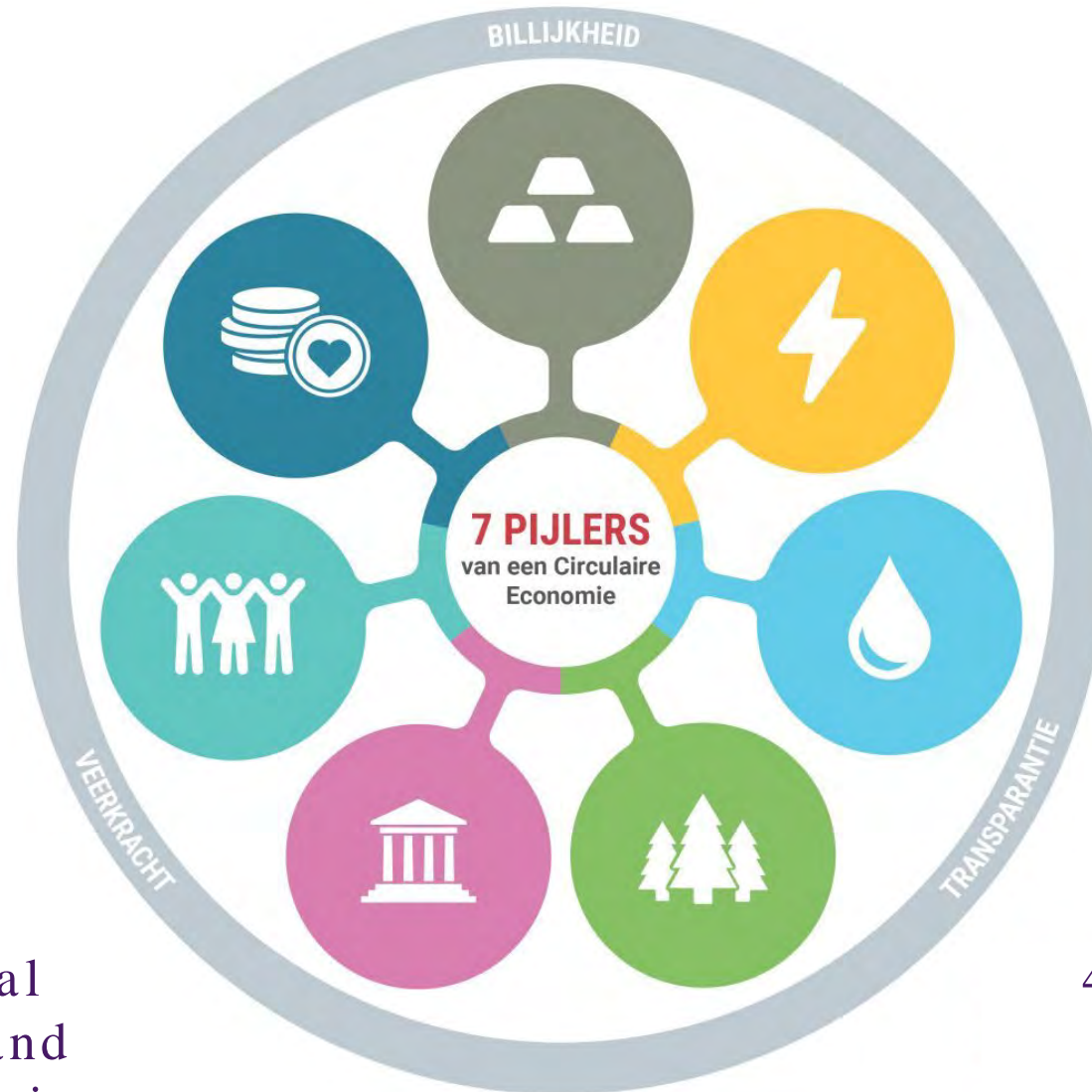
2 Sustainable
energy

6 Health and
wellbeing

3 Positive
impact on
water

5 Cultural
diversity and
social inclusion

4 Biodiversity



Circular construction is 'the new normal'





Circular Friesland

Fryslân bouwt circulair

CLIENTS



DETERMINING DEMAND



ACTIVATES



SUPPLY

GOVERNMENTS
HOUSING COOPERATIVES
DEVELOPERS
HOMEOWNERS



ACTIVATES CHAINS

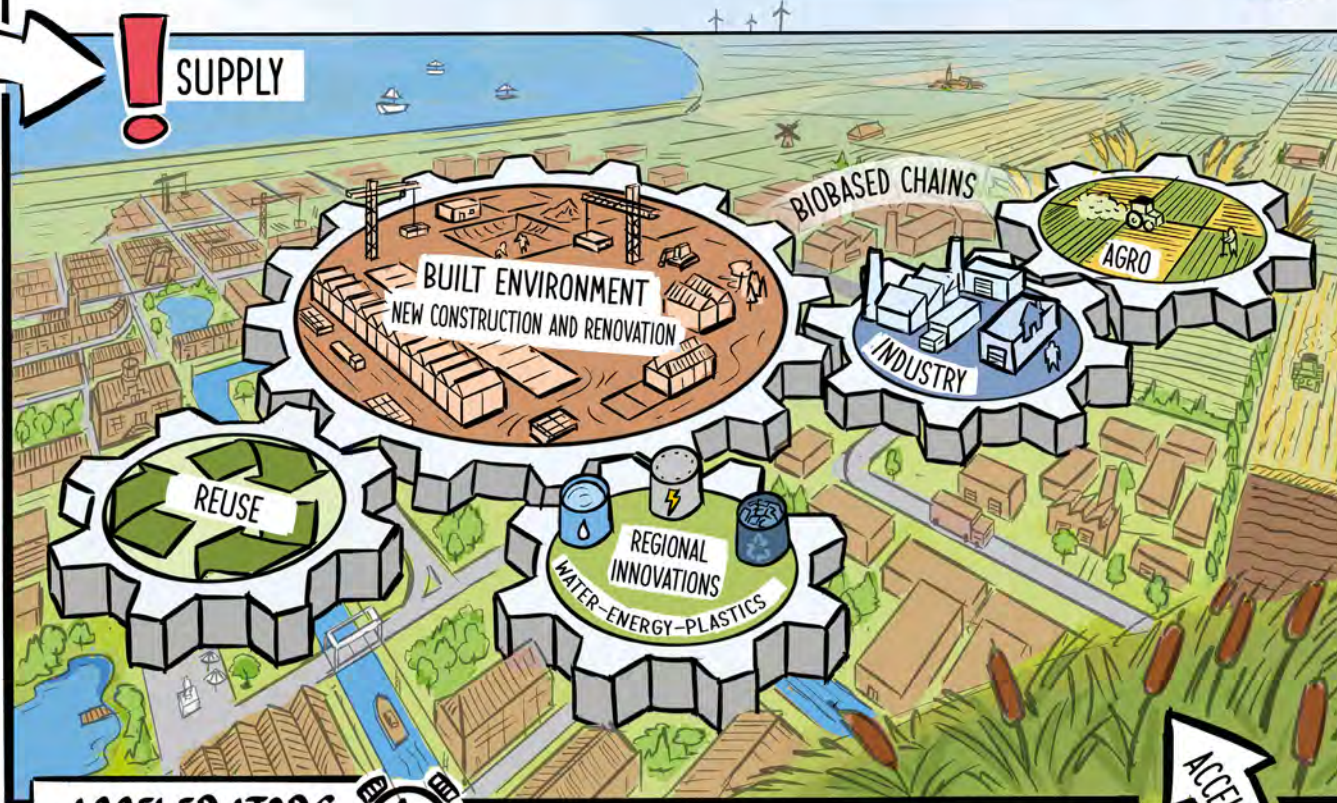


TRAINING



KNOWLEDGE PLATFORM

CHAIN DEVELOPMENT



ACCELERATORS



THE NEW NORMAL



LAWS AND REGULATIONS



BUILDING THE FUTURE

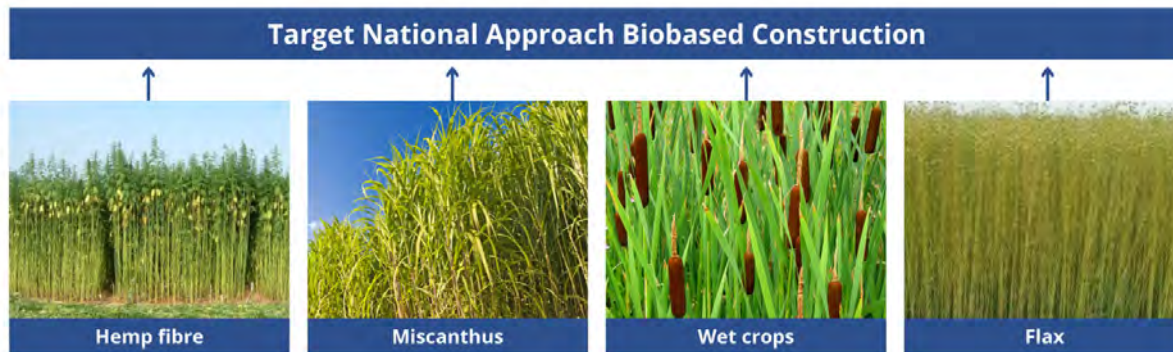
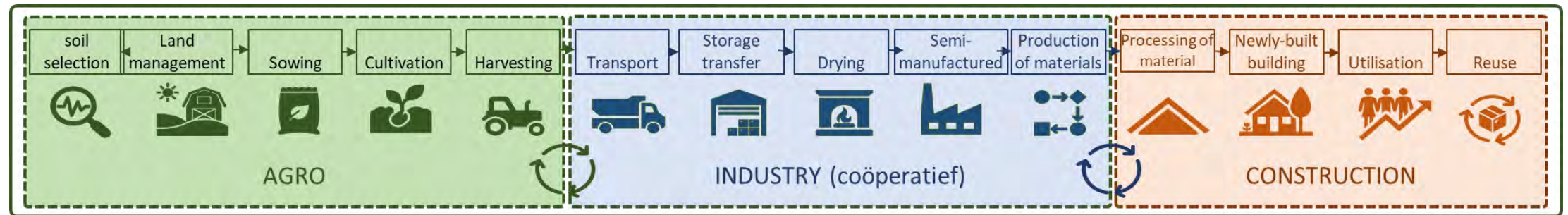


ACCELERATES

>40 construction projects in the Fryslân region



Building biobased and urban mining value chains



Project preparation and realization



heyjmans

GREENINCLUSIVE
Natural products



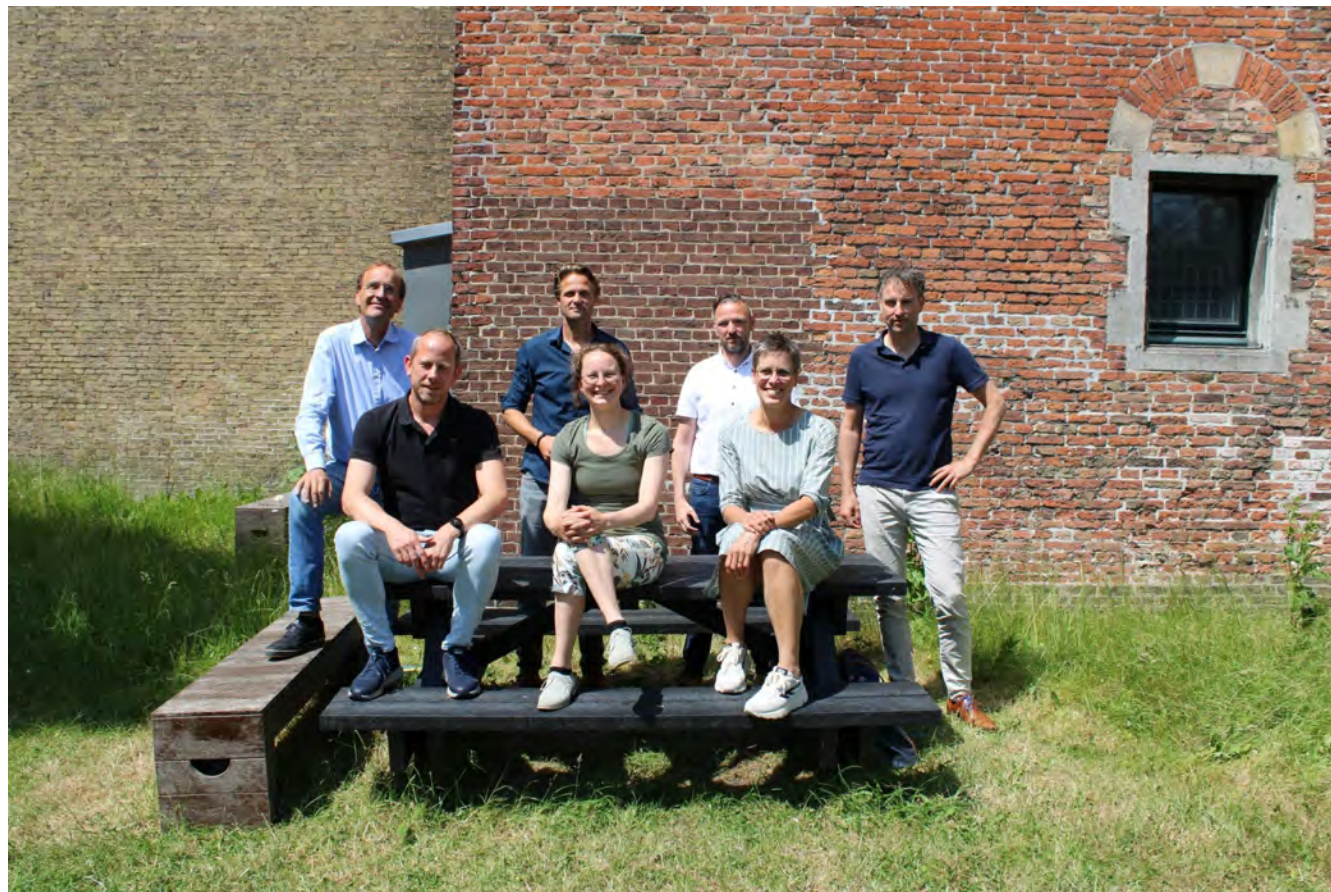
Watercampus Friesland

Liter/persoon,
per dag

Douche (36,1%)	46,2
Toilet (23,6%)	30,2
Wasmachine (13,2%)	16,9
Handen wassen (7,2%)	9,2
Wastafel (6,8%)	8,7
Bad (4,1%)	5,3
Overig (2,8%)	3,6
Afwasmachine (2,3%)	2,9
Consumptie (2,0%)	2,6
Handafwas (0,8%)	1,0
Buiten (0,7%)	0,9
Handwas (0,5%)	0,6
	<hr/> 128,1



CRAFT+ Frisian circular design



Support Demand-approach: kick-off March 15th 2024



**>40
construction
projects in
Friesland**



Example: development Nieuwehorne

BIOBASED WONEN IN FRYSLÂN

PV-panelen
Energiewinning op duurzame wijze

Sedumdak
Waterhulshouding en verkoeling

Opvangen van regenwater
duurzaam omgaan met water

Hydraloop
Hergebruik van water

Wilde tuin
Bevordering van biodiversiteit

Grindkoffer
Voor afvoeren van regenwater

Hergebruikt beton
Voor de fundering

Houten kozijnen, triple glas
BIOBASED en isolierend

Houten constructie en gevel
Herneembaar en CO2-neutraal

Vloerverwarming
Met duurzaam verwarmd water

Hempwool
Vezelhenep isolatie van Friese bodem

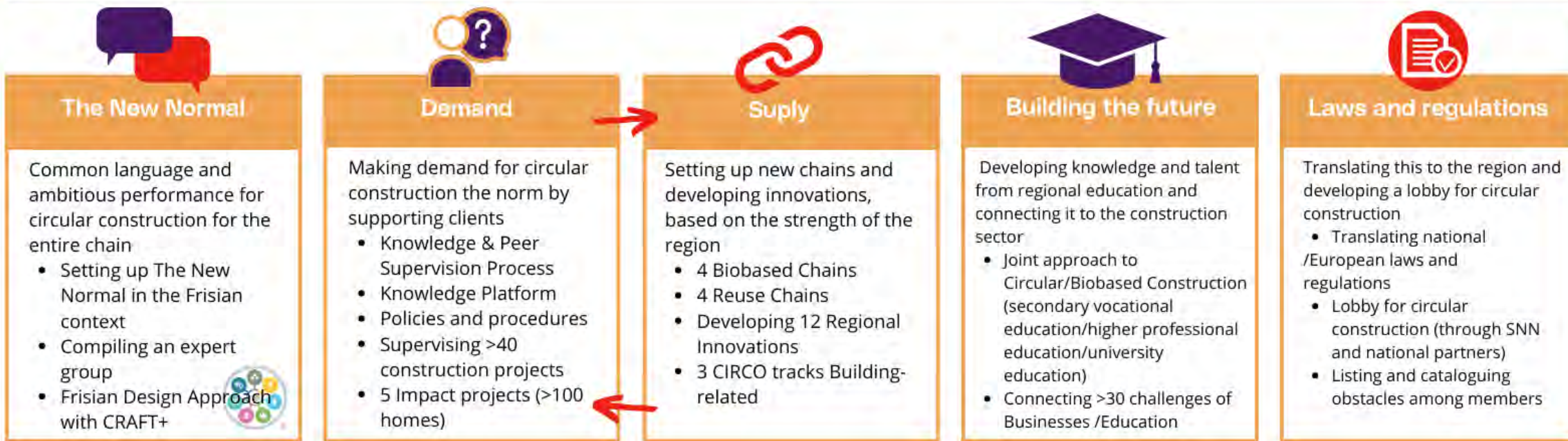
GREENINCLUSIVE Natural products | MIEDEMA | SOPREMA | DW BOUW | ACHTERBOSCH ARCHITECTEN | Rabobank



Program Fryslân builds Circular

Goal of the programme

Making circular and biobased construction the norm in the province of Fryslân for all new construction, demolition and renovation projects



How do we do this?

- Learning from each other
- Initiating collaboration
- Best Practices
- Website VCF
- Events and tours
- Development of communication tools

One of the most circular regions of Europe in 2025

Are you inspired and want to connect? Come and visit us in 2025!

This is going to be a year with:

- Many (inter)national events
- Meet other ambitious regions
- Connect with best practices
- Share knowledge and experience
- Cultural inspiration from a circular region

All with the ambition to accelerate to a circular economy!

From Friesland to Europa!

www.circulairfriesland.frl





Thank you!

Nick Boersma

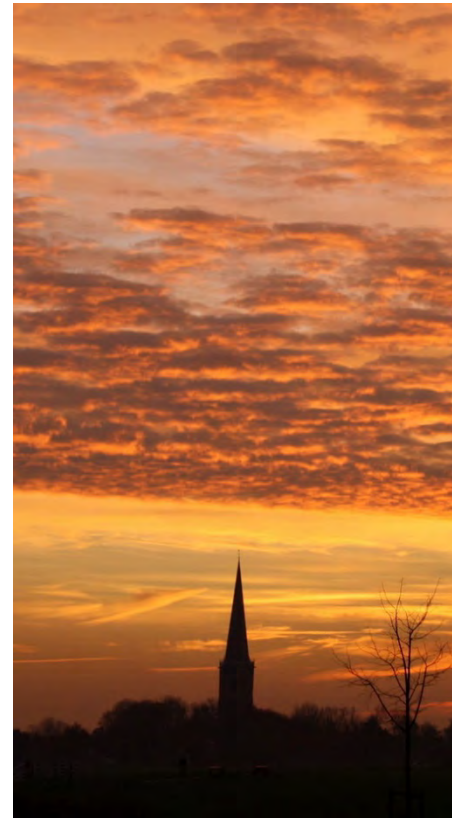
nick.boersma@circulairfriesland.frl

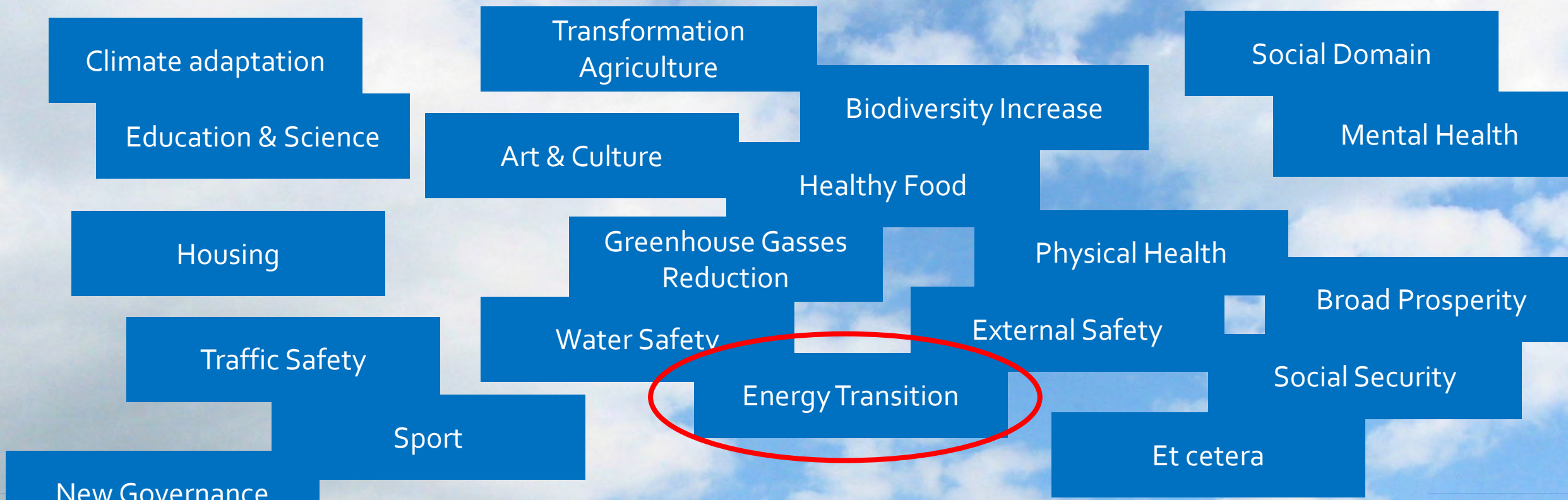
www.circulairfriesland.frl

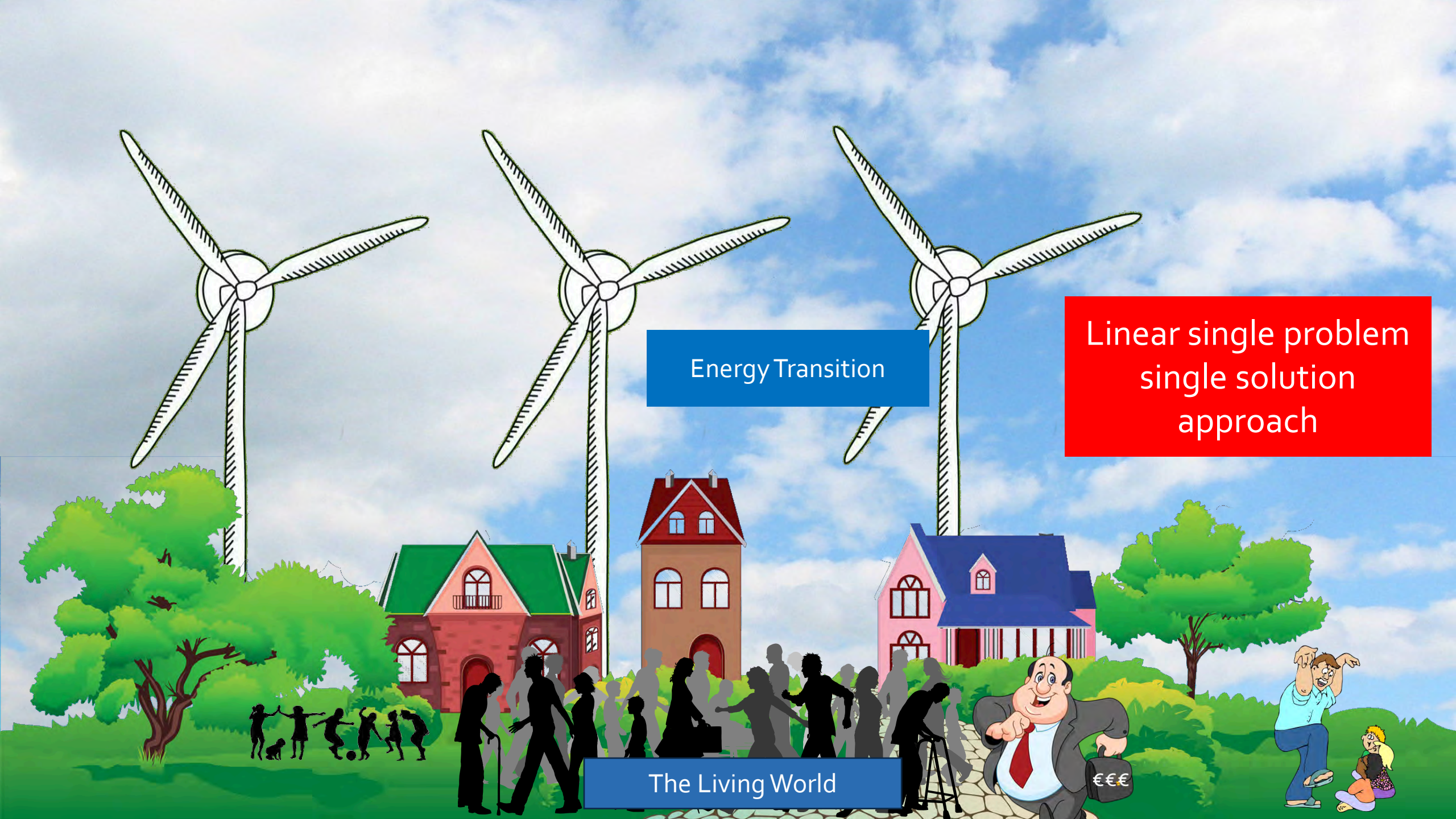
FREON

Frisian Energy Development Network

EGCIC 2024 Leeuwarden, 4th June
Govert Geldof & Jacqueline Hofstede







Energy Transition

Linear single problem
single solution
approach

The Living World

A non-linear multi goals problem solving approach is extremely complex



Indeed, complexity is a pre-condition for change

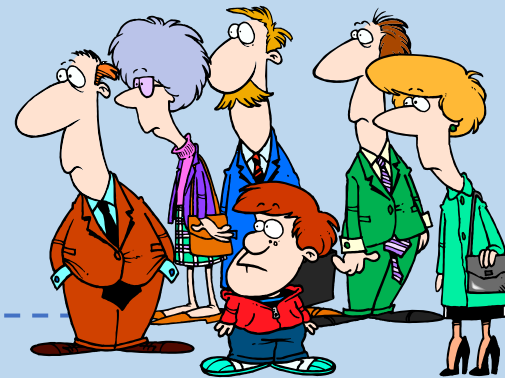
The more complex an issue is,
the closer we have to act to
practice.

Adapt

.....

Let's make an integrated
model, so we can optimise
the system as a whole.

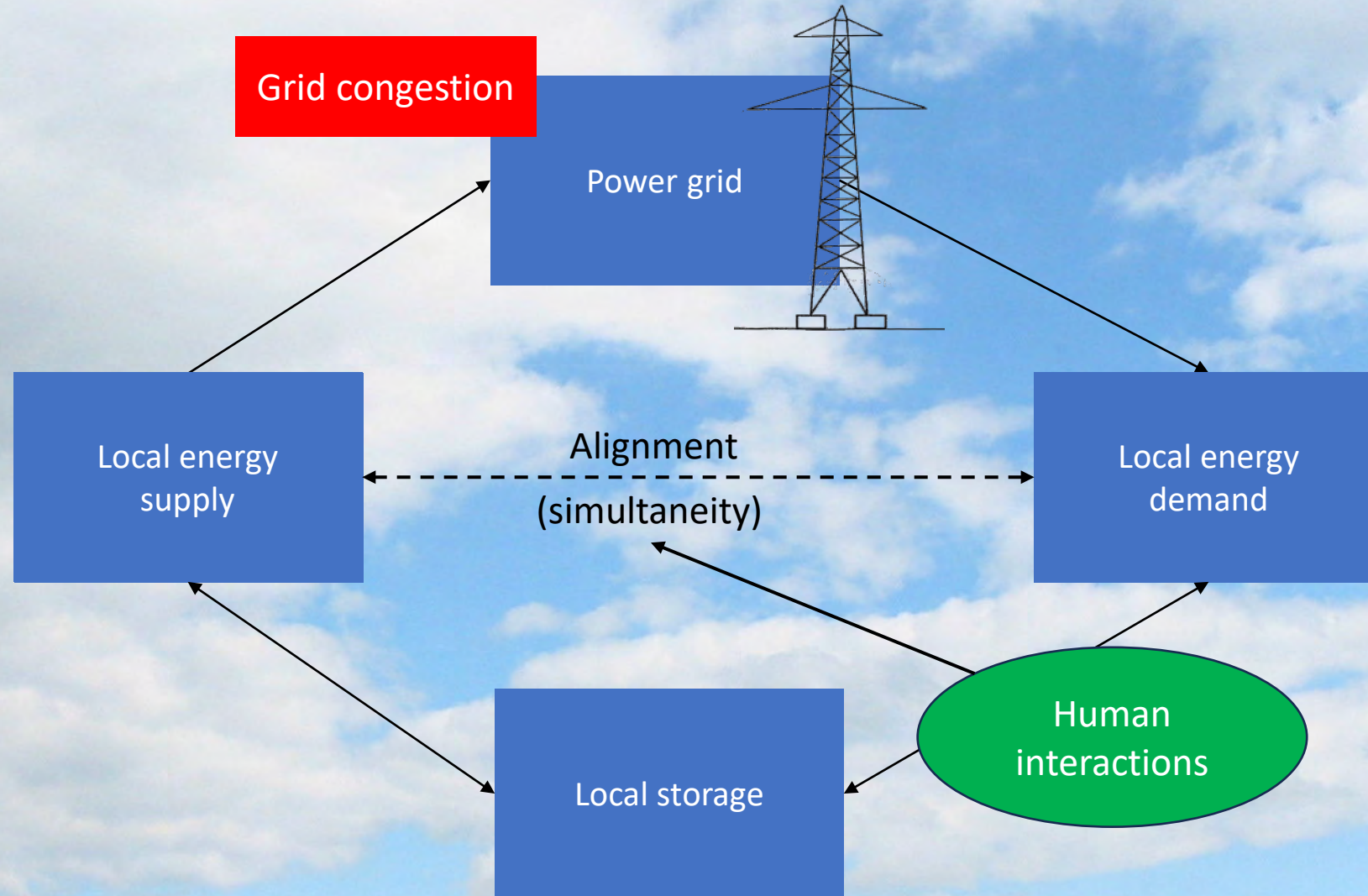
Complex
issue

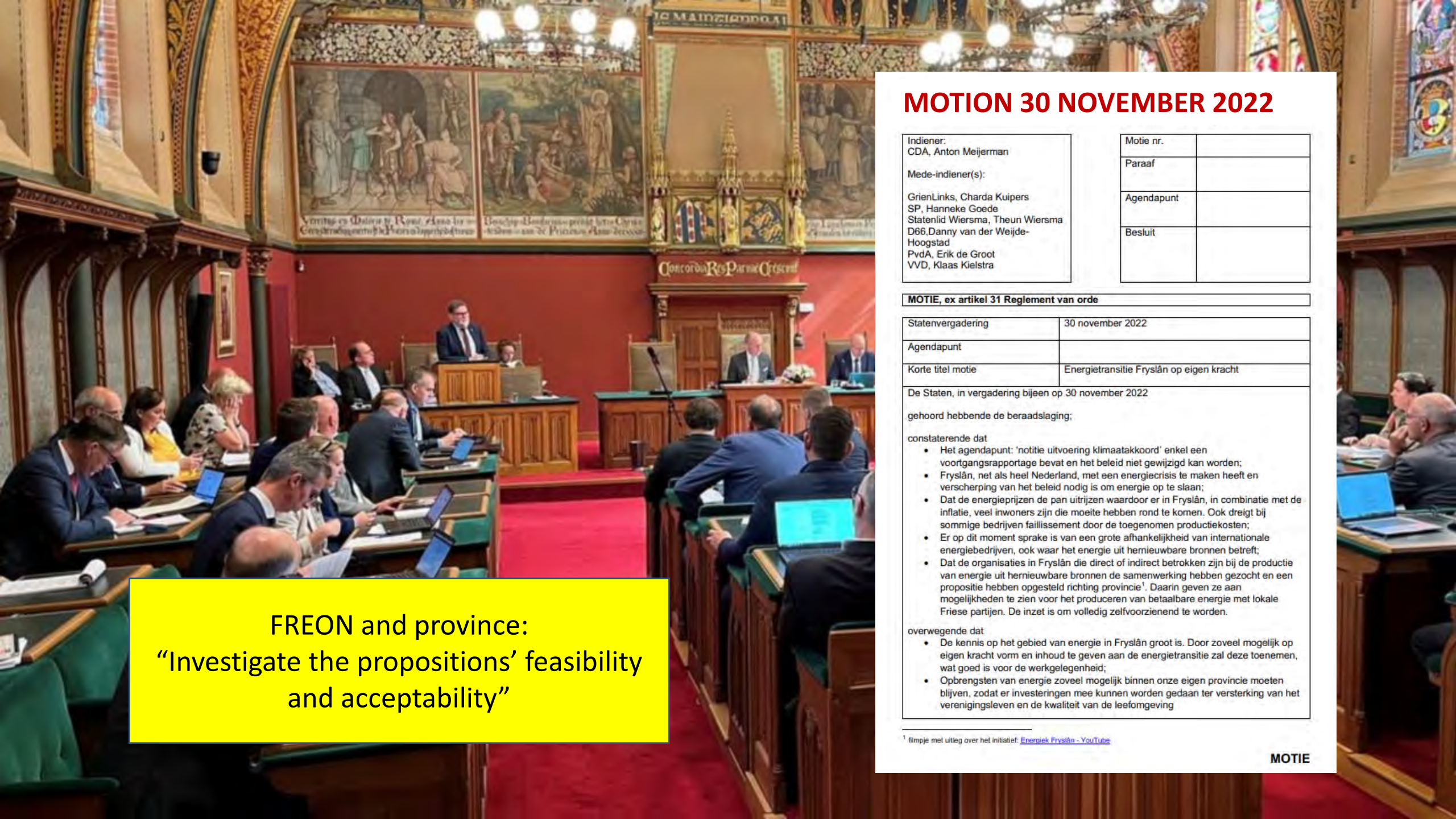




Signing proposition FREON 14 October 2022

Local4Local Energy Hub





FREON and province:
“Investigate the propositions’ feasibility
and acceptability”

MOTION 30 NOVEMBER 2022

Indiener:
CDA, Anton Meijerman

Mede-indiener(s):
GrienLinks, Charda Kuipers
SP, Hanneke Goede
Statenlid Wiersma, Theun Wiersma
D66, Danny van der Weijde-
Hoogstad
PvdA, Erik de Groot
VVD, Klaas Kielstra

Motie nr.	
Paraaf	
Agendapunt	
Besluit	

MOTIE, ex artikel 31 Reglement van orde

Statenvergadering	30 november 2022
Agendapunt	
Korte titel motie	Energietransitie Fryslân op eigen kracht

De Staten, in vergadering bijeen op 30 november 2022

gehoord hebbende de beraadslaging;

constaterende dat

- Het agendapunt: ‘notitie uitvoering klimaatakkoord’ enkel een voortgangsrapportage bevat en het beleid niet gewijzigd kan worden;
- Fryslân, net als heel Nederland, met een energiecrisis te maken heeft en verscherping van het beleid nodig is om energie op te slaan;
- Dat de energieprijzen de pan uitrijzen waardoor er in Fryslân, in combinatie met de inflatie, veel inwoners zijn die moeite hebben rond te komen. Ook dreigt bij sommige bedrijven faillissement door de toegenomen productiekosten;
- Er op dit moment sprake is van een grote afhankelijkheid van internationale energiebedrijven, ook waar het energie uit hernieuwbare bronnen betreft;
- Dat de organisaties in Fryslân die direct of indirect betrokken zijn bij de productie van energie uit hernieuwbare bronnen de samenwerking hebben gezocht en een propositie hebben opgesteld richting provincie¹. Daarin geven ze aan mogelijkheden te zien voor het produceren van betaalbare energie met lokale Friese partijen. De inzet is om volledig zelfvoorzienend te worden.

overwegende dat

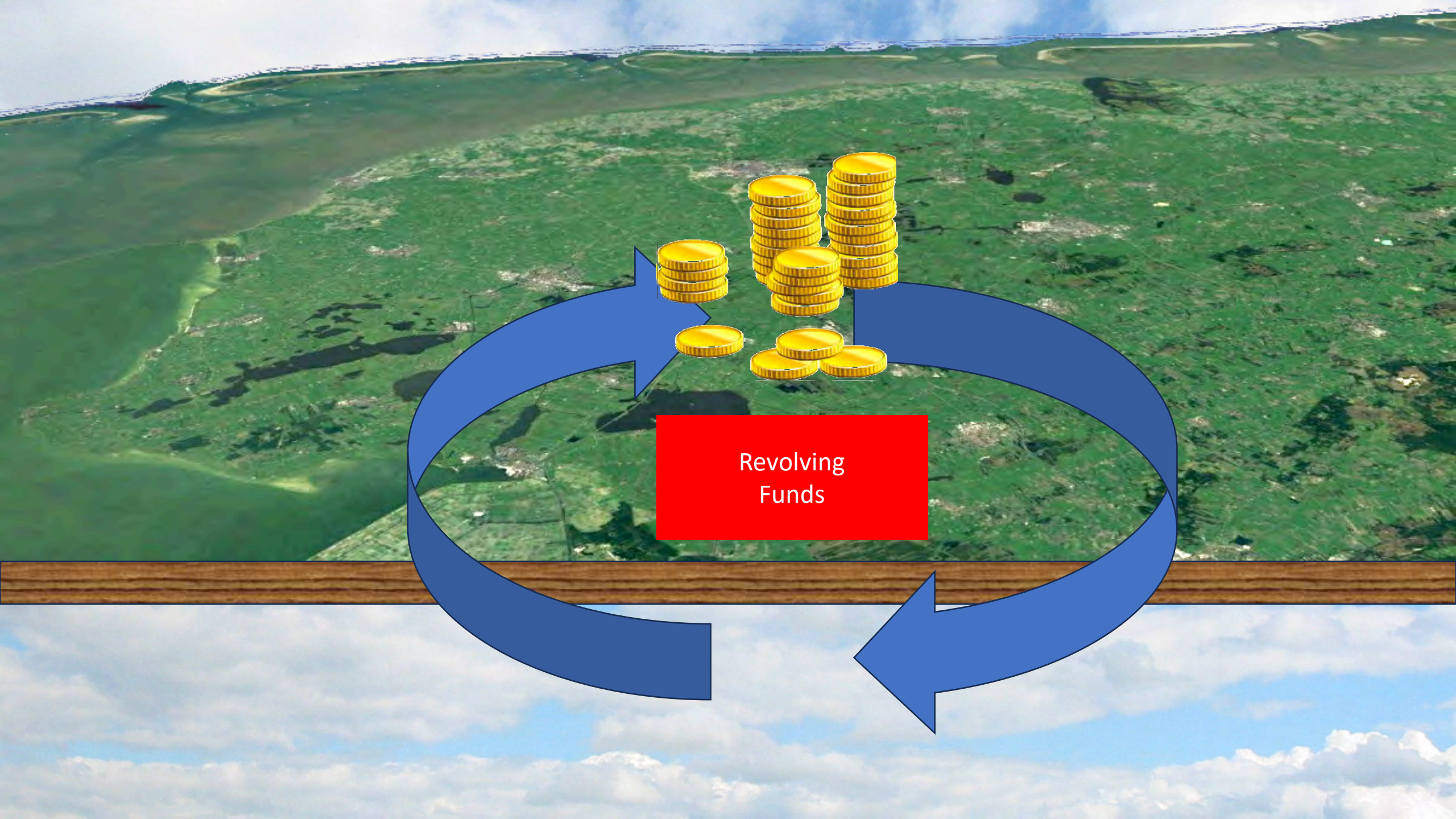
- De kennis op het gebied van energie in Fryslân groot is. Door zoveel mogelijk op eigen kracht vorm en inhoud te geven aan de energietransitie zal deze toenemen, wat goed is voor de werkgelegenheid;
- Opbrengsten van energie zoveel mogelijk binnen onze eigen provincie moeten blijven, zodat er investeringen mee kunnen worden gedaan ter versterking van het verenigingsleven en de kwaliteit van de leefomgeving

¹ filmpje met uitleg over het initiatief: [Energiek Fryslân - YouTube](#)



€ 50 - € 100 million a year

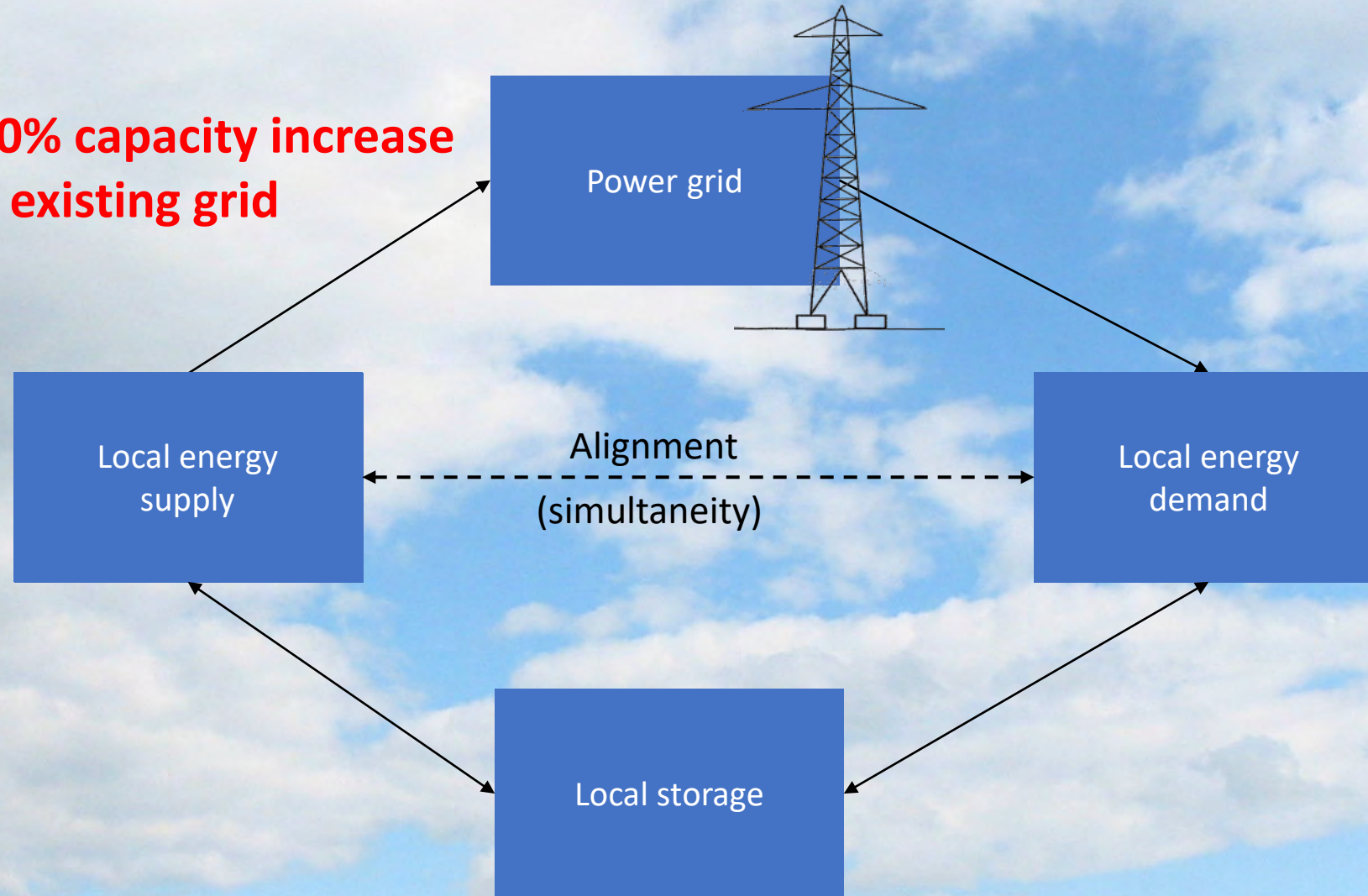




Revolving
Funds

Local4Local Energy Hub

**25% - 30% capacity increase
existing grid**



Serial planning

Policy

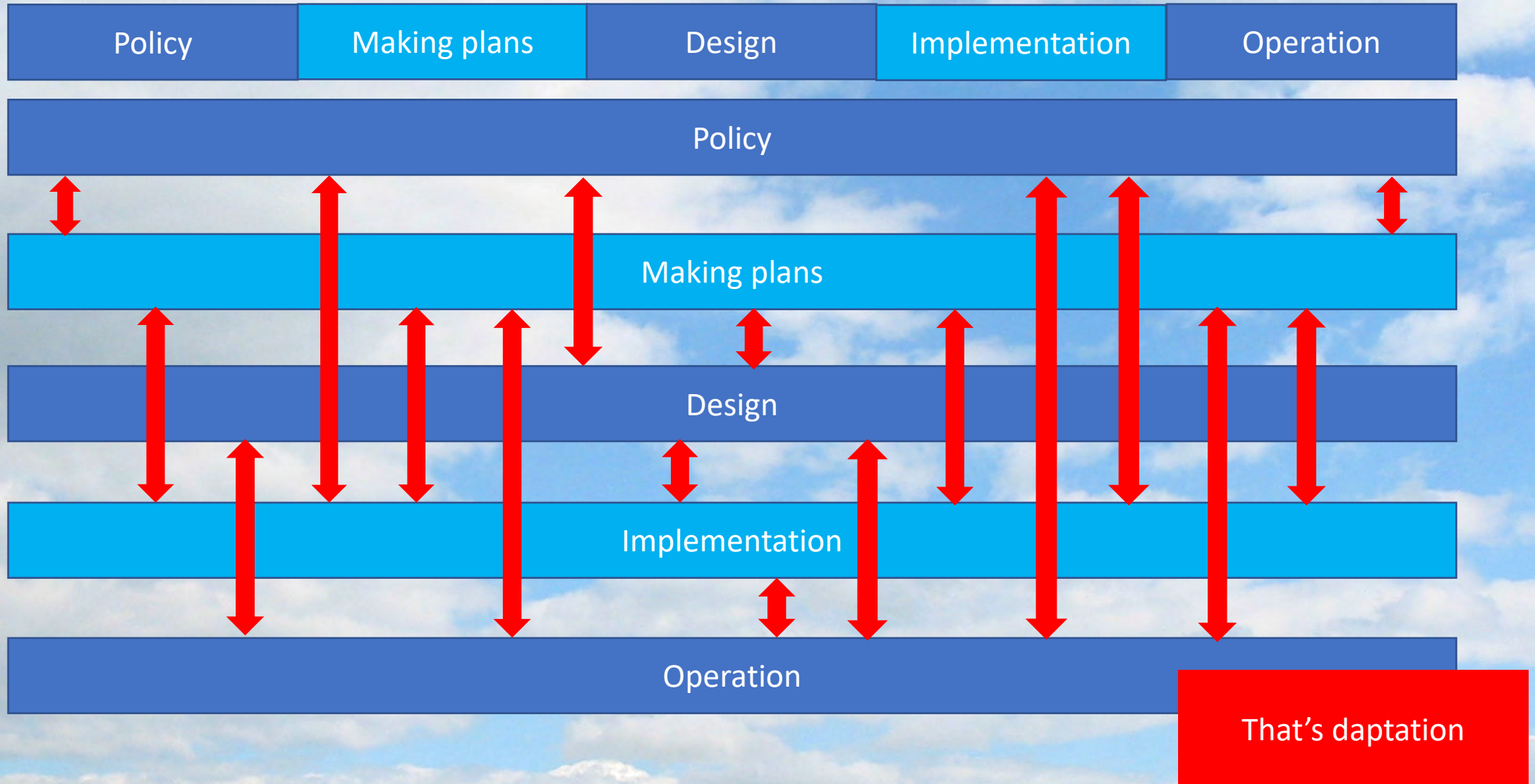
Making plans

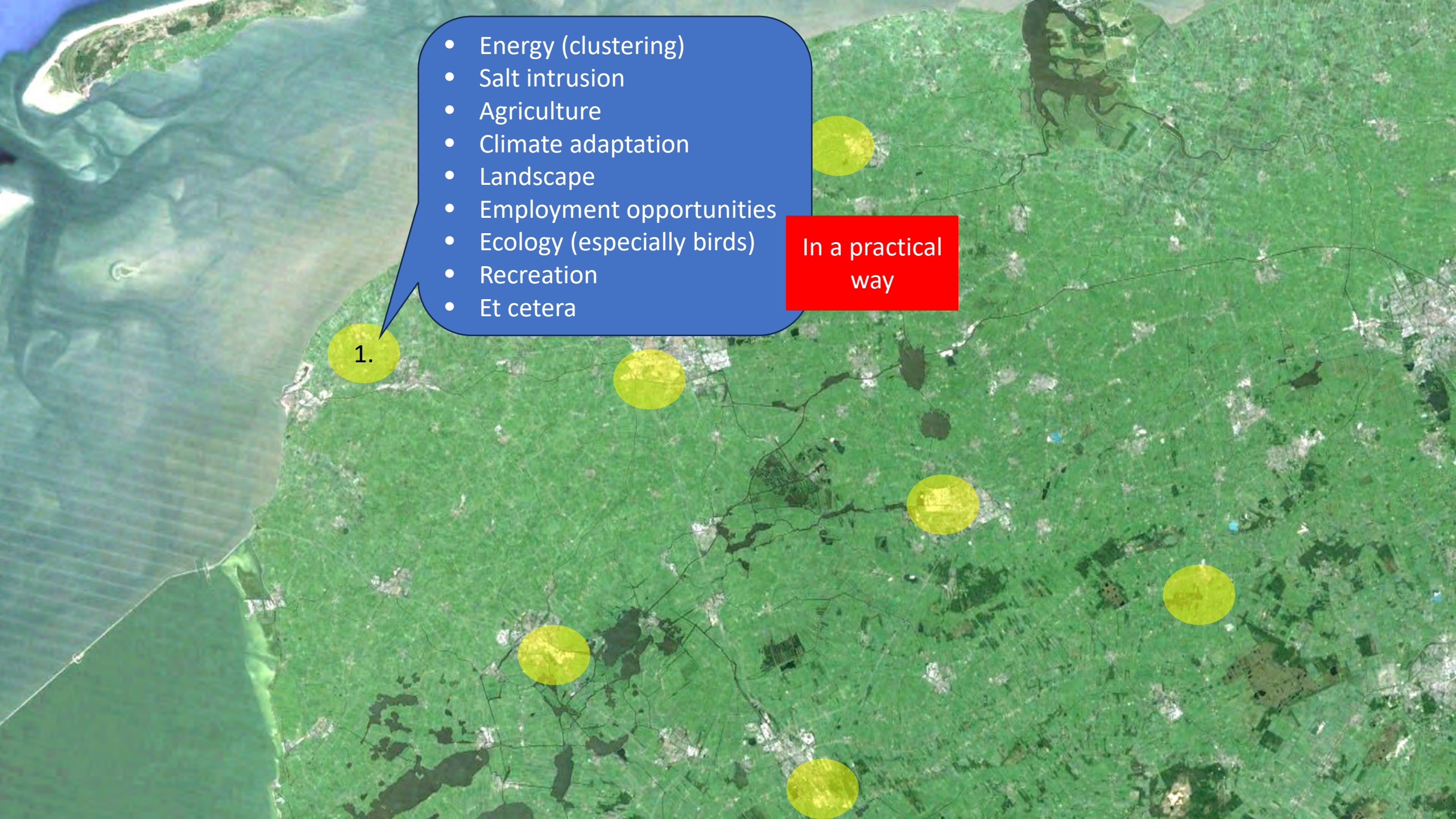
Design

Implementation

Operation

Parallel planning





- Energy (clustering)
- Salt intrusion
- Agriculture
- Climate adaptation
- Landscape
- Employment opportunities
- Ecology (especially birds)
- Recreation
- Et cetera

In a practical way

1.

Conclusions



In practice everything is already connected to everything

Parallel planning makes it possible to combine several goals in a natural way

Joining forces like in FREON is crucial

FREON

Thanks for your
attention

EGCIC 2024 Leeuwarden, 4th June
Govert Geldof & Jacqueline Hofstede

