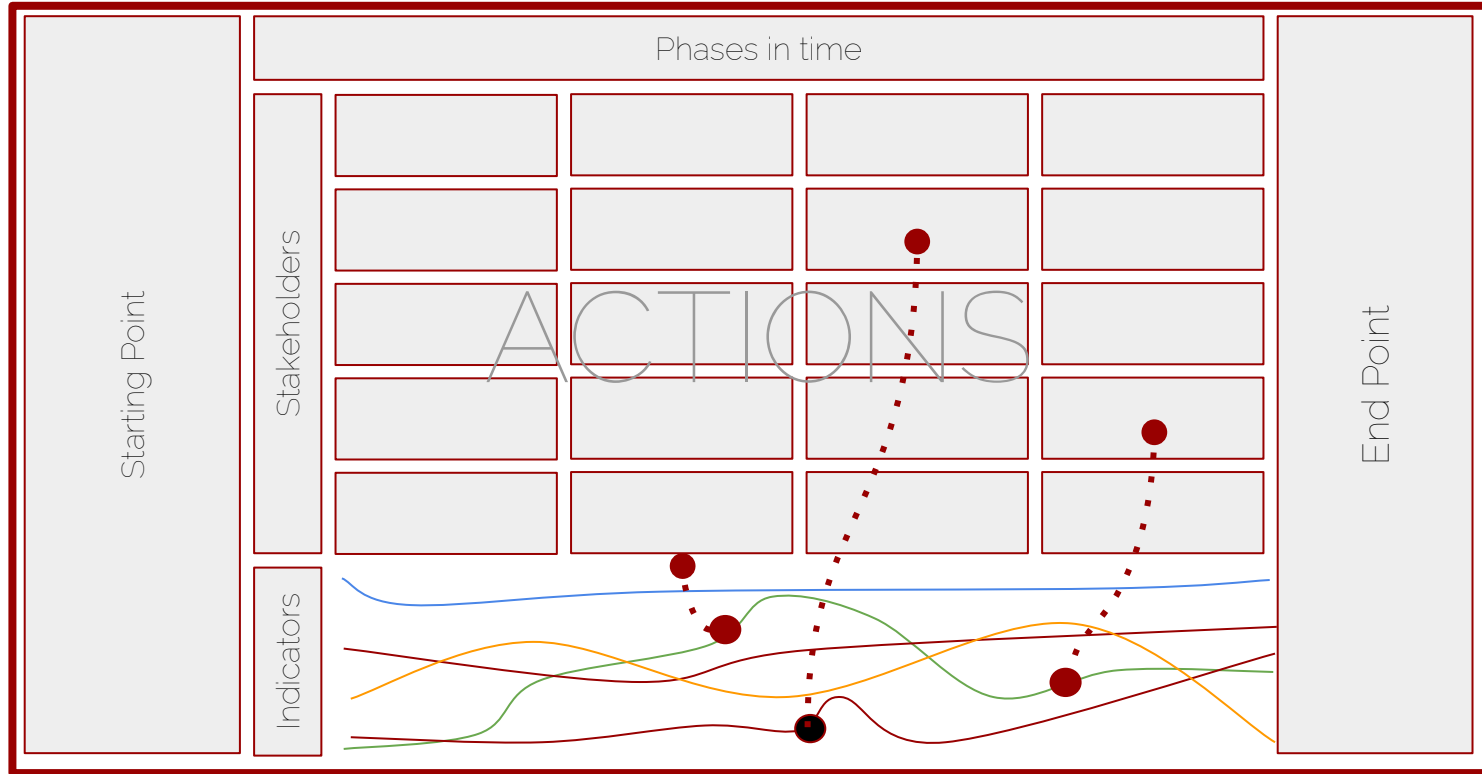# Transfer Journey Mapping template

## and impact measurement

Liat Rogel, Service Designer, Urbact Expert

# Transfer Journey Mapping

# Transfer Journey Mapping - Starting Point (Template)

**1. Evaluation**

**In the box below, please provide a short description of:**
**-why you joined the transfer network to start with**
**-what were your expectations**

## NAPOLI

1. **We launched the transfer network...**

   to transfer Naples' governance model that aims to guarantee the collective enjoyment, as well as the collective management, of urban essential facilities conceived as urban commons. Although routed in the Italian legal system, this model is characterized by a high degree of adaptability to other European urban contexts as it is based on largely shared ethic, legal and social values, already widespread in other countries and especially in UK, France, Belgium Spain and Portugal.

2. **Our expectations were...**

   to start a profitable exchange with other European cities and to improve the existing governance model with the active collaboration of local stakeholders. The main goals set at the beginning of the project were the enhancement of the local communication strategy and tools, the improvement of the system of shared responsibility for the management of the security of the sites, the implementation of a monitoring and evaluation tool.

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# Transfer Journey Mapping - Starting Point (Template)

**2. Assets**





The **Ex-Asilo Filangieri** was the first good to be recognized as a commons by the City of Naples through the civic and collective urban use mechanism. The calendar of activities, open and approved during the Assembly, is centered around cultural and creative production.  http://www.exasilofilangieri.it

The **EX OPG** is a former psychiatric hospital that,, thanks to the community's self-organizational model, hosts a wide offer of social neighborhood services and proximity welfare services, beside carrying out a calendar of cultural and social activities.  http://jesopazzo.org

# Transfer Journey Mapping - Starting Point (Template)

2. Assets





The **Scugnizzo Liberato** is a giant urban structure and a former juvenile detention center. Currently, the community that self-govern the space organize cultural activities and welfare services, aimed at establishing a network of mutual support at the neighborhood level.  https://scugnizzoliberato.org

**Giardino Liberato** is a  former convent where, in 2012, a coalition of activists and neighborhood inhabitants initiated the informal management of the space to create social value around the formerly under-utilized structure and to prevent a change in its use.  https://www.giardinoliberato.org

# Transfer Journey Mapping - Starting Point (Template)

**Villa Medusa** is a city-owned ancient building located in the Bagnoli neighborhood, The activities organized by the community, that informally occupied the space in 2013, are varied and focused on sport and social activities.

The **EX-Lido Pola** is a former beachfront building located in the Bagnoli neighborhood, regenerated with the involvement of residents in 2013. The activities organized by the community are mainly cultural and social.

# Transfer Journey Mapping - Starting Point (Template)

In 2014, a group of associations, committees, and citizens reopened the former Oratory of Santa Maria della Fede (**Santa Fede Liberata**) after decades of abandonment, with an initiative aimed at regenerating the space and improving the neighborhood's livability

The informal management of the **Ex-Scuola Schipa** was initiated in 2011 when the space was renovated by a civic organization together with city inhabitants. The space was re-functionalized with a scope of housing for people in need.

# Transfer Journey Mapping - Starting Point (Template)

**3. Policy**

**In the box below, please write a short description of your starting point in terms of policy.**

| Commons? | | |
|---|---|---|
| **Type an 'X' to indicate Yes or No** | YES | X |
| | NO | - |

| Citizen participation? | | |
|---|---|---|
| **Type an 'X' to indicate Yes or No** | YES | X |
| | NO | - |

During the last decade the City of Naples has been experimenting a new governance/policy model to get back in use abandoned and/or deprived buildings, therefore subtracted to the use of city inhabitants. This, turning conflictual actions of occupation and bottom up rule-creation into an opportunity.

This legal tool was theorized from grassroots, claimed by commons activists that revisited the ancient Italian legal institution of "civic use", and encourages the ability of citizens to find innovative solutions for the reuse of public abandoned assets. This, also by guaranteeing the autonomy of the informal communities involved.

The civic use of empty buildings, in fact, implies on one hand a temporary use and represents a starting point for an innovative mechanisms of regeneration as a community-managed or a community-managed estate. The legal model adopted by the municipality therefore represents an overturn of institutional learning: participatory democracy tools were created by direct civic imagination and implemented by the City Government.

# Transfer Journey Mapping - Starting Point

NAPLES

| | weak | Moderate | Strong |
|---|---|---|---|
| **Co-Gov / Self-Gov** | | | X |
| **Enabling State** | | | X |
| **Soc&Econ Pooling** | | X | |
| **Experimentalism** | | | X |
| **Tech Justice** | X | | |

# Transfer Journey Mapping - Starting Point (Template)

**Challenge #1:** Improve the sustainability model of the civic and collective urban use

**Challenge #2:** upgrade the system of shared responsibility in monitoring activities and in managing the security of the sites

**Challenge #3:** avoid the risk of fragmentation and isolation of civic/institutional innovators within City bureaucracy

# Transfer Journey Mapping - Starting Point (Template)

**5. ULG**

**In the box below, please briefly describe how the ULG was first structured.
Include references to the 5 types of stakeholders involved.**

**At first, we structured our ULG...**

The URBACT Local Group has been crossed by 73 participants, belonging to:
- the Urban Commons network (*l'Asilo, Giardino Liberato di Materdei, Scugnizzo Liberato, ex Lido Pola, Santa Fede Liberata, Villa Medusa, ex Convitto delle Monachelle, Villa De Luca*);
- political departments of the Municipality of Naples (Urban Planning Department and Citizens' Rights and Social Cohesion Department);
- technical services of the Municipality of Naples (Urban Planning and Urban Commons Service, Enhancement of the Historical City Service);
- Permanent Observatory on the Urban Commons of the City of Naples.

Different urban commons hosted the meetings of the ULG.

# Transfer Journey Mapping - Starting Point (Template)

**In the table below, please briefly describe how the 5 types of stakeholders were involved and their impact.**

***TIP:  Refer back to the previous files you created on this topic***

| Stakeholder Type | How was the stakeholder involved? | What was the impact/influence? |
|---|---|---|
| *Public* | Political departments of the Municipality of Naples (Urban Planning Department and Citizens' Rights and Social Cohesion Department); Technical services of the Municipality of Naples (Urban Planning and Urban Commons Service, Enhancement of the Historical City Service). | High influence in defining the policy, in co-design the improvement plan and in realizing the shared actions |
| *Private* | | |
| *Knowledge/ Institutions* | Permanent Observatory on the Urban Commons of the City of Naples | High influence in co-design the improvement plan |
| *Social Organizations* | | |
| *Commoners/ Civic/ Innovators* | *l'Asilo, Giardino Liberato di Materdei, Scugnizzo Liberato, ex Lido Pola, Santa Fede Liberata, Villa Medusa, ex Convitto delle Monachelle, Villa De Luca* | High influence in co-design the improvement plan and in realizing the shared actions |

# Transfer Journey Mapping - Starting Point (Template)

| Mature | 6. Objectives |
|---|---|

**In the box below, please briefly describe your starting objectives for the project.**

**Objective #1:**

"Communication / Participation / Construction of the network": strengthen the communication means of the urban commons of Naples (i.e. through the realization of a website) and develop shared contents to present the different commons as a unique network, both at local level and abroad.
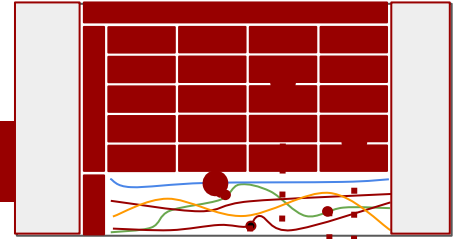
**Objective #2:**

"Co-design / self-construction / self-recovery": strengthen the local capacity (both administrative and of the local communities) in finding solutions to the physical deterioration of the urban commons – many of which belong to the cultural heritage of the city – that are compatible with the collective management and civic uses and also include the possibility of self-construction interventions by the "community of inhabitants" themselves...

**Objective #3:**

"Community empowerment": improvement of the capacity and competences of the community of inhabitants in managing the commons, focusing on the topics of self-financing (*grassroots fundraising*), mutualism, cooperation and relational approaches for the co-design.

# Transfer Journey Mapping - Actions



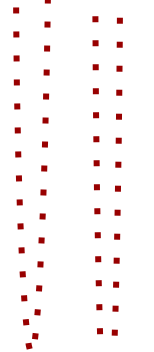| Stakeholders | | Phases/Time | |
|---|---|---|---|
| | Public | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| | Private | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| | Knowledge institutions | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| | Social organizations | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| | commoners /civic/ innovators | What actions were made by this stakeholder? | What actions were made by this stakeholder? |

- Not all stakeholders acted at the same moment
- Sometimes the same action happen together
- Actions are of your ULG but main Transnational activities should be included
- Think about the most relevant actions
- You may add dots with specific moments you wish to highlight

**Remember the specific CivicEstate timeline including transnational meetings, this may help you to remember better your own journey.**

# Transfer Journey Mapping
## Starting Point (0-3 Months)

**In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.**

## Phase 1 : December 2018 - May 2019

**Stakeholders**

Public

Political departments of the Municipality of Naples (Urban Planning Department and Citizens' Rights and Social Cohesion Department;

Technical services of the Municipality of Naples (Urban Planning and Urban Commons Service, Enhancement of the Historical City Service).

One-to-one or intra-institutional meetings with different councils, departments and services of the Municipality of Naples and first contact with key stakeholders. These meetings had the objective to define the strategy of the local administration - shared among different councils, departments and services - in relation to the urban commons in Naples and to have a first contact with stakeholders and to enlarge the participation to other local actors to be involved.

# Transfer Journey Mapping

**In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.**

## Phase 2 : June 2019- May 2020

**Stakeholders**

**Public**

Political departments of the Municipality of Naples (Urban Planning Department and Citizens' Rights and Social Cohesion Department; Technical services of the Municipality of Naples (Urban Planning and Urban Commons Service, Enhancement of the Historical City Service).

**Knowledge institutions**

Permanent Observatory on the Urban Commons of the City of Naples

**commoners/ civic/ innovators**

*l'Asilo, Giardino Liberato di Materdei, Scugnizzo Liberato, ex Lido Pola, Santa Fede Liberata, Villa Medusa, ex Convitto delle Monachelle, Villa De Luca*

URBACT Local Group at work!  Co-design of the objectives and actions to be realized in order to improve and strengthen the experience of the urban commons' network in Naples.

More than 12 meetings (monthly meetings) of the URBACT Local Group took place in this phase, where proposals and activities were put on the table, discussed and finally discarded or developed.

During this co-design process, three main areas of intervention were identified: "Communication /Participation /Construction of the network"; "Co-design / self-construction / self-recovery"; "Community empowerment".

For each area of intervention specific actions were identified in order to reach the shared objectives. During the ULG meetings, the participants were organized in three working groups, one for each area of interest, and the actions were defined in details (objectives, expected results/outputs, actors already involved or to be involved, resources, costs and financing, timing etc...). At the end of each meeting, a plenary session was always organized to share the main results of each working group. At the end of the-co-design phase, cross-fertilization plenary meetings were organized with the aim to discuss more deeply the results of each working group, and therefore to make even more shared and rich the definition of the actions to be realized.

Moreover, due to the limited available resources and time, the priority actions where selected to be realized within the 5th of December 2020 (end of the Civic eState project). The results of the co-design phase have been summarized within the "Local Action Plan for the consolidation of the urban commons in Naples".

# Transfer Journey Mapping

## Phase 3 - June 2020 - May 2021

Realization of short-term actions that aim to improve and strengthen the experience of the urban commons' network in Naples – see the "Local Action Plan for the consolidation of the urban commons in Naples":

**Stakeholders**

| | | |
|---|---|---|
| **Public** | Political departments of the Municipality of Naples (Urban Planning Department and Citizens' Rights and Social Cohesion Department);<br>Technical services of the Municipality of Naples (Urban Planning and Urban Commons Service, Enhancement of the Historical City Service). | Action 2.1: Permanent technical table on co-design and implementation of extraordinary interventions on the urban commons;<br>Action 2.2: Identification of procedures for maintenance and ordinary management of the urban commons;<br>Action 2.3: Procedural innovations - guidelines relating to self-recovery and self-construction interventions for the urban commons. |
| **Knowledge institutions** | Permanent Observatory on the Urban Commons of the City of Naples | Action 2.1- 2.2 - 2.3 (see above); |
| **commoners/ civic/ innovators** | *l'Asilo, Giardino Liberato di Materdei, Scugnizzo Liberato, ex Lido Pola, Santa Fede Liberata, Villa Medusa, ex Convitto delle Monachelle, Villa De Luca* | Action 1.1: realization of a shared website of the Urban Commons network of Naples;<br>Action 1.2: an introduction to the urban commons practices;<br>Action 1.3: self-narration: what is the urban commons network;<br>Action 1.4: declaration of civic uses for non-experts;<br>Actions 2.1- 2.2 - 2.3 (see above);<br>Action 3.1: Self-financing: capacity building on solidarity fundraising;<br>Action 3.2: Capacity building on mutualism, cooperation and relational modalities for co-design. |

# Transfer Journey Mapping - Starting Point

NAPLES

| | weak | Moderate | Strong |
|---|---|---|---|
| **Co-Gov / Self-Gov** | | | X+ |
| **Enabling State** | | | X+ |
| **Soc&Econ Pooling** | | X ⟶ | |
| **Experimentalism** | | | X+ |
| **Tech Justice** | X ⟶ | | |

# Transfer Journey Mapping

## Sharing Period (25-27 Months) & End Point (28-30)

| Phases/Time (25-28; 28-30 Months) | | |
|---|---|---|
| **Stakeholders** | | |
| Public | What actions were made by this stakeholder? | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| Private | What actions were made by this stakeholder? | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| Knowledge institutions | What actions were made by this stakeholder? | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| Social organizations | What actions were made by this stakeholder? | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| commoners/ civic/ innovators | What actions were made by this stakeholder? | What actions were made by this stakeholder? | What actions were made by this stakeholder? |
| | **25 - 27 Months** | **28-30 Months** | **(Use if you have extra phases)** |

# Transfer Journey Mapping - Indicators

**Governance**

**Governance** refers to the presence or absence of a self-, shared, collaborative or polycentric organization for the governance of the commons in cities;

**Enabling State**

**Enabling State** expresses the role of the State in the governance of the commons and identifies the characteristics of an enabling state that facilitates collective actions for the commons;

**Soc&Econ Pooling**

**Social and Economic Pooling** is the distinction between an urban governance scheme based on co-governance, and an urban governance scheme based on urban pools, This variable is maximized when civic actors adopt a more entrepreneurial approach;

**Experimentalism**

**Experimentalism** is the presence of an adaptive, place-based and iterative approach to design legal and policy innovations that enable the urban commons;

**Tech Justice**

**Tech Justice** highlights the potentiality of digital infrastructures and access to technology in particular for vulnerable people and communities as an enabling factor of collaboration, local development and social cohesion.

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# Transfer Journey Mapping - Measurement **(Done in Meeting)**

# Transfer Journey Mapping – End Point (template)

**Assets**

**In the spaces below, please provide images of your ENDING asset(s) along with a short description (ex. Type of building, etc.).**

PLACE PICTURE(S) OF YOUR ASSETS HERE

PLACE PICTURE(S) OF YOUR ASSETS HERE

TYPE SHORT DESCRIPTION OF ASSET HERE

TYPE SHORT DESCRIPTION OF ASSET HERE

# Transfer Journey Mapping - End Point (template)

**Change**

**During the meeting**, reflect on the 4 challenges you described in Slide 5. How did you meet these challenges? Describe your successful strategies.

**Challenge #1:**    TYPE YOUR SUCCESSFUL STRATEGY HERE...

**Challenge #2:**    TYPE YOUR SUCCESSFUL STRATEGY HERE...

**Challenge #3:**    TYPE YOUR SUCCESSFUL STRATEGY HERE...

**Challenge #4:**    TYPE YOUR SUCCESSFUL STRATEGY HERE...

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# Transfer Journey Mapping - Ending Point (Template)

**Policy Changes**

**During the meeting** in the boxes below, please write a short description of how your policy changed throughout the journey in terms of Commons and Citizen Participation.

TYPE HOW THE POLICY CHANGED OVERALL HERE...

**Commons?**

*Type an 'X' to indicate Yes or No*

YES -___

NO -___

DESCRIBE HOW POLICY CHANGED IN TERMS OF COMMONS HERE...

**Citizen participation?**

*Type an 'X' to indicate Yes or No*

YES -___

NO -___

DESCRIBE HOW POLICY CHANGED IN TERMS OF CITIZEN PARTICIPATION HERE...

# Transfer Journey Mapping - Ending Point (Template)

**ULG Changes**

<u>**During the meeting**</u> in the box below, please briefly describe how the ULG was structured toward the end. Include references to the 5 types of stakeholders involved.

**In the end we structured our ULG...**

DESCRIBE BASIC ENDING ULG STRUCTURE HERE...

**Our ending ULG involved stakeholders in the following ways:**

*Public:*    DESCRIBE HOW THEY WERE INVOLVED HERE....

*Private:*    DESCRIBE HOW THEY WERE INVOLVED HERE...

*Knowledge/Institutions*    DESCRIBE HOW THEY WERE INVOLVED HERE...

*Social Organizations:*    DESCRIBE HOW THEY WERE INVOLVED HERE...

*Commoners/Civic/Innovators:*    DESCRIBE HOW THEY WERE INVOLVED HERE...

# Transfer Journey Mapping - Ending Point (Template)

| Mature | Objectives |
|--------|------------|

**During the meeting** in the box below, please briefly evaluate the success of your objectives described in **Slide 11 for the project.**

**Objective #1:** TYPE OBJECTIVE'S EVALUATION HERE...

**Objective #2:** TYPE OBJECTIVE'S EVALUATION HERE...

**Objective #3:** TYPE OBJECTIVE'S EVALUATION HERE...

**Objective #4:** TYPE OBJECTIVE'S EVALUATION HERE...

# Transfer Journey Mapping - End Point (template)

**During the meeting,** reflect on the 5 indicators and their development through the project.
**-What changed and why did they change?**
**-What do you think of your ending point?**

**Regarding the 5 indicators, our transfer journey developed in the following ways:**

| Indicator | How did this indicator develop? Why? | Weak, Moderate, or Strong? |
|---|---|---|
| Co-Gov | | |
| Enabling State | | |
| Soc&econ pool | | |
| Experimentalism | | |
| Tech justice | | |

DESCRIBE WHAT YOU THINK OF YOUR END POINT HERE...