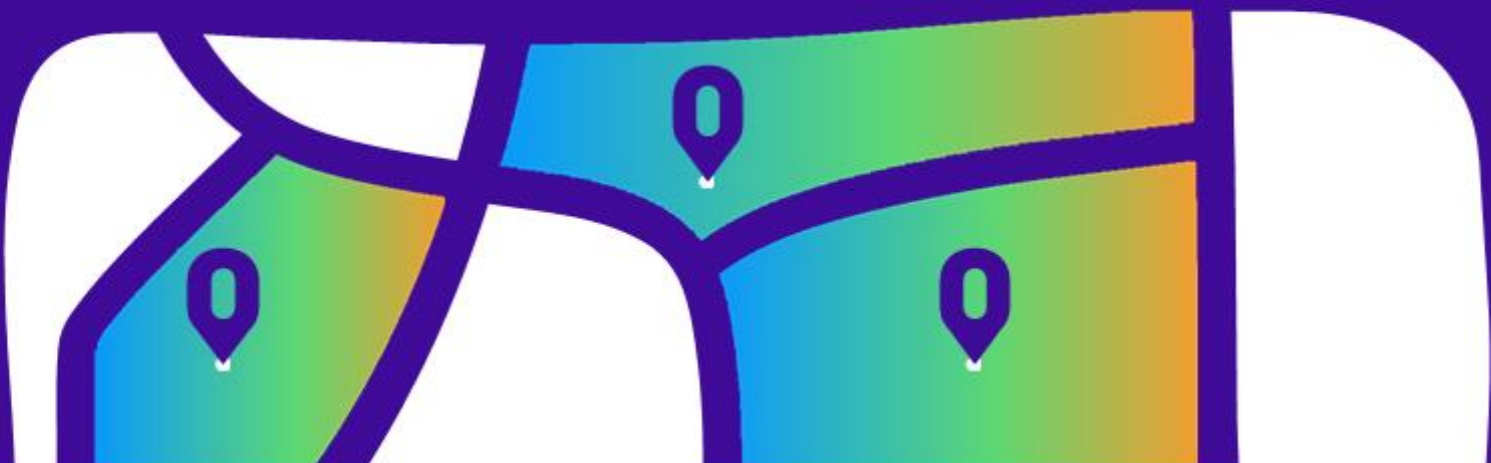




D2.1 Conceptual design of the Co-governance Methodology through the CCI

WP2 Engagement and social innovation: insights from cultural and creative industries and digitalization

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About the drOp project

Digitally enabled social district renovation processes for age-friendly environments driving social innovation and local economic development, or drOp, is a Horizon Europe project. As the name shows, the core ambition of the project is the development of an integrated renovation methodology aiming to transform social housing districts into inclusive smart neighbourhoods. It mainly aims to promote social innovation and boost the local economy and with that purpose drOp will adopt a human-centred approach, integrate innovative technologies and explore the growth creation potential of cultural and creative industries. The end purpose is to create an integrated renovation methodology (IRM), which will be modelled through a case study in the Santa Ana neighbourhood in Ermua, Spain. Two peer cities will contribute to these efforts: Matera (Italy) with its expertise of a former European Capital of Culture (2019), and Elva (Estonia), as a digitally advanced city. The process of co-creation, meaning the active involvement of the neighbourhood's citizens, will be an important element in the development of the IRM.

Executive summary

The overall objective of the WP2 is to methodological place the Project Drop into the literature and conversation regarding participative-oriented urban strategy of regeneration and renovation of the social and infrastructural fabric of peripheral towns in Europe. Seeing from another perspective, it means understanding how to move from a government approach to a governance one, where citizens are at the core of their city's transformations and projects, shortening the distance among them and the other urban stakeholders, especially local municipalities. In this direction, during WP2, the project will strive for laying the foundations for prototyping an efficient co-governance strategy to the city engaged in the project (Ermua, Elva and Matera), finding the right balance between the theoretical design, local evidences and the concrete application (and monitoring) into the territories.

This deliverable set up the methodological approach to the drOp social innovation model. Indeed, through both a literature review and a case study analysis, it will target the concept of co-governance and its contemporary application all over Europe, highlighting patterns and perspectives to approach the conversation on how to effectively integrate the civic and social component into urban processes, avoiding the detachment of urban players, that can cause severe consequences to the social contract among those players. The theoretical conversation will be applied to a specific model that partners propose to be tested and implemented into the local political and social rituals. This model is strictly connected with the WP1 research and mapping activity in order to be effective and coherent with local goals needs and deprivations. At the same time the model will preserve still a general perspective in order to easily applied to other context and commons. This model aims at feeding trust among the urban components and introducing the concept of commons, as a basing conditions for stimulating local wellbeing, quality of life and an innovative environment.

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1 Introduction

The present work aims at analysing the concept of urban co-governance, how and where it has been already applied, what are those theoretical elements and pillars that can be easily applied to different urban contexts with which consequences and impacts. The analysis is functional to the design and development of a drOp co-governance strategy and model, able to permanently support integrated approaches to local development and renovation, based on commons and civic participation. It means shifting the entire urban attitude and framework from a top-down approach, to a multistakeholder complex environment, where citizens are at the core. Moving in this direction means sharing and restructuring power infrastructures and enabling a regeneration of trust among urban components. At same time, it implies slower decision-making processes, new intermediary civic bodies and overall resetting of the urban stability among the components. To properly achieve this goal, it is required time to change power culture and structures, and firmly believing in the benefits brought by an urban co-governance model.

In the context of current urban development, several models are emerging in order to improve the quality of life of citizens. Cities are complex ecosystem threatened by a multitude of dynamics and forces that are radically influencing social changes and shifting the way political, social, cultural and economic processes are conducted. An urban co-governance model refers to the presence of a multi-stakeholder governance scheme whereby the community emerges as an actor and partners up with at least three different urban actors of the so-called Quintuple Helix model of Innovation (it will be largely explained in the next chapter). This scheme provides access to critical decisions, goods and services and therefore guarantee fundamental rights to urban residents and generate added value for the local community and the other urban stakeholders, which also means that it generates quality to local life.

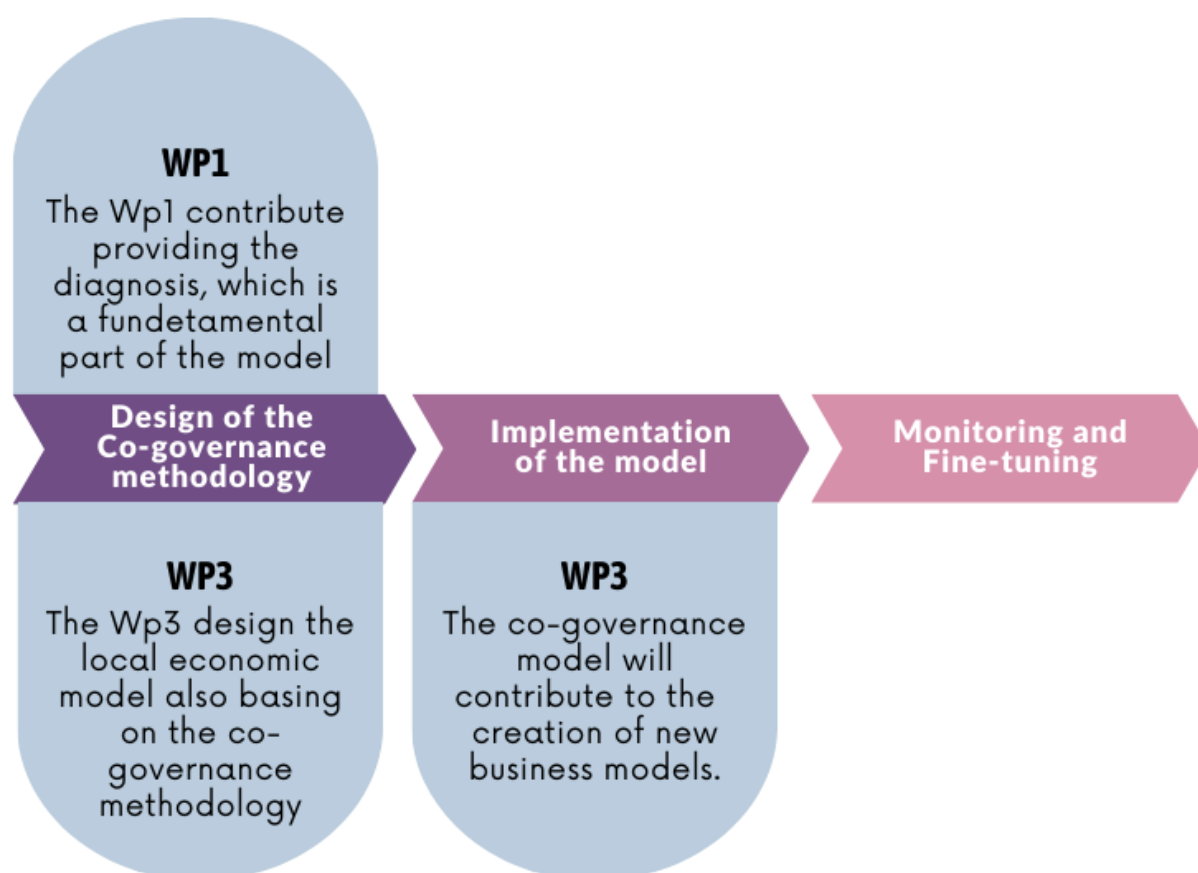
The capacity to foster multi-stakeholder urban governance or “urban co-governance” approaches can be crucial to address complex urban challenges, as transforming social housing neighbourhoods into inclusive smart districts, as aimed by this project. This goal anticipates infrastructural changes and regeneration processes that needs to be handled commonly in order to be less invasive as possible and coherent with local perspective and needs, leveraging local knowledge and know-how of those spaces and areas. Speaking about inclusiveness in relation to urban processes, as the project goal states, is about designing spaces for impacting local projects and policies, being properly engaged. Moreover, smart and innovation needs enabling conditions that citing Arjo Klammer or David Throsby, are based on the local social and cultural capital. So, basically, without a heterogeneous environment and healthy participative processes, without commons and spaces for creative collisions, it is hard to generate a stable context for innovation.

This is reflected in literature on urban co-governance. Here, it is advance the hypothesis that the right approach for achieving project goal is the one based on the urban co-governance, entailing the adoption of a multi-stakeholder approach stressing the role of public actors, private actors, non-governmental organizations (NGOs), cultural and creative

industries (CCIs), and urban citizen, with the last twos having a crucial role for the entire social innovation infrastructure.

Indeed, this approach, developed in WP2, will dialogue with the WP3, where it will be designed a model of Local Economic Development, the WP1, that will nurture the co-governance model itself through data and local analysis, and will partially contribute to the WP4, as reported by the figure 1. In this direction, it emerges the role of the co-governance model especially as enabling immaterial infrastructure for allowing innovation and local development, as the project will try to demonstrate during its period of time.

Figure 1: WP2 structure



Thus, the research in this document will investigate the concept of co-governance and its foundation, demonstrating the coherent with the project goals and needs. In this direction the research will proceed through a literature review and a case study analysis. The literature review will enable a comprehensive understanding of the existing body of knowledge pertinent to the model of co-governance, its risks and contribution to local urban development. This deep dive into the literature allows us to identify key concepts, theoretical frameworks, and methodologies that are relevant to our study. Furthermore, the case study analysis will offer a tangible illustration of the concept explored in the literature review. By grounding the study in a real-world scenario, it will be bridged the

gap between theory and practice, providing an opportunity to analyse how theoretical constructs manifest in the real world and how they may be influenced by contextual factors.

The research will then proceed with the design and development of the drOp co-governance model. Here, there will be described the components and pillars at the foundation of the model, main actors, procedures, processes, enabling conditions and the evaluation system. Through this design, it is aimed to enhance transparency, inclusivity, and efficiency in urban decision-making processes while fostering sustainable and equitable urban development.

2 Understanding Urban Co-Governance

The economic power of cities on the one hand and the impact of global economic phenomena on cities on the other are great concerns of urban analysis. Urbanization is an emerging trend, and it is both a potentiality and a factor of crisis. Urbanization has helped populations escape poverty through increased productivity, employment opportunities, and large-scale investment in infrastructure and services. The United Nations (U.N.) estimates that 54% of the global population lives in cities. Cities' roles are increasing from many standpoints. One of the main factors of cities' growth is economic. Cities are engines of both production and consumption of goods and services and are a major source of economic production and growth. Eighty percent of global gross domestic product (GDP) is currently accounted for by cities, and their contribution to national income is sometimes greater than their share of the national population. By 2030, people living in cities will account for as much as 81% of global consumption. By the same date, global urban consumption is expected to grow by \$23 trillion with 3.6% compound annual growth rate.

Public law scholars like Jean Bernard Auby highlighted that the renaissance of cities and the growing importance of cities in comparison to power of nation states is an important historical phenomenon. Political scientist Benjamin Barber has commented that one of the main differences between local and national politics lies in the pragmatic orientation of the governance approach that mayors adopt in order to solve problems of everyday urban life, indicating the ability that some urban governments and administrations experimented and implemented innovative structure to govern the city. Moreover, as Porras outlined, prominent legal scholars, proponents of localism, such as Frug, Blank and Barron, have situated cities and associations of cities as a new influential actor in the international policy making arena. Cities affirmed their status as sites of self-governing communities, an alternative to democratization beyond the state.

The centrality of the city in the current political, social, cultural and economic conversation explains why cities are now the field game for? experimenting with new models of sustainability, inclusivity and prosperity. City are the most interesting arena where reorganize human activities and way of living together. This vision of the city is the same discussed in the New Urban Agenda (NUA), the latter aimed at promoting a sustainable urban development that tackles disparities, increases accessibility, and achieves an inclusive urban prosperity, coherently with the vision expressed by the U.N.'s 2030 Agenda for Sustainable Development too. In this direction, NUA is closely related to the U.N.'s 2030 Agenda and the Sustainable Development Goals (SDGs), although the connections between the two global agendas are only informal. Indeed, this vision is expressed with a right to the city approach, as mentioned by the NUA:

“We share a vision of cities for all, referring to the equal use and enjoyment of cities and human settlements, seeking to promote inclusivity and ensure that all inhabitants, of present and future generations, without discrimination of any kind, are able to inhabit and produce just, safe, healthy, accessible, affordable, resilient and sustainable cities and human settlements to foster prosperity and quality of life for all. We note the efforts of

some national and local governments to enshrine this vision, referred to as ‘right to the city’, in their legislation, political declarations and charters”.

A city for all requires effective tool for an inclusive and collective urban development. The city model designed by the NUA is close to the urban model designed by the scholarship on the sustainable smart cities, namely based on the capacity to foster multi-stakeholder urban governance or “urban co-governance” approaches to address complex urban challenges, as reported both in the literature on urban co-governance and in the NUA. In this direction, both sustain that the right approach to urban development can be locally implemented not just by including references to the “right to the city” in legislation or through massive urban regeneration projects, but also through urban co-governance. In this way, an urban economic democracy approach implies a more intense or direct role for city inhabitants in the production and redistribution of the value produced by a vibrant and successful city economy. Urban policies that are directed towards achieving such an economic democracy approach should aspire to uplift not just individuals, but entire urban communities, as argued by Richard Schragger, and focus on stimulating the creation of community-based development institutions and enterprises that are interdependent and networked at the urban level.

This requires the design and the implementation of multi-stakeholder approaches, stressing the role of all the urban actors, from public to private, NGOs, CCIs and urban citizens.

2.1 The theory of governance within urban development

Urban governance is primarily concerned with the processes through which government is organized and delivered in towns and cities and the relationships between state agencies and civil society—a term that is used to include citizens, communities, private-sector actors, and voluntary organizations. Governance has multiple meanings. For some, it represents a concept and an analytical approach that opens up new ways of thinking about processes of government, urban politics, accountability, and democracy. For others, governance is a more descriptive term that focuses attention on concrete institutions and their financing, roles, and responsibilities.

In this document, governance refers to the exercise of power over a territory, involving institutional bodies, other actors related to the private sector (such as companies, local or not) and civil society. In this direction, the term is even more clear when associated with the term “government” which indicates the system of power and the resource management played by traditional institutions. Moving from one term to the other is not just conceptual, but substantial, resulting from internal decisions and globalisation dynamics.

Indeed, every territory is a kind of magnetic field made of tensions, negotiations and conflicts in which actors with a variable “gravitational” weight - and more or less visible - team up or reject each other: public institutions, private organisations, participating companies, cooperatives, political parties and movements, committees, churches and religious communities, intermediate bodies and trade associations, trade unions, lobbies and lobbying groups, citizens' committees and associations, pension funds, banking foundations and cooperative credit institutions, old and new local media, influential families

and moral entrepreneurs, museums and universities. Each of these entities is part or may aspire to be part - with greater or lesser weight - of a territorial governance system, helping to define local policies.

A focus on governance, therefore, draws attention to those interests that have the power to make decisions about policy in cities and how processes of decision-making operate. Effective policy development and implementation depends on how systems of governance are organized, shaped, and structured. In short, a focus on governance draws attention to both the technical and/or bureaucratic organization of governments and the state and the processes and structures that shape and constitute broader relations of power, domination, and authority.

So, in this direction, there are at least three governance topics that are worth considering here. The first is the question, "Who's in and who's out?"

The institutions traditionally responsible for governing a territory are defined by a system of public and consolidated laws. These are the mechanisms and procedures that govern entry, decisions and charges. Moving from a government perspective to a governance one means changing the operating rules in terms of players and intermediaries' selection, access thresholds, modalities of engagement and interaction with citizens. These changes can be uncertain and susceptible to changes and pressures, more or less transparent.

In some respects, urban governance systems can be particularly dynamic and efficient, for example in facilitating entrepreneurial initiatives or social innovation. At the same time, however, the amount and quality of energy, resources and skills needed to take part in these systems - or even just to identify their existence - can be distributed in absolutely unequal ways between different actors and organizations. This inevitably poses a theme of democracy in the construction of the strategies and policies that shape the destiny of the territories, and suggest to take particularly care to the inclusiveness of the governance system itself, its effectiveness to tackle local challenges, instead of being adopted with the only aim of speeding up urban processes.

It means that a focus on governance also draws attention to the structure of political systems and broader concerns with questions of political representation, democratic legitimacy, and accountability. Well-functioning systems of governance both help to create, and are the consequence of, healthy democracies. When systems of governance function poorly, the legitimacy and relevance of democracy to citizens and communities is reduced, and this leads to a spiral of declining participation and legitimacy. The movement toward urban governance has also been elided with broader shifts in the nature of democratic representation. Old-fashioned systems of government were built upon representative modes of accountability through regular elections, and the principle that elected individuals and/or parties carry a democratic mandate to represent those who have elected them. The new urban governance, by contrast, is presented as a system in which individual citizens, and the communities of which they are a part, engage in direct, "participative" modes of governance.

The second important topic relating to governance is that the actors involved are not necessarily an expression of the local fabric. Indeed, more and more these can be operators and players who move between different regions, states and sometimes continents and are able to influence, at the same time, decisions on the territory even at a very small scale. In this direction, it is crucial detecting these situations and managing the value created for local territories and citizens. At the same time, transterritorial actors are not related with territories and answers to different dynamics and purposes. Their presence is nowadays crucial and pervasive. This is the reason why this phenomenon needs to be questioned and at least managed at political level.

The third topic, connected with the previous ones, regards the concept of trust. Political changes, both at national and local levels, as a consequent of the current global complexity, is threatening the foundations of the social contract among citizens and their representatives. Political and management system has to be designed in order to answer to current territorial needs, effectively and organically, giving access to decisions and procedures. Current complexity push for flexible, reactive and effective political management, often incompatible with democratic and transparency times, as well as with bureaucratic infrastructure. This is the reason why it is urgent finding system and tools for monitoring and transparency, on the one hand, and capacity and empowerment, on the other.

In this direction, it should be read the shift to participative governance. It has significant implications for citizenship and the relationships between citizens and the institutions that govern them. It involves the establishment of a new balance of rights and responsibilities and the redrawing of boundaries of state action and regulation. Participative governance requires a greater focus on what has been termed “active citizenship.” In simple terms, active citizens are characterized as being politically, socially, and economically independent. This independence enables them to take on more responsibility for their own welfare so that they do not have to rely on state bureaucracies and/or welfare services. Passive citizens, on the other hand, are often portrayed as “dependent citizens.” Their passivity is increasingly seen, by (neoliberal) governments, as a problem to be cured through government programs and actions. In many countries, governments have, therefore, introduced measures to foster new types of citizenship to underpin wider policy initiatives and governance reforms.

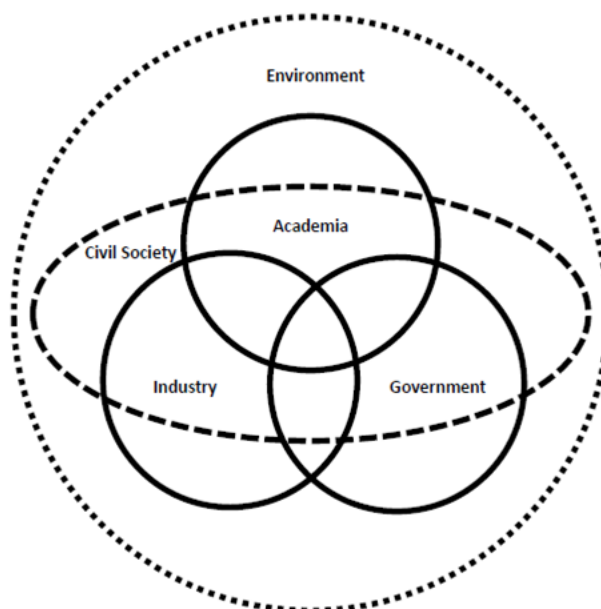
2.2 The definition of Co-governance as a strategic approach

The concept of co-governance has been introduced exactly to research new compatible forms of citizenship and reform the relation among urban actors. A co-governance model is strongly based on the centrality of the local community, as a necessary but not self-sufficient actors. Indeed, co-governance is a strategy to let citizens emerge into a multistakeholder cooperation, the latter essential for long-term durability and effectiveness of the model itself.

An urban co-governance model develops a system that, at its core, redistributes power and influence in decision-making, away from the centre and toward a network of active urban

players. This symbolizes the quintuple helix of innovation (figure 2) founded by Carayannis and Campbell in 2010.

Figure 2: Helix of Innovation



The quintuple helix evolved from the triple helix which was designed by Leydesdorff and Etzkowitz in the 1990s. Carayannis and Campbell found it insufficient and later formed the Quadruple helix but found that lacking certain components and added another helix to form the quintuple helix we have today (Carayannis et al 2012). It includes the government, private sector, university/research institutions, civic & media-based actors, and the environment. These actors exist to co-produce, co-design knowledge and new ideas. Foster and Iaione advise that cities choose the most suitable innovation helix as it arises from a matter of context, yet through both empirical and experiential observation, currently, the quintuple helix meets the rising needs of cities.

In this direction, city officials and staff have a responsibility of providing resources and technical guidance to help create the conditions for co-governance, in the form of partnerships. Despite the usual form of partnership is the Public Private Partnership (PPP or 3P's), co-governance models are mostly designed on a public-private people partnerships (4P's), that put citizens at the core of the civic and political processes. Indeed, this partnership is a collaboration between private companies, public institutions, and citizens.

Another model introduced by the authors is the 5Ps which is public-private-science-social-community partnerships. This refers to a legal and economic arrangement between communities, civil society organizations, science or cultural institutions, and the social, science, and community actors. The model that will be proposed in this project, will be built on the 5Ps model, a typical polycentric governance approach where each actor plays a unique role to improve the city. Concurrently, the 5Ps stress the role of cultural

organisation in building competences, improving skills, and organising engagement activities. In this direction, establishing bridges between culture, science and society enable fundamental conditions to generate innovation, wellbeing and improving solutions for the entire local community. In this direction, urban co-governance's framework places a strong emphasis on the value of public-private-science social-community (5P) partnerships in fostering collaboration between the public sector and locally based innovators, as in the case of CCIs. The latter can play a fundamental role, feeding cooperative economies and collaborative urban ecosystem to tackle local problems. In this direction, they represent a strong ally and intermediate of the municipalities that needs to encouraging social entrepreneurship at neighbourhood level, fostering participation to a urban regeneration process, turning vacant buildings into community centres, starting culinary and culture-related enterprises, offering childcare and support services, and setting up teen art studios.

In this direction, a specific relevant role is played by cultural centres or collaborative hubs, as local footprint and area for stimulating cultural and social collisions. These hubs act as meeting places for stakeholders, community members, and municipal officials to collaborate and co-design projects. They operate outside of the established structures of government and promote collaboration and mutual learning at the neighbourhood level. They achieve this goals repurposing and revitalizing urban areas, helping small enterprises, and developing digital services. By assisting urban communities in drafting and concluding citizenship agreements, the neighbourhood cultural professionals and artists play a crucial part in the collaborative process. They collaborate with groups of people to establish a shared vision and include other parties in developing solutions. The main objective of cultural centres and collaborative hubs, like urban or living laboratories, is to provide areas where local populations may actively take part in the design and management of solutions to local problems, promoting social, economic, and technological innovation at the neighbourhood level.

Another important tenet of a co-governance model is the establishment and usage of legal recognition and legal tools for defining common goods, namely enabling conditions, spaces and contexts for a multistakeholder cooperation (e.g., pacts of collaboration or civic uses). In this direction, they are usually used two strategies for generating, managing and funding common goods: the first entails project financing strategies designed to support the objectives of local communities, such as the creation of an Urban Commons Foundation, which enables a city to transfer assets to a foundation in charge of administering shared municipal resources for the benefit of the public. The foundation can perform tasks that the community would ordinarily perform, maximizing the value of the assets for future generations.

The second strategy makes use of the corporate finance strategy known as green or sustainable finance, known as the environmental, social, and governance (ESG) approach. Revaluating public and private investment indicators are part of this strategy's effort to assess the effectiveness of cooperative neighbourhood-based business models. This strategy often includes financing options like tax exemptions, fee waivers, support for co-governance, and management of pooled resources. The rule also highlights how crucial monitoring and assessment are to determining the social and economic effects of the civic

deal's actions. The Community Interest Company (CIC), which reinvests income solely for social objectives, is another alternative for financing (Cho, 2016). Community-based integrated approaches to urban development are further supported by the European Urban Initiative and the EU Cohesion Policy framework. The rate of vulnerable communities can be capped if the strategy for funding commons in the most vulnerable states is adopted and more resilient communities will be built, and Urban Co-Governance will be enhanced. By the way, recognizing or granting governance rights to communities are not enough; what is required are policies and programs that provide a set of enabling conditions that structure complex forms of cooperation in the form of public-community and public-private-community partnerships. And creating a set of enabling conditions requires institutional, learning capacity-building, digital, and financial tools.

3 Co-governance Model in Europe: a Case Study Analysis

Many EU cities have adopted tools and practices, as well as, implemented urban laws and regulations, experimenting with different forms of co-governance in varying degrees of intensity. This results in a comprehensive and critical analysis allowing mutual learning among cities, and a range of tools are emerging in this scenario at the global level. For example, the Italian Code of Public Contracts, approved in 2016, allows local public administrations and citizens to implement new form of co-governance model based on administrative barter or social partnerships, mostly targeting the regeneration of abandoned spaces and the management of those commonly. Bologna pioneered model regulations for the co-governance, specifically of the urban commons, which is being replicated by many other Italian cities. Lisbon and Barcelona instead, established intermediary neighbourhood structures, also using digital tool (as in the case of Digidim Barcelona), able to tackle political distances and moving power and responsibility to citizens, in relation to urban affairs. Naples has recognized a right to civic and collective use of the urban commons, while the city of Reggio Emilia issued a regulation for urban labs and neighbourhood agreements.

Those cities, and many other European cities, are addressing this policy theme under the similar normative framework and are experimenting with the use of tools, including public procurement, to promote civic entrepreneurship and social innovation to address pressing urban policy challenges including digital transition, urban poverty, energy efficiency, and inclusive urban development. In some of these cases, urban laws experimenting with innovative governance, services, and infrastructure align with the NUA's principles, and their goals are supported by EU urban programs specifically designed by the EC to support urban innovation, namely the UIA and URBACT, which are European program dedicated to urban innovation practices and transfer knowledge between municipalities and stakeholders, reinforcing in this way possible solutions emerging from practices produced in cities during the current phase of change and adaptation.

These practices will be investigated through a case study analysis. The case studies have been extrapolated by different sources with the aim of reporting the wide range of possible solutions and tools adopted, basing on goals and local characteristics, city dimensions and social fabric. The analysis proposed so does not intend to be exhaustive, but rather providing a base for the discussion and providing the right approach to understand the co-governance model designed for this project, which is namely based on a theoretical investigation of already designed and adopted models and tools, and a coherency with local characteristics and project's goal. All cities have been collected in a dataset and for each of them have been recorded several information through online data mining, achieved via scientific papers and sector magazines. These data were organized into three sections, which are the *Anagraphic*, the *Description of the Cases Study* and the *Indicators*, as reported by the tables below.

Table 1: Anagraphic of the Case Study

ANAGRAPHIC				
Name of the Co-governance Model	Place	Country	context	Public documents or <u>web site</u> / <u>social media</u> links, to be added as references

Firstly, it has been collected basic data related to the name of the program, policy, project, city and country where it has been implemented and its public domain.

Table 2: Description of the Case Study

DESCRIPTION OF THE CASE STUDY			
Brief description of the Co-governance MODEL (structure and scope)	Brief description of the POLICY to which the Co-governance Model is connected	Brief description of the PROCESS of the Co-governance Model	Brief description of the TOOLS used by the Co-governance Model

Secondly, information was organized in order to track the characteristics of the model used, the policy beyond the model, where present, the process used during the implementation part, especially in relation to civic engagement, and the tools used, if digital or physical.

Table 3: Indicators of the Case Study

INDICATORS				
Citizen Engagement	CCIs Engagement	Enabling Environment	Tech Innovation	Model Innovation

Finally, in order to conduct a qualitative comparison and organization of the cases, it has been developed 5 indicators of characterization. Hereafter, it will be presented a view of the cities collected and analyzed, extrapolating inductively information for a theoretical discussion.

3.1 The case studies

3.1.1 Lisbon

Name of the Co-governance Model	Context of Application	Country
GABIP	Neighborhoods	Portugal

Lisbon is one of the most interesting case studies, since it has a long tradition of social policies and experiments of co-governance models. The most important and rooted one is GABIP.

The so-called GABIP are local task-forces that develop a co-governance framework involving Municipality, Local Boroughs and all relevant stakeholders and citizens organizations. They promote an articulated response among the political, administrative and technical dimensions with local organizations and the community during the development of more complex local regeneration projects, in fact they do not operate in all Bip/Zip areas but only some of them.

Examples of the issues being addressed are how to organize the reallocation of inhabitants during the refurbishments of the homes without displacing them or how to involve local enterprises in the regeneration process, as special attention is posed trying to keep the investment in the neighborhood as much as possible according to procurement law.

The management of the local offices is coordinated by the City of Lisbon that allocates civil servants to support the process, but there are also cases in which the local management is taken over by other stakeholders, as in the case of the Almirante Reis.

Citizen Engagement	CCIs Engagement	Enabling Environment	Tech Innovation	Model Innovation
The process of engagement mostly happens through the GABIP and the socio-cultural activities produced in the neighborhoods.	CCIs and largely NGOs plays a role of intermediation and production of aggregative contexts and projects for local communities.	The municipality creates the right conditions. At the same time, Lisbon presents a good relational and civic heritage.	Starts-up and creative industries were integrated in the multistakeholder model, favouring a good integration among tech and social innovation.	The intermediary model is innovative, structured to be a permanent intermediary and accessible institution. It has been scaled around Europe, through URBACT.

3.1.2 Turin

Name of the Co-governance Model	Context of Application	Country
Co-City Torino	Neighbourhood	Italy

Turin is a valid example of co-governance based on a rooted civic environment and an important social innovation sector. In this direction, the model is strongly connected with an already existing network of civic neighbourhood space, a European case study, which facilitates the introduction of commons and co-governance, through the project Co-City.

The Co-City Turin project started with the approval of an adapted version of the Bologna Regulation for the urban commons, supported by the EU, as a project on public procurement innovation for urban regeneration. It envisions the pacts of collaboration as a form of administrative action and therefore the public administration's power.

Turin's Co-City was an innovative project that promoted the shared management of urban commons to tackle poverty. One of the most visible signs of Turin's decline was its number of abandoned buildings and derelict land, most of them the product of the city's industrial past. Approximately 6.5% of about 1,600 buildings owned by the city are unused or underused. There are also many derelict sites.

Co-City aimed to re-engage local communities using the regeneration of the urban commons as a way to promote active citizenship and rebuild trust with the city. By urban commons, the city refers to spaces or buildings that are held 'in common' and are open to all, whether this is for sport, gardening, recreation, playgrounds, or other uses. By the start of 2023, they had signed 61 pacts of collaboration agreements with civil society organizations across the eight targeted neighbourhoods. 50 of these agreements were signed during the lifetime of the Co-City project.

Citizen Engagement	CCIs Engagement	Enabling Environment	Tech Innovation	Model Innovation
The process of engagement was led through urban common collective management in eight targeted neighbourhoods.	CCIs were engaged to presents projects of reactivation of the urban commons and support their functional redesign.	Turin is a city with a strong tradition in social innovation, civic spaces and commons. It facilitates the implementation of the Co-City project.	Digital tools were only partially used to manage the participative processes.	The model was largely known, since it is an adoption of the Bologna's Regulation for the urban commons. Moreover, it was based on the previous extended experience of the Municipality and the

				citizens in relation to civic spaces.
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3.1.3 Viladecans

Name of the Co-governance Model	Context of Application	Country
Vilawatt	City	Spain

Viladecans, a small town in Catalunya, Spain, associated a co-governance policy structure based on energetic communities and energy communal independence. Most of the strategy was conducted through the project Vilawatt.

Vilawatt promote energy efficiency in the city through a series of interlinked actions mostly in Montserratina. The Vilawatt project has four parts which, taken together, provide a comprehensive and transformative set of solutions which are intended to be scaled up across the city over time.

The project was based on the following pillars:

- The conversion of approximately 55 apartment units in Montserratina to be more energy efficient through the installation of double glazing, the addition of roof and wall insulation, and draught-proofing of doors and windows.
- the adoption by the city of a virtual currency: the Vilawatt, to incentivize energy-efficient behaviour among citizens and businesses.
- the development of an energy community among citizens and accompanying actions to educate the population and promote new energy behaviour.
- the creation of energy companies to generate green energy for the use of citizens mostly using public buildings - for instance, roofs for solar PV panels.

Specifically, For the ongoing co-governance of energy efficiency in the city, a public-private citizenship partnership (4P) was established. It directly involves the community and the private sector. It is structured as a consortium under Spanish law and includes two new associations, one for citizens, and the second for trading businesses. The co-governance model is a non-profit body, meets annually and is chaired by the city council.

Citizen Engagement	CCIs Engagement	Enabling Environment	Tech Innovation	Model Innovation
Communities are engaged through the energetic community model and they are part of the co-governance model itself. An	CCIs were not included at all.	Viladecans was not particularly exposed to previous similar projects or co-governance	Several innovations were introduced through the project, strictly connected to collaborative	The model is an interesting experimentation and correlation among energetic innovation and co-governance

association was totally dedicated to their representativeness.		model. At the same time, as most of the Catalan town, there was already an aware collaborative ecosystem.	patterns along the local communities, as the local virtual coin based on blockchain and the entire new energetic system.	system. The model is based on the assumption of making citizens part of the entire renovation of the city, facilitating their engagement both through new tech features and specific legal tools for co-governance.
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3.1.4 Naples

Name of the Co-governance Model	Context of Application	Country
The Declaration of Urban Civic and Collective use	City	Italy

Naples is one of the most important cases of co-governance in Europe, generated by the ground. This model is strictly related with the concept of commons in relation to urban spaces. Moreover, the model is pivoted on the design of a legal tool, namely the Declaration of Urban Civic and Collective use, that was elaborated basing on local needs and experiences (the one of L'Asilo surely represents the most important one) and through a collective process of design between citizens, CCIs and the local Municipality.

Indeed, the Declaration of Urban Civic and Collective Use was promoted by L'Asilo, a grassroots organization and activist space. This document was created in a participatory way and played a fundamental role in securing a legal status for the processes of management of the local urban commons. In the Declaration, the activists of L'Asilo explain that the space is a cultural laboratory based on the principles of participatory democracy, self-government, impartiality and accessibility that is interdependent to the community of its users. This interdependence is connected to the concept of “public property strengthened by popular control”; the building remains property of the government, but it is managed by the community through participatory democratic practices.

The Declaration can be seen as a form of partnership between the public and grassroots spheres; as explained by Capone, “The basic idea is that the management of Urban civic and collective use should be a shared management: the government should be the manager of the property, therefore providing maintenance and creating the conditions for a social

and cultural environment where the community would be able to exercise its self-regulated collective rights in order to use the property which, in many cases, they contributed to bring back to public enjoyment”.

Citizen Engagement	CCIs Engagement	Enabling Environment	Tech Innovation	Model Innovation
Citizens are facilitated by the declaration. They are put in the position of participate and collectively manage spaces in the city, learning collaboratively, political and entrepreneurial skills.	CCIs and NGOs are at the core of the model since they intermediate and facilitate citizens to proactively produce value for the city and for others through commons, as well as leading the process of legal improvement of the model itself.	Naples was probably less oriented than others case study to this kind of model. At the same time, thanks to existing conditions and experiences, it has been achieved this important result for the city and for all Europe.	Technology is not particularly used as a key tool in this co-governance schemes.	The model is not innovative in itself, but rather for the way it was achieved, through a collective bottom-up process, and for the shape it took, namely a legal tool valuable for the entire city in relation to the co-management of commons.

3.1.5 Barcelona

Name of the Co-governance Model	Context of Application	Country
PAM	Neighbourhood	Spain

Barcelona is one of the most important European cities in terms of civic participation, co-governance infrastructures and social bottom-up economies. For this reason, it is fundamental mentioning it here, taking into consideration that the city can count on several commons and co-governance experiences. Here is reported the current program PAM, *Pla d'Actuació de Mandat*, namely the Plan for the Mission Implementation, which refers to the strategy of local sustainable development.

In this direction, the Barcelona City Council wants to promote new forms of interaction between the public municipal institution and community initiatives, answering the demands of the citizens to have public spaces and resources managed in a participatory manner. Through PAM, Barcelona is now developing further governance mechanisms to give access to and redistribution of public goods and services, by adopting and adapting regulatory frameworks, to enable participatory management inspired by shared criteria, values and

vision and guaranteeing universality, accessibility, sustainability and transparency and secure the self-governance of the communities in the long term.

In this direction, the Barcelona City Council, with the support of different kinds of social stakeholders, in continuity with the Community Use and Management of Citizen Assets Program, has defined two main guidelines, the Community Balance and the Citizen Assets Catalogue. The first defines the framework that regulates access to, and transfer of, municipal assets and creates a new self-evaluation mechanism. The Community Balance is being developed by the Solidarity Economy Network (XES) with the collaboration of the different civic neighbourhood entities. The second guideline, the Citizen Assets Catalogue, is a census of public assets that can be left to the community, taking inspiration to the Declaration of Civic and Collective Use developed in Naples.

Citizen Engagement	CCIs Engagement	Enabling Environment	Tech Innovation	Model Innovation
Citizens have continuous opportunity of engagement, through the model itself, digitally and thanks to several participative check points in the city (from civic spaces to local NGOs neighbourhood-oriented).	CCIs and NGOs have a long-standing role in Barcelona, promoting participative culture and knowledge about circular economies and supply chains. They are actively involved in the co-governance as local intermediary.	Barcelona has a rooted culture of civic participation and collaborative economies. The local municipality has strongly supported the entire environment in terms of funding, resources and structural changes in the administration itself.	Barcelona Co-governance model is sharply promoted by an important digital infrastructure (Decidim Barcelona), based on digital sovereignty and open source.	The Barcelona co-governance model is sprawling, pervasive and long-standing. Its innovation resides exactly in its layers of engagement and the ability to institutionalise the collaborative capital among urban stakeholders.

3.1.6 Ghent

Name of the Co-governance Model	Context of Application	Country
eState	Neighbourhood	Belgium

The city of Ghent wanted to co-design a frame of co-management of public goods through a pilot project in the reuse of the 2018 desecrated Saint Josef Church located in the Rabot-Blaisantvest neighbourhood. Rabot is one of the poorer district in the city, with 70,5 % of foreign descent residents (District Monitor Ghent, 2019) and with more than 90 nationalities.

In 2019 the City of Ghent purchased the church to give it a new purpose in the form of public-civic management.

In order to realize the project, the City of Ghent has used several instruments. An open call to find a project coordinator was launched and a real estate agreement was closed between the manager and the City of Ghent. The project coordinator provided a threefold plan that encompasses the organization of the use of the Church by citizens and organizations, the maintenance of the Church building and the creation of the democratic and economic management models for the Church. All the aspects of the model have been community-oriented and has taken into account the specific needs of the diverse and colourful neighbourhood the Church is located in.

Throughout this procedure, citizens and organizations have been directly involved in the management plans of the building, given the opportunity to visit the site and express their wishes while giving their input on the uses. The scope is to strengthen collective responsibility, so that each member of the community contributes to the site's management.

Citizen Engagement	CCIs Engagement	Enabling Environment	Tech Innovation	Model Innovation
Citizens are at the core of the model in terms of collective management of the church/civic centre.	CCIs are partially engaged in the model. Parallely, thematic networks of CCIs have been created for knowledge exchange among urban stakeholders.	No particular elements can be noted in terms of enabling conditions to the co-governance model, even if Ghent presents a relevant local commitment to social innovation bottom-up practices;	Technology is not particularly used as a key tool in this co-governance schemes.	Despite the model is not innovative in itself, it represents an important local experimentation for the municipality and the Rabot neighbourhood.

3.1.7 Reggio Emilia

Name of the Co-governance Model	Context of Application	Country
CO - Reggio Emilia	City	Italy

The city of Reggio Emilia put in place a policy strategy aimed at developing an inclusive, collaborative, creative city by relying on the enabling features of digital tools and infrastructures, coupled with urban renewal processes, cultural heritage preservation, and improvement of urban services. This approach is based on the promotion of co-creation and,

ultimately, social-digital innovation. The city has put in place a wide variety of urban experimentations, both in the historical centre and in the outskirts.

Through the renovation of historical building complexes such as the “Chiostri di San Pietro” (Saint Peter Cloister), the local community has co-designed an open laboratory that will serve as a social innovation hub, a centre for dialogue and creation, where technological culture and open access to digital tools will facilitate knowledge production, sharing, and innovation. The project was carried out within an urban policy framework composed by policies such as the Regulation for Citizenship Agreements and the Reggio Emilia Collaboratory, aimed at promoting civic collaboration and public-community partnerships for the co-governance of urban resources, services, and infrastructures.

In this direction, Reggio Emilia designed the ambitious plan of setting up a city-wide collaborative project to be managed by an Urban Science Office, that will act at the same time as a CSO, an innovation broker, and an innovation procurement broker. Its goal will be to involve quintuple helix actors - actors belonging to different categories (public local authorities and agencies, businesses and local entrepreneurs, NGOs and social actors, city residents and informal groups of social innovators, and knowledge actors such as schools and universities), pooling their resources and cooperating to carry out projects to improve the cities’ services and infrastructures - to generate new neighbourhood-based digital and social innovation solutions enabling free and fair access to management and co-ownership of social, economic, data, and digital infrastructures.

Citizen Engagement	CCIs Engagement	Enabling Environment	Tech Innovation	Model Innovation
Citizens were mostly engaged and skilled on scientific and technological usage of participatory tools, put at the core of this science-based participatory process of co-governance.	CCIs and scientific organisations are at the core of this model, responsible to generate innovation and new digital tools collaboratively.	Despite of the recent application of the model, Reggio Emilia became rapidly an interesting example of co-governance, At the same time, the important scientific and cultural environment favour a democratic context and the development of the model, based on the collaboration	Tech innovation is one of the pillars of this model, generating neighbourhood-based digital innovation solutions, enabling free and fair access to management and co-ownership of social, economic, data, and digital infrastructures.	The Reggio Emilia model is especially innovative in relation to its correlation among civic participation, digital infrastructures, scientific institutions and sharing of political power, creating the right conditions for a political, civic and scientific urban alliance.

		among civic society and scientific institutions.		
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3.2 Transversal Analysis

The previous paragraphs illustrate how similar and the same time far model of co-governance can be, from institutionally-enabled form to bottom-up processes. In all the cases of the range, a sharing perspective among all the parties is fundamental to arrive a desirable model of power management, with the right tools and processes, coherent with the local peculiarities. Anyway, in all the cases emerge that sustainable innovation and smart city infrastructures require new types of partnerships, overcoming the public-private binary usually adopted to create partnerships, in order to experiment with and prototype of multistakeholder partnerships, tech-based or nature-based solutions, and co-management of buildings.

Especially when it comes to the inclusion of urban citizens and civic associations, innovative procurement practices hold the potential to experiment with new regulatory and governance solutions for the co-design, collaborative management, and implementation of urban regeneration projects, as well as service delivery.

From these perspectives, next chapters try to inductively extrapolate some generalities and considerations across the case studies.

3.2.1 Policies

Finding the proper ways, methodologies, and rules to foster multi-actor cooperation such as public-private-community or public-private-people partnerships requires attention, competences, skills, time, and resources. Organization and process are essential. The literature on PPPs shows that the public sector lacks the skills, incentives, and resources to experiment and change its traditional system of service delivery through partnership with citizens and other civil society actors. At the same time, these case studies demonstrate firstly a good risk-taker approach by public administrations, which overcome barriers to change, curate new partnerships with different actors, develop new ideas for service delivery, and test innovative solutions coming from external actors. Without this approach and conditions, no one of the cases reported could achieve the same results and application.

Despite of it, co-governance models are often part of larger development policies, as in the case of Barcelona, Turin or Lisbon, demonstrating the general awareness about the importance of grounding such long-term, heavy processes to the local environment, modifying the way policies are approached and especially designed. In other cases, policies are made directly influenced by citizens initiatives. The latter, as in the case of Naples, are precious local knowledge-based processes that can be scaled to the entire city, improving

general conditions and civic participation. Also in these cases, without the right approach by the municipality, any results can be achieved.

3.2.2 Models

Despite of similarities in terms models' goals and players, as well as in terms of general approach, model of co-governance can change drastically, especially during the implementation phase, when the theoretical structure crashes with local singularities, rituals and significances. Generally, alongside the fixed roles of the public administrations and citizens, models leverage an intermediary or facilitator, that can vary from CCIs to science institutions, or through digital autonomous intermediation. At the same time, some model are more oriented to design a new political and civic infrastructures, while others verticalize on testing forms of collective management and governance on commons, so moving the multistakeholder approach to a localised area, and then generalising.

Some of these models use social finance instruments for the development of the social innovation sector in general, and for urban co-governance projects in particular. Especially when it comes to addressing issues such as urban poverty, digital infrastructure, circular economy, renewable energy, and cultural heritage sectors, social finance solutions might provide a partnership model that is able to have a real impact on local communities, bringing together local associations, citizens, and private and public actors.

Finally, we can identify in these experiences a common pattern that is represented by the active role played by Universities and Research Centres as brokers of urban co-governance.

3.2.3 Processes

In many of the cases reported, co-governance models are based on public open innovation processes. The latters are often designed by what we can generally call urban laboratories. Participative Laboratories, neighbourhood councils, Urban Innovation Labs, or Living Labs, these environments generally represent the typical process at the base of the intermediation between public authorities, private actors, knowledge institutions, civic society actors, and citizens. They are porous, periodical and accessible to all, based on design-thinking and co-creation practices (in turn coming from performative acts).

Within processes, participative brokers play an important role, not only because they produce knowledge and innovative solutions to local challenges. They often allow for the meeting and networking of multi-actors; they set up collaborative processes of design and implementation; they foster learning and skills development; and they provide the infrastructure necessary for the participation of civic society actors or citizens, through organization of meetings assemblies, and workshops. Brokers, as CCIs or NGOs might be specifically valuable for smaller and medium-sized cities, or neighbourhoods in large cities, and can complement ongoing city-wide or EU wide initiatives.

3.2.4 Tools

Co-governance models involve different tools. These are essential for the establishment of the model itself, as demonstrated by the case of Naples, which pivots on a legal, namely the declaration act. Indeed, to facilitate effective urban co-governance, various tools and mechanisms can be employed, including digital, financial, and legal tools.

Digital tools have been often adopted to facilitate communication and participation by stakeholders and citizens especially, as in the case of Digidem Barcelona. The latter give access to decision making processes and submission of urban project proposal to all the Barcelona citizens (and beyond), acting as complementary participative tool for the local communities (alongside local councils). In general, digital tools provide space for citizens to engage with local government and other stakeholders, but also to access to data, information and resources that can be used for local cultural and social production or civic entrepreneurial projects, as in the case of Reggio Emilia.

Financial tools are becoming more and more important nowadays, giving new solutions to multistakeholder cooperation. A part of granting in solutions, as in the case of Lisbon, aimed at financing engagement local activities, other tools are emerging, as for example participatory budgeting or community investments funds. In the first case, it allows citizens to directly influence the allocation of public funds by voting on budget priorities and projects, as in the case of Barcelona or Turin. It enhances transparency and empowers residents to have a say in how tax dollars are spent. In the second case, they refer to funds pool resources from various stakeholders, including local businesses, residents, and government agencies, to finance community development projects. This option, used for example in Naples, is really effective in terms of bottom-up projects and are quite similar to crowdfunding solutions, overcoming top-down fundings.

Legal tools are at least as fundamental as the previous categories and can act as purpose of a participatory process and as a mean as well. Legal tools are necessary to institutionalise a process or a new political infrastructure, protecting it in the long-term and give space to impact territories. In this case the role of municipal governments is crucial: they can enact laws and regulations that promote co-governance, public participation, and transparency in urban decision-making.

4 Design of the Drop Co-Governance Model

In this chapter, it is illustrated and explained the co-governance strategy designed for the drOp project, basing on the theory and on similar experiences previously described, as well as on local peculiarities. Indeed, a co-governance model is a model of intermediation and participation aimed at lowering distances among urban players, institutionalising democratic rituals and practices into a local ecosystem. This means that, despite of the functionality of a specific model, a strategy of co-governance strongly requires to be integrated and accepted by the local context, designed on local needs, possible fractures, area of deprivation and spaces for significant interventions. In this direction, establishing a co-governance model guarantees a social agreement between local stakeholders that facilitates public investments to target collective necessities and creates enabling conditions for innovation and social cohesion.

The drOp Co-governance strategy is designed in order to be an adaptable methodology for local municipalities, grasping co-governance principles, as reported in the previous literature review and case study analysis, finding the right balance with the local milieu. At the same time, the methodology is developed starting from Ermua and the neighbourhood of Santa Ana, since the latter represents the core pilot of the project and the one with enough data available. Indeed, the co-governance strategy here proposed starting from a social mapping activity, largely conducted on the city of Ermua during the D1.2. Moreover, the diagnosis elaborated in the WP1 is a fundamental part of the co-governance strategy, leading stakeholders to the identification of priority intervention areas and topic.

In this direction, accordingly with the overall project's objective, the co-governance strategy proposed here provides to Ermua, and consequently to Matera and Elva, an integrated toolbox to sustain meaningful, effective and shared intervention in deprived territories, supporting housing conditions improvements, energy efficiencies and smart renovation. The aim is establishing a long-term intermediary civic infrastructure and co-governances' rituals/practices, in order to move the entire local political and civic philosophy toward the establishment of urban commons. It means that the practice of co-governance has to be co-designed, co-implemented and co-monitored with a local emphasis, in order to increase the success rate of the model during the implementation phase, enhancing its effectiveness and applicability.

4.1 The Model

The drOp co-governance model is a multistakeholder cooperation model, at city level, institutionally enabled, based on a 5P partnership structure.

Currently, despite the municipalities involved in the project have limited experience with these specific social innovation models, the drOp co-governance model will be prompted by the local governments, alongside project partners, creating a first layer of openness to the new civic and institutional attitude. Indeed, as shown by the theoretical analysis, several applications and governance design are triggered by the top, taking into considerations

bottom qualities and elements, trying to answer to local needs and deprivation targets. In this direction so, municipalities have to be considered the starters of the methodology and their caretaker in the long-term. It means ensuring the applicability of the model, the achievement of the implementation milestones, the evaluation of the impact results and redefinition of the structure basing on implementation evidences. At the same time, the civic multistakeholder infrastructure need to be autonomous in the mid-term, activating collective intelligence and responsibility. In this way, the model can be considered workable and consistent.

The drOp co-governance model is designed for small peripheral cities, which means taking into consideration some general characteristics (that will be subsequently specify based on the diagnosis conducted), as for example the percentage of older population, above the average, and the consequent depopulation, due to the limited access to current fundamental life services and energetic adequacy of the infrastructures, as well as the weak labour market, the technological inadequacy, the energy dependency to external sources, the social unbalance among communities and the isolation conditions due to the weaknesses of the transport and logistic system. All these conditions are not fixable by a co-governance model itself, instead the latter is necessary for creating the right heterogenous environment for stimulating changes and innovation. In this direction the co-governance model should be considered as a tenet for a dynamic, appealing and socially inclusive context.

The drOp co-governance model is based on a 5P partnership structure, meaning that NGOs and CCIs play a fundamental role alongside the other stakeholder. Indeed, the model stresses their aptitude in building competences, improving skills, and organising engagement activities, so facilitating the cooperation itself and the engagement of citizens, as it will be largely described later on in this chapter.

So, it has been designed and elected a multistakeholder cooperation model, at city level, institutionally enabled, based on a 5P partnership structure in order to achieve the following goals:

- Favouring social cohesion among local citizens in deprived areas;
- Facilitating urban regeneration processes adaptability and coherency with local necessities;
- Enhancing local civic and political participation;
- Empowering local organizations' ability to respond to local needs;
- Improving cultural and creative local production and consumption;
- Innovating political processes and institutions in order to make them more accessible;
- Reframing the local identity.

To answer to these objectives, the drOp co-governance model provides cities an integrated toolbox to guide and sustain meaningful and effective actions in the intervention areas (Santa Ana neighbourhood, Spine Bianche neighbourhood and Elva neighbourhood), considering that the model is city-based, meaning that it can includes the entire city and not only the district dimension. Indeed, the model, supported by citizens' awareness and

action, can catapult the promotion of social cohesion and inclusion in a wider urban sense, facilitating the participation and engagement of the civil society in urban development and regeneration projects and processes in the long term.

The model comprises 3 fundamental pillars, which are the diagnosis, the local task forces, and the granting, as reported in the following picture.

Figure 3: the pillars of the drOp model



The diagnosis, conducted during the WP1, involved the identification and documentation of social, economic, cultural and technical characteristics of the specific area of Ermua (and more precisely the Santa Ana neighbourhood), preceding the mapping activity of Matera and Elva, that will be reported as well. The activity of detecting local conditions, significances and characteristics is fundamental in order to design the strategy of social engagement, starting from the awareness of local barriers and deprivation factors. These can lead to a more significant co-governance design and local development interventions.

The second tenet of strategy is the local task forces. These are multistakeholder entities, composed of CCIs, NGOs, citizens and policymakers, that have both the responsibility to produce projects and activities of local engagement, as well as actively contribute to local policies and the strategy of local development. During the project indeed, and more precisely throughout the WP2, it will be experimented with the prototyping of these entities

and their functionality, with the aim of designing an adaptable civic structure, durable during the time.

Finally, the co-governance strategy is based on granting, meaning a partnership program which technically and economically supports local community projects aimed to respond to local needs and empowering local organizations' partnerships. These programs will be fundamental to promote the active participation of communities and other relevant players in local development processes.

4.1.1 Diagnosis

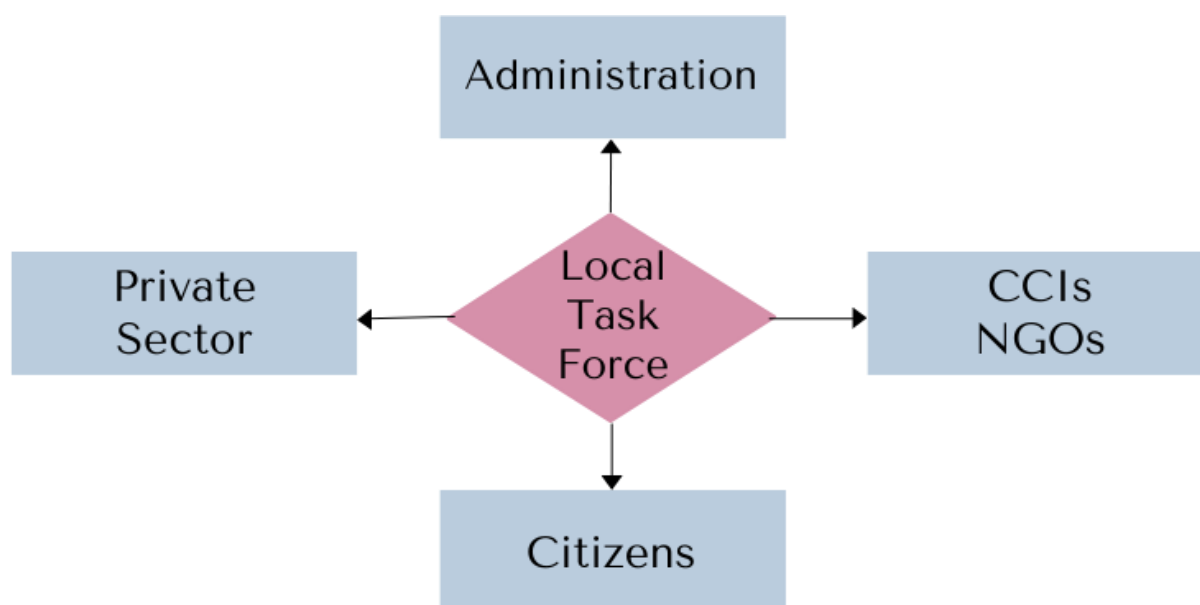
The diagnosis is fundamental to feed the co-governance model with appropriate information about the case study. It was already conducted in the WP1 (D1.2) on the territory of Ermua and specifically about the Santa Ana neighbourhood. This mapping activity identifies priority intervention areas and topics, according to the overlapping of social, economic, urban and environmental deprivation indexes, that express the fracture of the city. The map initially integrated data from different sources (such as census data as well as information from the social services and tax offices) that are very detailed. It produced significant maps, data visualisations and a swot analysis on the Santa Ana neighbourhood. These elements would be further expanded during research workshop conducted in Ermua, as reported in the D3.1.

The diagnosis brings important information that can radically lead the operation of the co-working model, as well as the local policy and the strategy of local regeneration and development. Its results can be evaluated and consulted directly in the D1.2. Here it is important to highlight that this is a fundamental part of the strategy and its results will keep leading the co-governance model: indeed, diagnosis is not a fixed operation, but rather a rolling process that feed the participative dynamics. Diagnosis results will be submitted to public consultation and discussed in workshops. In this way, collectively it will be decided how to select priorities and intervention topics/areas.

4.1.2 Local Task Forces

Local Task Forces (LTF) are at heart of the co-governance model, since they represent the permanent collective multistakeholder structure aimed at intermediating local stakeholders through a horizontal decision process. The LTF is composed by the local municipality, citizens organizations, CCIs, industrial sector and startups and education institutions.

Figure 4: Local Task Forces scheme



LTF promote an articulated response among the political, administrative and technical dimensions with local organizations and the community during the development of more complex local regeneration projects. LTF can be more than one: they operate at neighbourhood level. During the project it will be established on LTF, in the intervention neighbourhoods, with the aim of scaling the model to the other urban districts, so reinforcing the its acknowledgment as a civic horizontal institution and process.

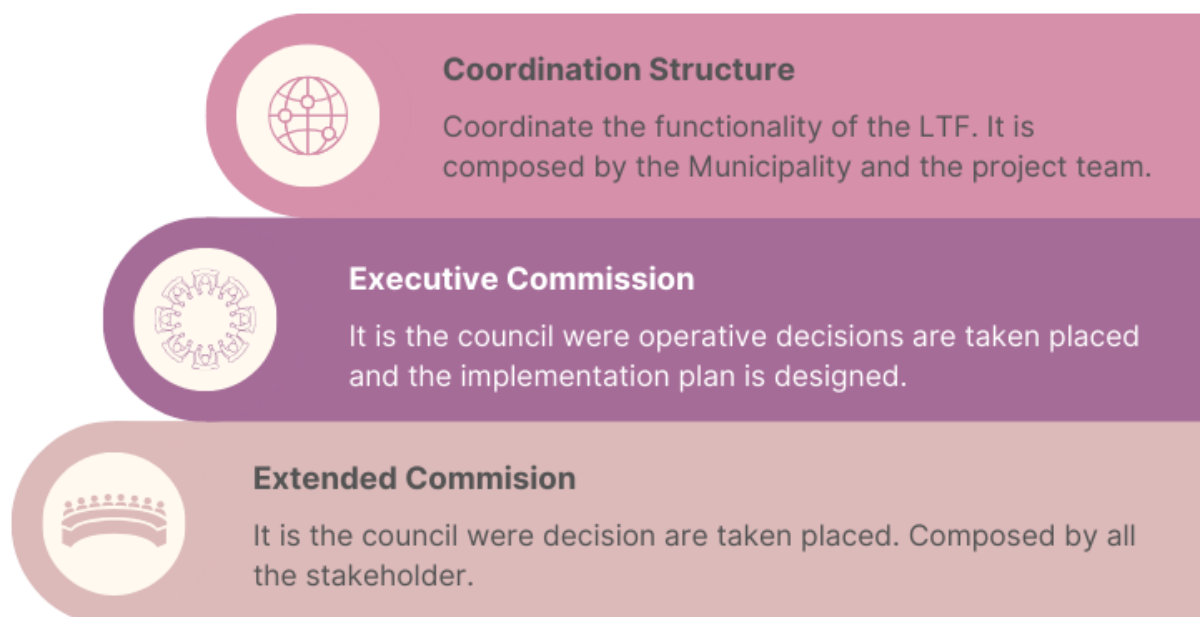
The LTF is not permanent physical space, but a coalition of people that meet, depending on the need, to discuss about:

- the co-design and implementation of public projects, as in the case of urban regeneration projects or local development policies;
- the decision about the usage strategy of buildings or entire area;
- the proposition of bottom-up urban projects;
- matters of public order.

Meetings can be hosted in different existing places, such as cultural centre, NGOs headquarters, neighbourhood organization offices or schools, institutionalizing their civic role in the local society and fostering the responsibility of local stakeholders as being active agents in the process. Indeed, as mentioned in the literature review, cultural centres and NGOs are often already local meeting for stakeholders and community members, meaning that they have an intrinsic civic and cultural capital to leverage in relation to collective, multistakeholder processes.

LTF acts as local coordination office, whose mission is the planning and territorial bottom-up management. Its structure comprises a Coordination Structure, an Executive Commission and an Extended Commission, which mission is the local development promotion through the empowerment and boosting of local initiatives, following cooperation principles, active participation and transparency.

Figure 5: Local Task Force Structure



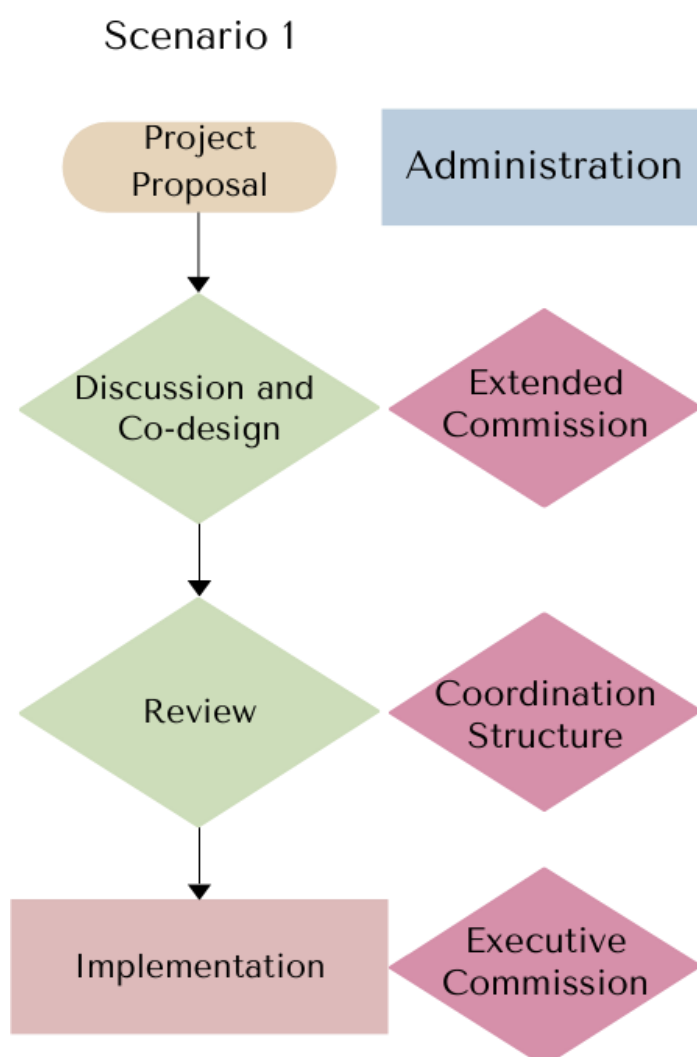
The coordination structure is composed by the Municipality and, during the drOp life project, by a close project's team, in order to ensure the start-up of the entire co-governance model. After that, this component of the coordination office will be replaced by experts and project manager. Indeed, the aim of this part of the LTF is running the operability and the functionality of the LTF itself, guaranteeing that the other components proceed with the decision making development.

The Executive Commission is composed by citizens organisations, NGOs represents and CCIs represents. This component of the LTF is the council responsible for the operative decision and the design of implementation strategies, especially in relation to citizens engagement and local activities production.

The extended commission instead, has the fully representativeness of all the relevant stakeholders and acts as decision making council. It represents the co-governance model at its heart. Indeed, this commission will be the LTF decision-making organ. The decision process taken by the several organizations should be based in principles of participation and direct representativeness. This commission works as a representative assembly where each organization is entitled one vote.

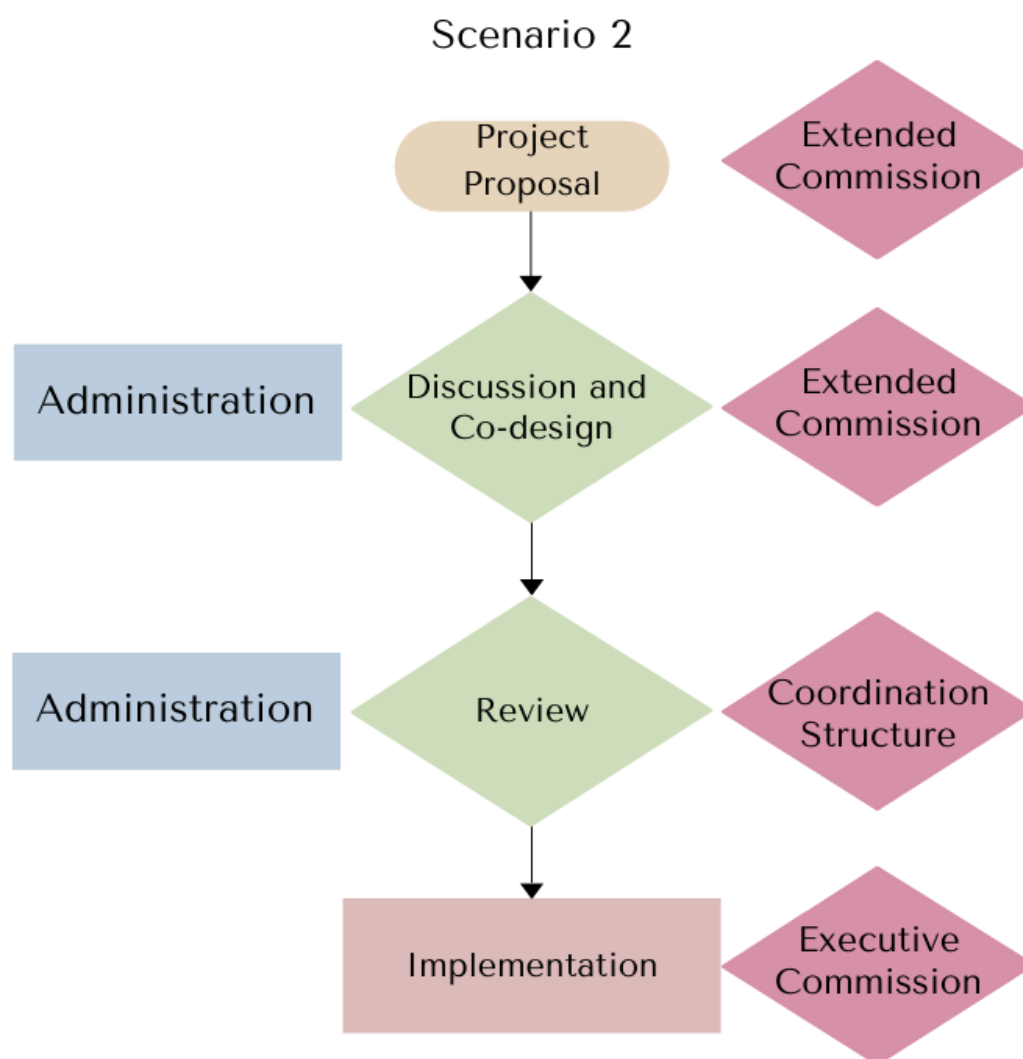
Basically, the LTF can promote an instance or project, or being the council where a project is discussed and designed. In this direction, as figure 6 shows, if the project is submitted or proposed directly by the local administration, the LTF plays a role of discussion and co-design of the proposal, through its extended commission; instead, the coordination structure, will review the work of co-design and then activate the executive commission in support of the project implementation phase.

Figure 6: LTF role in the codesign process of a project proposed by administration



The other scenario, represented in figure 7, predicts the case where the LTF submit a proposal or urban project. In this case, that include also scenario where a single citizen, through the LTF, highlights a possible project development, the proposal is discussed and reviewed alongside the public administration, that in this case can hear and enrich its public strategy directly with the citizens support, intermediated by the LTF.

Figure 7: LTF role in the codesign process of a project proposed by itself.



4.1.3 Granting

The co-governance model includes a granting activator program aimed at supporting local engagement activities that can improve local civic participation and so enabling the conditions for the good functioning of the LTF and generally of the civic and political local life.

The program promotes the active participation of communities and other relevant players in local development processes. This Local Partnership Program is a tool to ignite local initiative, developed by Local Boroughs, local associations and NGOs, aimed at fostering social cohesion and territorial partnership in Lisbon, which main objectives are:

- Promote active citizenship, self-organizational skills and participation of the community in the search of collective solutions to improve their living conditions;
- Contribute to a positive image of these areas, to be able to allow and reinforce their integration in the city;

- Provide favorable conditions for the development of local initiative and entrepreneurship.

Indeed, the principle at the basis of this program is that local initiatives operating in the priority neighborhoods should be empowered to become as much as possible effective to support local needs, operating within the framework of social economy. For this reason, the municipalities, through the project, need to start a test grant program that is to be seen as start-up fund for social initiatives.

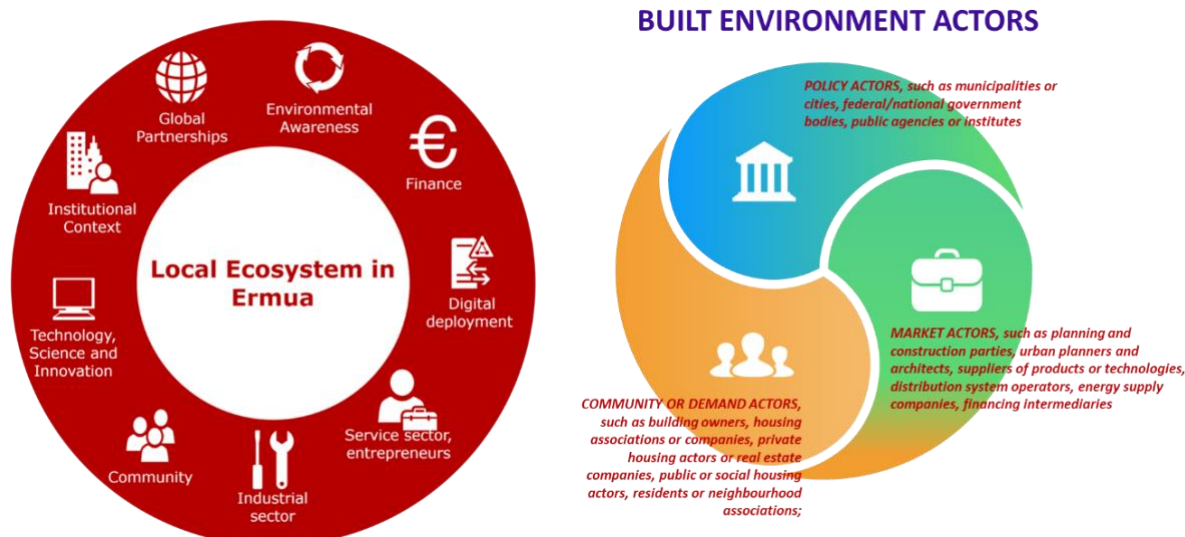
The grant requires that at least two non-profit organizations must team up presenting a proposal, with at least one of the organizations need to be local. The long-term goal of the program will be building local organizations capacities to generate value for their neighborhoods and citizens, enhancing the local presence of change-makers and activators, and generating the right participative environment. The grant differs from participatory budgeting or non-refundable solutions; instead, it guarantees small budget and capacity building to support local social and cultural production, teaming up organizations and informal groups of citizens. The granted local projects and activities will be supervised and monitored directly by the LTF.

The project will be clustered per topic, focusing on *Inclusion and Prevention*, *Spaces requalification*, *citizenship promotion*, *entrepreneurship* and *quality life improving*.

4.2 Roles

It is important to detect and understand the principal stakeholders and so roles inside the co-governance model. Here are reported 7 crucial roles in the model, that retrace and combine the Ermua's stakeholder map elaborated during the diagnosis phase (see figure 8 below).

Figure 8: Ermua's stakeholder map



4.2.1 Administration

Local Administration are the activator of the entire system and has the responsibility to feed the structure development from (and especially) the beginning. It has to activate the co-governance and test the implementation in its territory, guarantee its functioning during the time, being part of the coordination structure of the LTF. Moreover, it has knowledge and awareness about possible development projects or funds. In addition, it has to trigger the local context with granting program, favoring the creation of an enabling environment for inclusiveness and innovation. This effort is totally based on the availability to share power, fundamental condition for an effective performance of the co-governance system.

4.2.2 CCIs & NGOs

CCIs and NGOs are fundamental part of the multistakeholder cooperation, since they are often the last-mile organization before citizens, meaning that they have a precious proximity and so knowledge with local communities, since of their core activities. Their competences and relation capital with local milieu represent an essential resource for the co-governance strategy. For this reason, CCIs and NGOs operates as citizens representative in the LTF's extended and executive commissions, meaning they have to intermediate needs and proposals to the councils. Moreover, they are responsible of collaboratively designing format and projects for local civic activation and inclusions, through the granting program.

4.2.3 Citizens

Citizens are at the core of the co-governance system. The latter is literally created for shortening the decision distance between policy-makers and local communities, enabling the last ones with more inclusiveness, transparency and decision power. These conditions are fundamental for improving the effectiveness of urban development and regeneration project, lowering rejection rate and establishing the right conditions for innovation. Their engagement will be direct through the possibility of proposing projects or urban contributions, both to the LTF or the grant program; indirect being intermediated by a civic or cultural organization in the LTF and the granting program.

4.2.4 Private Organizations

Private organizations provide competences and technical perspective to the LTF, alongside the interest of investing into a prosperous ecosystem, with the possibility of brining interests and needs as well as the other stakeholders to the LTF's commissions.

4.2.5 Educational Institutions

Education Institutions are relevant stakeholder of the urban milieu, expressing civic and education perspective to the co-design and development of the project. For this reason they are part of the extended commission of the LTF.

4.2.6 Cultural Centres and civic spaces

Cultural centres and civic spaces literally host the LTF and physically intermediate local communities with the LTF and its stakeholders. They play a fundamental role of weaving the threads and allowing the co-governance system to be physically accessible and transparent. Moreover they are creative spaces for stimulating co-creation and innovation. And this is the reason why they play a role also in relation to the grant program pillar.

4.2.7 drOp Project Partners

drOp project partners have to be engaged in the co-governance strategy, stimulating and monitoring the effectiveness of the system in local contexts, as well as guaranteeing its functioning during the first part. Indeed, they are part of the LTF's coordination structure during the initial implementations.

4.3 Enabling Conditions

4.3.1 Trust

Enabling trust. Trust acts as invisible social glue that binds individuals and diverse groups together. In urban environments with high levels of trust, people are more likely to cooperate, collaborate, and interact positively. This social cohesion enhances the overall quality of life in cities. Indeed, trust reduces social fragmentation and polarization. In urban areas with high levels of trust, residents are more likely to engage in constructive dialogue and bridge divides, helping to reduce social tensions and conflicts.

Additionally, trust favors economic development in cities, encouraging investments, entrepreneurship and monetary activities. Trust fosters an environment where people feel safe to express their ideas and take risks. This is particularly important in urban centers, which often serve as hubs of innovation and creativity. When individuals trust that their ideas will be valued and protected, they are more likely to contribute to urban innovation.

For all this reason, trust has to be encouraged and prompted and redesigning political institutions create the right conditions to shorten urban dots, giving more access to decision making and power. It is a matter of demonstrating the effectiveness of the local governance, being transparent and reformulate the governance itself toward an equal and more horizontal structure, giving access to all, despite of the social and cultural background. In this way, a co-governance model can be an enabling condition for a trusting environment, which in turn, trust can feed the quality of the local political, social and economic life.

4.3.2 Sharing power

Sharing political power is an enabling condition that refers to the practice of distributing and decentralizing political authority, influence, and decision-making across various segments of society rather than concentrating it in the hands of a single entity or a select

few. This condition is fundamental for implementing an effective co-governance model and pursue those conditions that generate a trusting environment. Sharing power is so the essential conditions that give stability to the entire system and needs to be triggered by the local governments, but born by a contracting process among civic components.

4.3.3 Commons

The introduction of the concept of Common use as an urban asset could be a powerful enabling condition for the effectiveness of the co-governance model and the enhancement of the local cohesion. Within the literature on institutional approaches to the urban commons, Sheila Foster and Christian Iaione have argued that urban commons are goods—squares, parks, dismissed buildings, vacant lots, roads - that are part of the collective resources of cities and require a collective governance. Either way, urban commons can provide access to critical goods and services and therefore guarantee fundamental rights—housing, food, etc.—to urban residents and generate added value for the local community.

In this direction establishing urban commons (as spaces, gardens, social services, houses), can enable collective experience, autonomous and spontaneous civic actions that will increase the quality of life and the civic rights of the entire city. The commons can be generated by the co-governance itself and being part of the entire system, or even institutionalized by a process of policy design.

4.3.4 Legal Tools

Both the co-governance model and the collective management of urban commons can be enabled by city policies and legal tools that stimulate collaboration and cooperation between several urban actors in order to enable or improve the enjoyment of benefits that flow from these efforts for a wider range of city inhabitants. A legal design can stabilize the entire model, as well as the commons, as part of the local political institutions. The legal tools itself needs to be co-designed as part of a collective process.

4.3.5 Context

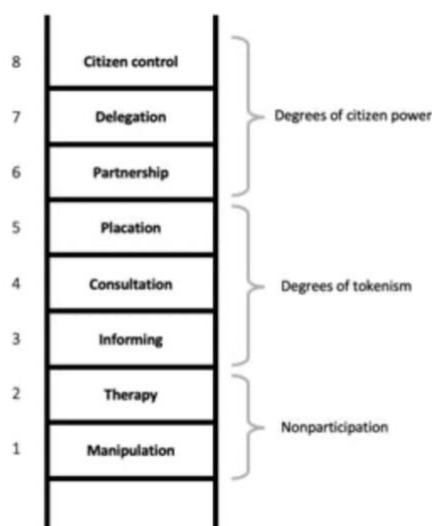
Context refers to those already existing conditions that are part of the local heritage of knowledge and practices that can speed up or slower the process of adoption of the model. The diagnosis restitutes some information regarding Ermua. During the implementation phase these conditions will be monitored and tested.

4.4 Processes

This chapter refers to those processes that will be used for concretely activating the participatory energy. Participation practice is at the base of the co-governance model, since it places citizens at the core of the process. Participation is not obvious and it needs time, legitimacy and care. In this direction it could be useful understanding the Arnstein's

classification of citizen's participation. Indeed, Arnstein identifies eight levels of participation, corresponding to degrees of citizen power, grouped in three categories.

Figure 9: Arnstein's classification of citizen's participation



In Arnstein's scale, non-participation (Manipulation and Therapy), is used to secure public acceptance of decisions that have already been made; tokenism (Informing, Consultation and Placation) offers degrees of dialogue, but power to decide on action remains with government or institution; only in citizen power (Partnership, Delegation and Citizen Control) do people have partial or full control over the planning, implementation, management and financing of a programme that is intended to benefit them. Arnstein's model exposes the gap between the rhetoric and experience of participation.

In this direction, it is important to set up a process able to share power with the community and give them space to address their own issues, supporting a new participative vision (or scenarios). The participation process can so be addressed in this way:

- 1) Conception—development of the idea, its aim, objectives and anticipated outcomes.

Whose values does the idea reflect? What assumptions does it make? What results are expected from it? Who by? What risks does it involve and for whom? When and how might the idea change?

- 2) Contracting—negotiation and agreement of mutual obligations and benefits.

Whose intentions does the project serve? Are they understood and shared by everyone involved? Who will decide when and how far they are fulfilled? What responsibilities do the people involved have towards each other? What commitments and promises are being made or implied?

- 3) Co-creation—making and presenting the work.

How is the work planned and who is involved? What control do people have over their participation and creative contribution? Who benefits from authorship and in what ways? What risks might the non-professionals face? What would failure look like? What might be its consequences?

4) Completion—reflection, evaluation and future planning.

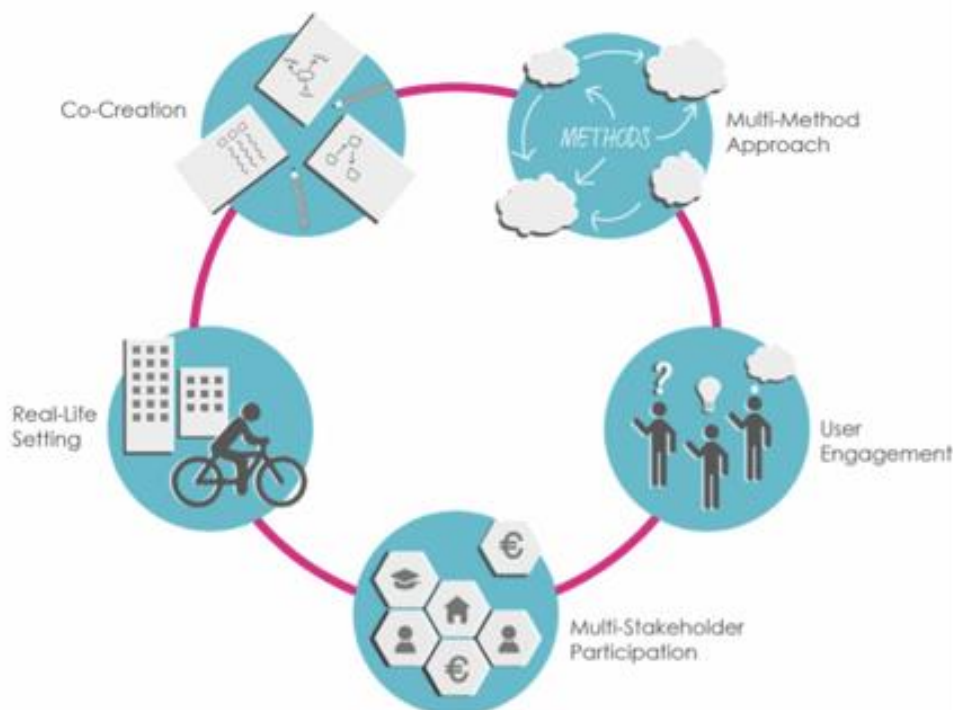
How will the project be brought to a positive conclusion? How will people reflect on the experience, share and process their ideas and feelings? If the work is to continue, how might it change?

These principles lay the foundation of the cooperation participative processes that will feed the drOp co-governance model, so contributing its functioning and the application. These are three: the living labs, the council and the capacity building.

4.4.1 Living Labs

Living labs are open innovation networks where users, consumers, and households are systematically involved in the development of new solutions. They are living laboratory that also integrates a user-centred co-creation, exploration, experimentation and evaluation. It is based on innovation networks where users are not only observed subjects but also a source of creation within a public-private-people partnership. However, living labs focus on the research of innovative ideas, scenarios, concepts and related technological artefacts in real life use cases, rather than physical products.

Figure 10: Living Labs



In this project a first experimentation of living lab workshop has been conducted in Ermua during the previous months (see D3.1). The concept of living labs is introduced here in order to indicate those processes of participation where all the stakeholders part of the co-governance model are engaged in a process of co-design and co-implementation of an initial urban project or idea, as in the scenario 1 (see figure 6) of a LTF's process. Living labs are so processes of co-design and co-creation based on transdisciplinarity and different competences.

The methodology is generally based on four main steps:

- Exploration of the current state;
- Co-design of the (civic) item or strategy;
- Experimentation of the prototype;
- Evaluation of the results.

All these phases are conducted synergically and cooperatively by all the urban stakeholder part of the co-governance model. Specifically, the methodology is a flexible process based on workshop or participative session that are conducted by a coordinator (in this case by the coordination structure of the LTF) and can be used in case of activating the LTF toward a collective design, instead of just taking decision. In other words, the living lab is the co-creation process of the LTF, used to keep the multistakeholder cooperation nature of it, and moving the group, represented by the two commissions. In this direction, the living labs will works starting from a specific question or hypothesis, as for example:

“How the abandoned spaces in neighborhood should be used?”

The living lab will find the answers to the previous question collectively, through a series of workshop where the participants will design a complex solution, ready to be tested and implemented. Following the question, for example, it can be organized a workshop to design the function, the identity, the management structure and so on, and then tested in small experiment. The idea is providing collaborative workshop for every single aspect part of the starting question, topic, hypothesis, and conducted it in order to have the contribution of different stakeholders simultaneously.

4.4.2 Council

The Council is at the heart of the LTF and represents the process of political and civic participation of citizens and the other stakeholders part of the LTF (part of the commissions), interested in taking decisions affecting the neighbourhood. Its purpose is to allow effective participation in the development of public policies of proximity and coexistence, and to promote social cohesion and the improvement of the quality of life.

The Council meets at once, where the main transformations of the neighbourhood are presented and discussed. All residents and stakeholder of the neighbourhood can participate. In this space (cultural and civic centre will be used) each participant will be able to consult all the information presented at the meetings of the Council on the different

projects underway in the neighbourhood, as well as the minutes of all the sessions. Moreover, participants can make proposals on topics to be addressed at upcoming Council meetings and give support or comment on proposals made by other users.

Each session is coordinated by at least one representant of the coordination structure, and joined by all the citizens and stakeholders interested. It can be convoked by the coordination structure or by a 1% of the citizens resident in the neighbourhood.

Each session is structured in 4 blocks: information on the agenda and follow-up on the agreements reached in the previous sessions; presentation and discussion of neighbourhood actions defined in the agenda; information, if necessary, on participatory processes, consultations and citizen initiatives of interest to the neighbourhood; and turn of words for the free exposure of citizenship.

Personas representing entities and citizens can ask any questions and suggestions they wish on any issue related to the neighbourhood. Those who have previously presented the content of their speech will first speak.

All requests and proposals must be answered within 30 days and each participant can vote or share their point of view, perspective.

4.4.3 Capacity Building

Capacity building does not refer to a specific participative process, but it needs to be periodically implemented in order to guarantee the right democratic and participative functioning of the co-governance model. Indeed, local development projects and generally urban issues can require specialistic competences. These are always guaranteed by the multistakeholder approach, but it is necessary providing always basic information about the topics around which discussions or co-creation processes will happen, if a real participative dynamic it would be achieved. In this direction, each council or living lab process should preventively provide all those information necessary to obtain the minimum conditions to bring value to the discussion. Moreover, regular sessions of capacity building to citizens needs to be organised, directly by the municipalities, or by CCIs and NGOs, through the granting program, in order to provide competences regarding entrepreneurship, civic engagement, local development and urban regeneration.

4.4.4 Co-creation & Engagement

Co-creation and Engagement refer to those processes that need to be conducted by CCIs and NGOs in relation to the granting program. Indeed, as previously specified, the program is an important support to both allow cooperatively local civic and cultural production, and favour engagement practices in the neighbourhood. It means that organisations have to co-create the civic engagement projects, while proposing precisely engagement processes to local communities. Those conditions need to be set up and explicit in the grant program itself, in order to lead those organisations toward these kinds of practices and stimulate the participation condition into the local urban context.

4.5 Procedures

This chapter indicates the procedures that need to be set up in order to design, implement and integrate the co-governance model in the local context. These procedures are still indicative and will be detailed during the implementation phase, designing a grant model basing on local peculiarities. Moreover, these procedures need to be coherent with the test and implementation of the co-governance leaving spaces for adjustments and future integrations.

4.5.1 Establishing the LTF

Establishing the LTF is the first important step in the implementation of the co-governance model. The LTF needs to be designed and adapted to the local contexts. In this direction the living lab process will be used to co-design the LTF itself, starting from the model here presented, and understanding how it could fit local needs and practices.

4.5.2 Testing the LTF

After the first step, the LTF needs to be implemented and tested as an integrated and consolidated political and civic institution in the local context. Processes need to be tested and activated, from the living lab to co-design local development strategy, to council processes. These tests will be monitored and adjustment will be done during the D2.3 of the project.

4.5.3 Establishing the Granting Program

The third step will be the design of a granting program for participative practices in the neighbourhood. This action will be designed with local municipalities, CCIs and NGOs and integrated in the local co-governance model, alongside the LTF.

4.5.4 Evaluation

Finally cycling evaluation will be conducted in order to monitor the results of the previously mentioned procedures. The evaluation will follow a methodology explained in the next chapter. Results will be then integrated in the drOp co-governance model in order to make it more adaptable to the local peculiarities.

4.6 Evaluation Framework

The evaluation framework of the Co-governance model aims at providing a primary set of impact goals and indicators for monitoring the value generated by the implementation of the model in the local urban context. The framework is a first release, taking into consideration that it will be expanded and detailed during the first implementation phase (D2.2). It is designed using the Theory of change (TOC) methodology. The latter is a methodological approach that describes how interventions can bring about long-term changes through a logical sequence of intermediate outcomes, outcomes, outputs and

activities. This method, through the description of the sequence of events necessary to achieve the long-term change, allows to understand, develop and describe the model of social intervention and to provide a framework for monitoring and evaluation.

The evaluation framework of the Co-governance model is designed on the purpose of

- generating a totally new approach to governance, based on commons, and a new relation citizens-public officers, able to improve the local quality life;
- generating a new sense of belonging and social cohesion locally;
- supporting local development and urban regeneration;
- attracting new investments.

These general goals are then declined in the evaluation framework, now composed by a number of outcome and indicators as reported by the following table, that details the evaluation approach adopted.

Table 4: Evaluation framework

Beneficiaries	Outcome	Indicator
Local Administration	Acquisition of vertical competences on co-governance systems	Number of public officers which declare an improvement of their collaborative skills
Local Administration	Improvement of the dialogue among the local administration and the local stakeholders	Number of projects managed through the LTF
CCIs	Enhanced social entrepreneurial skills	Number of CCIs professionals which declare an improvement of their entrepreneurial skills
CCIs	Enhanced number of participants engaged	Number of participants to the local cultural and social activities.
CCIs	Improvement of the local cultural and creative sector	Number of cultural events in the neighborhood.
Citizens	Improvement of the social and political participation	Number of presences to the LTF activities
Citizens	Improvement of the sense of social cohesion	Number of citizens which declare an improvement of the sense of social cohesion
Citizens	Improvement of the quality life perception	Number of CCIs professionals which declare an improvement of the quality life perception
Citizens	Enhanced perception of the attractivity of the neighborhood	Number of housing rental contract in the neighborhood.
Citizens	Improvement of the touristic attendees	Number of tourists

Citizens	Improvement of the collaborative skills	Number of citizens which declare an improvement of their collaborative skills
Citizens	Improvement of the urban spaces accessibility	Number of urban spaces accessible

The project's TOC represents the theoretical-conceptual framework on which the measurement system of the results of the project is based. Providing a full picture of the project underlying change theory is the basis to identify the information that we need to track and analyse to monitor and evaluate the change process as it evolves, and to learn about assumptions for improvement.

The evaluation framework presented will be further elaborated and applied during the implementation phase. In that moment, the impact framework will be completed with activities, output, quantitative indicators and source of verifications. Furthermore, the data collection methodology will be designed, alongside the analysis of the results.

Special attention during the evaluation will be kept on the possible and indirect impact of drOp co-governance model on the urban policies and actions that are taking place during and after the implementation of the project. It will be considered as a general reflection on the role and contribution of the project to the larger change process on other urban initiatives that have a longer implementation timeline. Considering the highly unpredictable impact that the drOp co-governance model, a qualitative analysis will be conducted with interviews with representatives of the main urban initiatives that are intercepted by the priorities of the drOp project.

5 Discussions and Conclusions

In this deliverable, we embarked on a comprehensive journey to explore the realm of urban co-governance. The theoretical thread reported in this document shows the principles and differences of approaches, at least around in Europe. Urban co-governance doesn't subscribe to a one-size-fits-all approach. Our analysis uncovered a spectrum of models, each finely tuned to its urban setting. These models showcased a range of governance structures, stakeholder involvement levels, and decision-making mechanisms.

A co-governance model is a complex but essential approach to addressing the challenges of modern cities. Co-governance is not the aim, but the final step of a transformation path that engage the entire city, and therefore it needs a flexible system of permeability and influence. In other words, designing system of co-governance means creating the condition for designing, conducting and monitoring urban project and program conjunctly, with the support of several urban stakeholders (starting from citizens), in a collaborative way. This firstly assumes a different attitude of the local municipality, that has to reframe the way it expresses its power and increase the overall transparency of its processes. The latter will probably result slower and more strenuous, but at the same time collaborative processes can guarantee more adaptability during the implementation and a better representativeness of the local behaviours and needs.

These findings partially influenced the design of the drOp co-governance model, which integrates some of these principles and adapts them to the specific context of the project. The core of the model is the LTF, permanent urban council where the multistakeholder cooperation happens and citizens can participate and influence on local development. The success and longevity of this structure will strictly be dependent on the ability that municipalities and project's team will have during the 3 years project in promoting and implementing the model, as well as the active participation of all the stakeholders, especially CCIs, NGOs and citizens. In doing so, trust will be diligently cultivated through transparent operations, robust accountability mechanisms, and open lines of communication. These elements are crucial in fostering an environment of constructive dialogue among stakeholders.

The model will be implemented and tested during the WP2, and results of this first implementation will be reported during the D2.2. It will be the opportunity to implement evidence and eventually adjust the model on local characteristics. In this direction, adaptability will be a guiding principle in our model. Regular reviews and assessments through the evaluation framework will contribute to make necessary adjustments and remain agile.

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7 List of Abbreviations and acronyms

Abbreviation	Description
drOp	Digitally enabled social district renovation processes for age-friendly environments driving social innovation and local economic development Project name
NUA	New Urban Agenda
SDGs	Sustainable Development Goals
UN	United Nations
UIA	Urban Innovation Actions
EC	European Commission
EU	European Union
CCIs	Cultural and Creative Industries
LTF	Local Task Force
TOC	Theory of Change

8 Partner Logos





drOp-project.eu

