

Co-City Evaluation Report



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Introduction

The present report (project deliverable **D.2.3.2**) is intended to be the application of the Evaluation Framework presented in APR2 and a compendium of the Co-City APR3. Here we analyse the **outputs** and the **preliminary intermediate outcomes** (*Results*) of the Co-City project implementation which ended in February 2020. The present report is presented in May 2020.

The report has been prepared by an internal evaluator that followed closely the implementation of the project starting from September 2018 with the collaboration and extensive support from all the staff implementing the project, in particular Giovanni Ferrero (Project Manager), Tiziana Eliantonio and Laura Socci who provided data, fruitful reflections and productive discussions.

Objectives of the evaluation

The objectives of this evaluation are threefold:

1. to **account** on Uia objectives in order to validate that expenditure, actions and results are as agreed or can reasonably be expected in the future;
2. to **report** the achievement of Co-City activities, outcomes and specific objectives;
3. to **assess** the **strength** and **weaknesses** of the results of the project in view of their sustainability and achievement of overall objectives.

This evaluation will focus (i) on the **Outputs** and (ii) on **preliminary Intermediate Outcomes** (*Results*) of the Co-City project. A complete assessment of the results will be provided in the Final Qualitative Report.

The methodological approach

This evaluation report applies the **Theory of Change (ToC)** approach which is a method 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 Co-City ToC represents the theoretical-conceptual framework on which the measurement system of the results of the project is based.

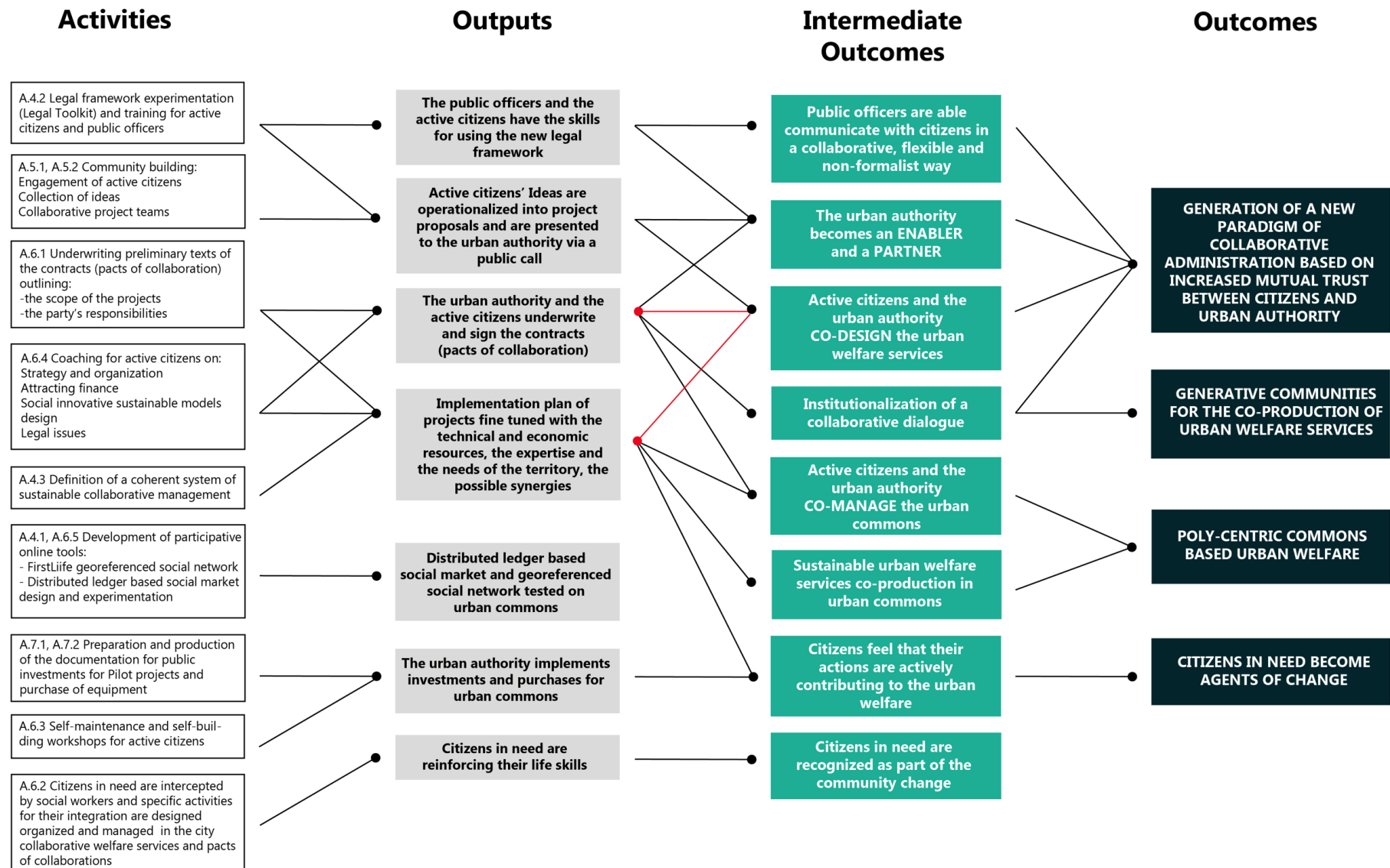
Starting from the reconstruction of the Co-City intervention model (*see Figure 1*), which associated to the outcomes the necessary outputs and actions for the implementation of the change, we identified 4 different project levels:

1. **Activities**: actions that make it possible for the project to create those products or output that are necessary to achieve the objectives and to supply the services the project needs;
2. **Outputs**: products, deliverables that are necessary to achieve the objectives described and to supply the services that are necessary for the project. They represent

the tangible or material things that remain when the project ends and are strictly linked with project activities, being their milestones and their realization indication;

3. **Intermediate outcomes** (*Results*): the medium-term benefits and changes that the project contributes to achieve. They mainly refer to the period following the project implementation period
4. **Outcomes**: the long-term benefits and changes that the project contributes to achieve. They refer to the period following the project implementation period

Figure 1: Co-City intervention model



In addition, we can think of an intervention model as essentially having two different sides. The **process** side focuses on a program's implementation of activities, and outputs. The **outcomes** side describes the expected sequence of changes that the program is to accomplish, which can be short-term, medium-term, and long-term changes. The outcomes side reflects **the difference the program intends to make**.

A **process** evaluation can be used to document what a project is doing and to what extent and how consistently demonstrates its fidelity to the intervention model, namely the who, what, when, where, why, and how of many of the program activities and program outputs. An **outcome** or impact evaluation can be used to determine the results or effects of a project. This type of evaluation measures changes in project beneficiaries' knowledge, attitudes, behaviors, conditions, and assess the project's effectiveness.

Considering the timing of the preparation of this report (three months after the end of the implementation period), it will focus mainly on the process side of the Co-City project implementation and will include a preliminary assessment of its medium-term intermediate outcomes (*Results*).

Data collection

The different evaluation typologies, in turn, determine the data collection. Data have been collected in five main steps:

1. Periodic collection of data for process and outputs evaluation (quantitative) during the **monitoring activity**;
2. **Project document review** and content analysis (in particular, meeting minutes, proposals and Pacts of collaboration);
3. **Participant observation** and note-taking during technical and co-design meetings and on-site inspections;
4. Identification of the **samples** of participants representing the Co-City relevant stakeholders (*see Evaluation framework*): public officers, active citizens/subjects of active citizenship, Neighbourhood Houses and social workers;
5. Preparation of **interviews** and **questionnaires** and submission to the samples identified for the evaluation of outcomes (quantitative and qualitative).

Outputs' analysis

In this section we will describe and analyze the outputs of the Co-City project by reporting on the **quantities** and **features** of the deliverables produced through the project's inputs and the implementation of the activities against a series of indicators.

O1. The public officers and the active citizens have the skills for using the new legal framework

ACTIVITIES	INDICATORS	SOURCE OF VERIFICATION
A.4.2 Legal framework experimentation (Legal Toolkit) and training for active citizens and public officers	<p>Nr. of public officers attending the training on the legal framework</p> <p>Nr. / variety of functions of participants to the training on the legal framework</p>	Training attendance lists

The new local legal framework that has been tested during the Co-City project refers to the **Regulation on Collaboration between Citizens and the Administration** for the Care and Regeneration of the Urban Commons approved by the Turin City Council in January 2016. The collaboration between citizens and administration is realized through the use of **new procedures** and the definition of new **roles** and **responsibilities** that both the public officers and the active citizens are required to understand and apply. Special importance is given to the various institutional and organizational articulations of the Public Administrations and to the different roles that they cover in the implementation of the Regulation. In particular, the **Districts** (Circoscrizioni) can play an important role in the procedures for concluding the collaboration agreements. They constitute the body closest to the communities of citizens and have management responsibilities for public building and spaces interested by the Co-City project. They also have the power to stipulate Pacts of collaboration with citizens.

The diffusion of the knowledge on the new legal framework has started since the very beginning of the Co-City project with two legal seminars addressed to public officers in the initiation phase (29-30 November and 12-13 December 2016) which saw the participation of about **200 people**.

O2. Active citizens' ideas are operationalized into project proposals and are presented to the urban authority via a public call

ACTIVITIES	INDICATORS	SOURCE OF VERIFICATION
A.5.1, A.5.2 Community building: <ul style="list-style-type: none"> Engagement of active citizens Collection of ideas Collaborative project teams 	Nr. of citizens participating to the presentation events Nr. of proposals received from active citizens	Proposals presented Neighbourhood houses databases Email archives

The first step of the Co-City project was the **public call** launched by the City in May 2017 which aimed at collecting citizens' organisations **proposals** for Pacts of collaboration. A specific call was issued for collaboration proposals concerning **public schools**.

The call has been widely **disseminated** with a communication strategy at the Neighbourhood level, especially by the **8 local contact points**, which also supported the proponents in the ideation, writing and presentation of the projects. **23 different events** took place in the different Neighbourhood Houses and City Districts for the dissemination of the call (*Co-City incontra I cittadini*) and for the presentation of the first projects selected (*Il territorio si racconta*) which involved more than **400 citizens**.

It is important to underline that the various Neighbourhood Houses have a diversified rooting in the different Districts due to the variety of activities and services they provide and sustain and the level of involvement of citizens as volunteers or users.

In District 8 and 2 there are two Neighbourhood Houses for every District, and none in District 1 and, consequently the operational area of every contact point has been defined with some slight differences if compared with the border of the Districts.

District	Event	Date	Place	Number of participants
C1	Co-City incontra i cittadini	15/06/17	District 1	25
C1	Il territorio si racconta	21/06/17	District 1	NA
C2	Co-City incontra i cittadini	14/06/17	Neighbourhood House	52
C2	Il territorio si racconta	01/03/18	Neighbourhood House	NA
C2	Il territorio si racconta	18/04/17	District 2	NA
C2	Co-City incontra i cittadini	12/06/17	Neighbourhood House	41
C3	Co-City incontra i cittadini	19/06/17	District 3	33

C4	Co-City incontra i cittadini	17/06/17	District 4	26
C4	Il territorio si racconta	04/10/17	Neighbourhood House	NA
C4	Il territorio si racconta	20/02/18	Neighbourhood House	29
C5	Co-City incontra i cittadini	31/05/17	Neighbourhood House	38
C5	Il territorio si racconta	08/11/17	District 5	NA
C5	Il territorio si racconta	07/03/18	Neighbourhood House	NA
C6	Co-City incontra i cittadini	29/05/17	Neighbourhood House	40
C6	Il territorio si racconta	15/03/18	Neighbourhood House	22
C6	Il territorio si racconta	02/05/17	District 6	NA
C7	Co-City incontra i cittadini	06/06/17	Neighbourhood House	30
C7	Il territorio si racconta	29/11/17	Neighbourhood House	NA
C8	Co-City incontra i cittadini	07/06/17	Neighbourhood House	33
C8	Il territorio si racconta	19/07/17	District 8	NA
C8	Il territorio si racconta	21/02/18	Neighbourhood House	NA
C8	Co-City incontra i cittadini	08/06/17	Neighbourhood House	15
C8	Il territorio si racconta	07/02/18	Neighbourhood House	30
			TOT	414

Analysis of the proposals

The public call lays down the conditions for the submission of proposals coming from citizens' organisations. **124 proposals** have been received of which two pairs of them were referring to the same urban commons and were subsequently joined after a phase of dialogue between the different proponents.

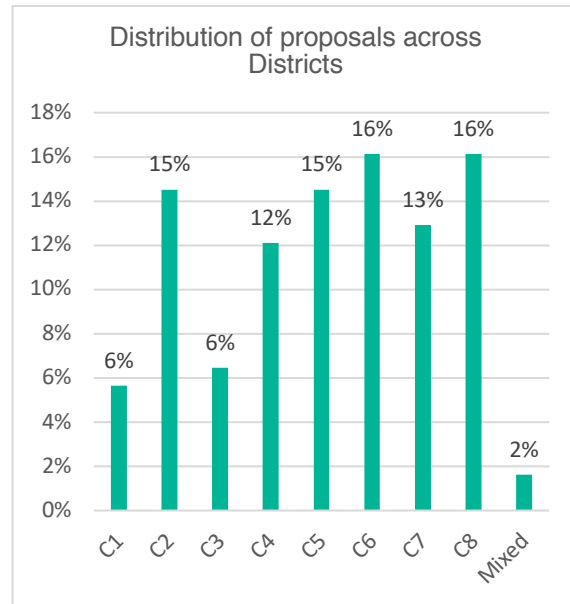
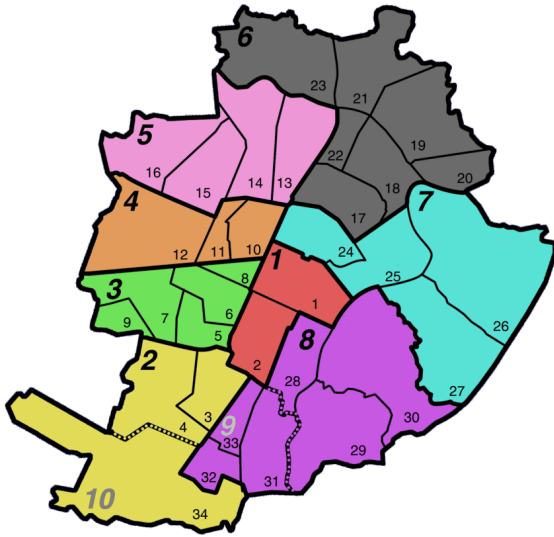
The call identified three different categories of proposals to be received with different scopes of action and degrees of complexity.

Measure	Description	Goal	Proposals received
A	Peripheries and urban cultures	Promote regeneration processes of abandoned buildings or areas in peripheries.	7
B	Underutilized infrastructure for public services	Enhance and bring value to the use of urban infrastructure - such as schools, libraries, public offices – which have an idle capacity in terms of usage possibilities	11
B - Schools	Primary Schools and Kindergartens	The proposals must fall in three different areas: 1. <i>Open school</i> : Promoting the use of schools' facilities such as the yard, the labs, the library) outside school hours 2. <i>Adoption of the school</i> : Promoting the organization of continuing actions of co-management oriented towards the realization of ordinary maintenance, small restructuring activities, care and monitoring of spaces; 3. <i>Adoption of the public space</i> : Promoting schools taking care of public spaces (urban facilities or open spaces) to facilitate forms of functional recovery, efficient public use, co-management and social entertainment.	31
C	Care of public space	Promoting interventions of care and co-management of public spaces such as gardens and parks, or under-utilized.	75
		TOT	124

The call set eight different deadlines for the submission of the different proposals.

Deadline	Typology of proposal	Proposals received	%
set-17	A, B, C	47	38%
ott-17	B-Schools	31	25%
nov-17	C	34	27%
gen-18	C	3	2%
mar-18	C	5	4%
set-18	C	1	1%
nov-18	C	1	1%
mar-19	C	2	2%
	TOT	124	100%

The proposals received are distributed across Turin's Districts as follows, with a prevalence of proposals in Districts 8, 6 and 5, which present a higher unemployment rate and a higher presence of marginalized individuals¹.



District	Proposals received
C1	7
C2	18
C3	8
C4	15
C5	18
C6	20
C7	16
C8	20
Mixed	2
TOT	124

Finally, the received proposals have been classified according to the **main purpose** of the interventions.

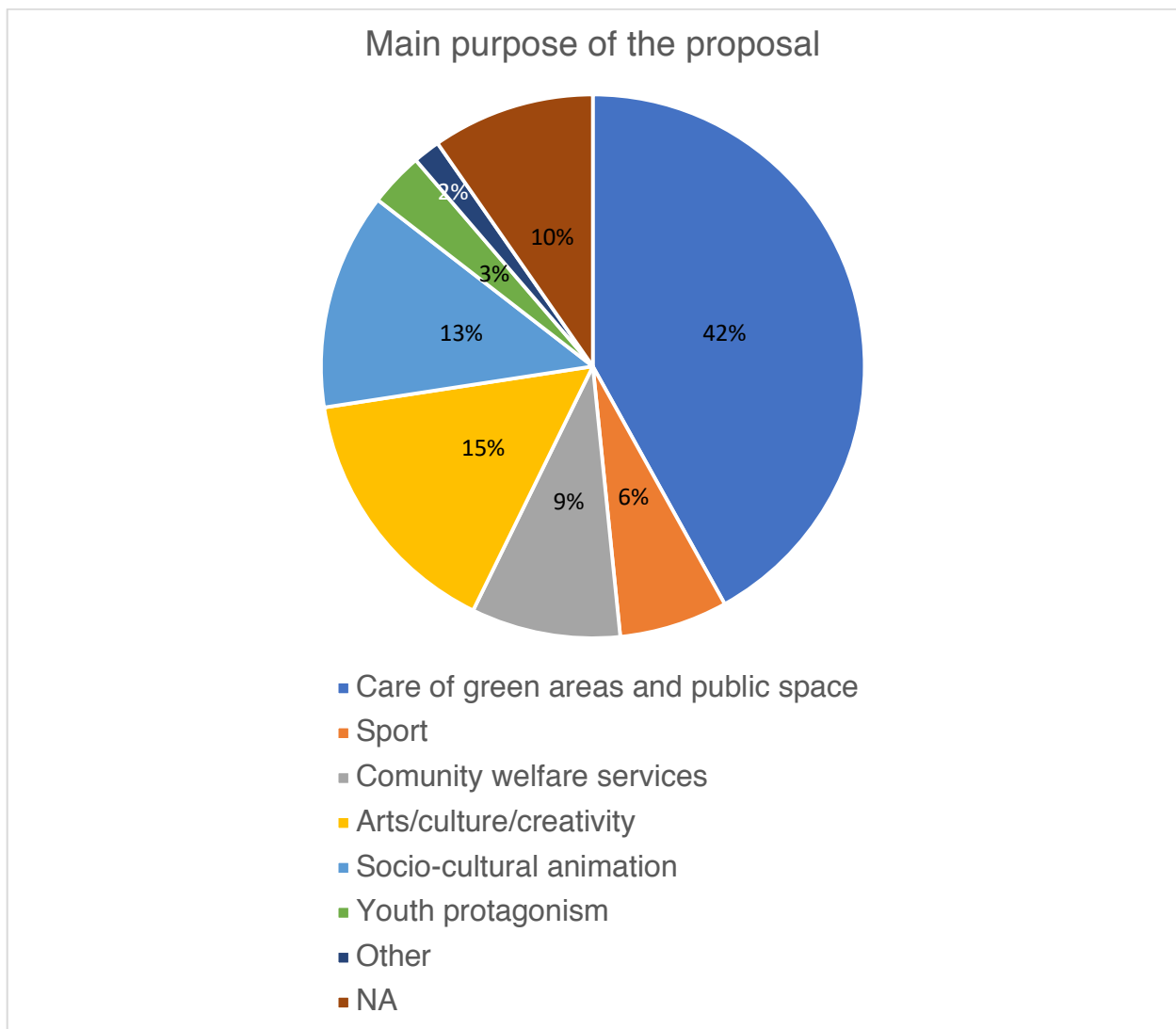
In general, **6 main categories** have been identified:

- Care of green areas and public space:** improve the quality of urban green areas with the adoption, restoring and maintenance of parks, playgrounds, small portions of urban vegetation in public spaces, squares, streets, etc;

¹ see <https://www.istat.it/it/files//2017/07/TORINO.pdf>

2. **Sport:** promotion of sport and outdoor physical activities especially for young people in marginalised areas;
3. **Arts/culture/creativity:** improve the quality of urban areas through the use of creative tools, cultural installation and creative placemaking;
4. **Socio-cultural animation:** stimulation of the integration and the participation of individuals in urban areas to encourage their own development and integration in the urban social life;
5. **Community welfare services:** providing services and support to disadvantaged people such as elderly, disabled, homeless and unprivileged groups;
6. **Youth protagonism:** creating participation and socialisation opportunities for young people in interaction with the territory.

The majority of proposals presented are concerning the care of green areas and public spaces which are also the most inclusive in terms of openness of participation to the activities foreseen.



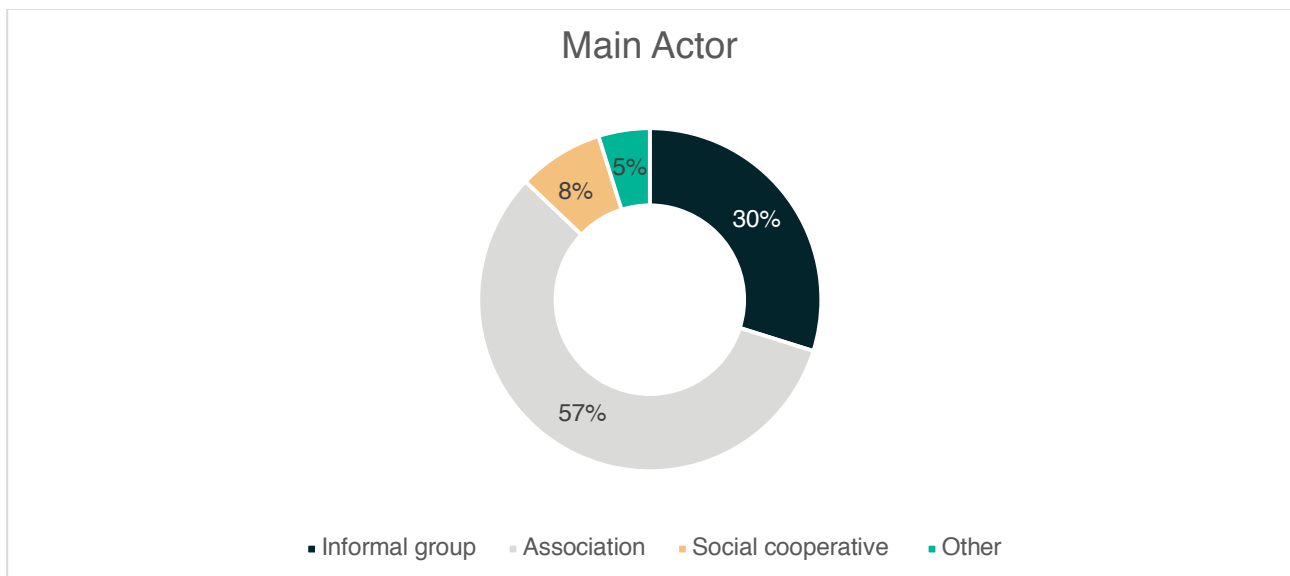
Analysis of the proponents

The public call admits proposals from citizens' organizations **without requiring a particular level of expertise** and accepting inhabitants' informal groups even if not assembled in formal associations.

Here we consider one proponent as a single individual or subject of active citizenship (eg. informal groups, associations, committees, third sector organizations, etc) without specifying the number of individual citizens involved within each grouping.

Total Nr. of proponents involved	338
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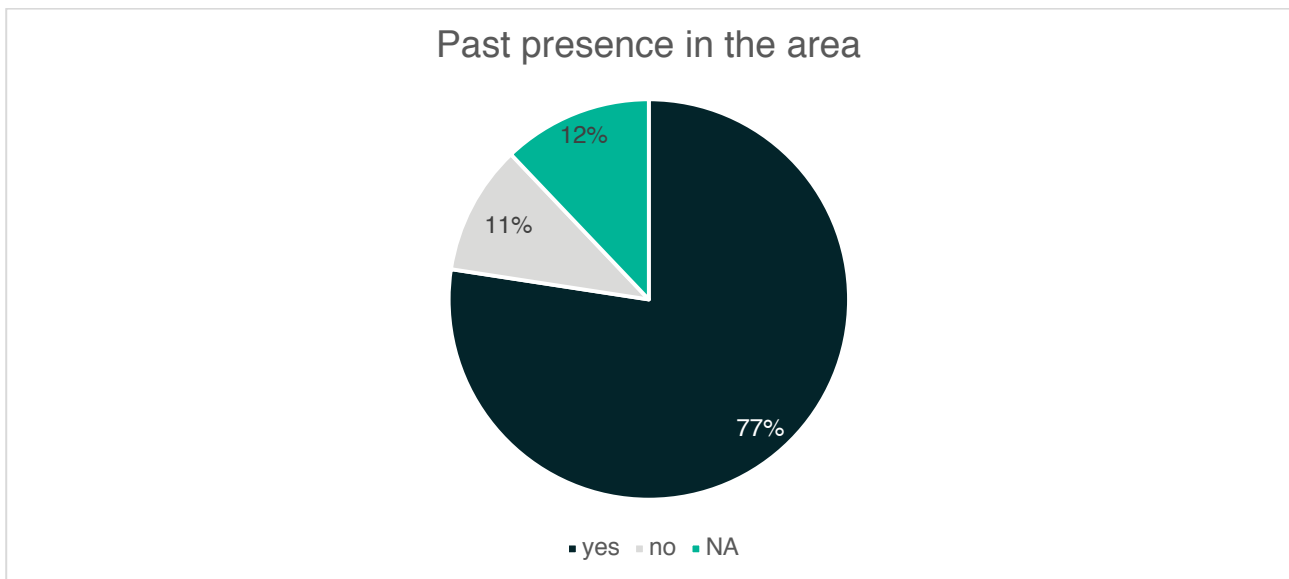
The main actors that carried out proposals can be broadly divided into **formal** civil society organizations (associations and social cooperatives) and **informal** groups. In this classification are also included collaboration proposals concerning public schools that had to be presented by formal or informal subjects in collaboration and agreement with the School Principal. Most of the proposals come from associations and this reflects the associative vitality of the city of Turin that has **438 voluntary associations registered²**.



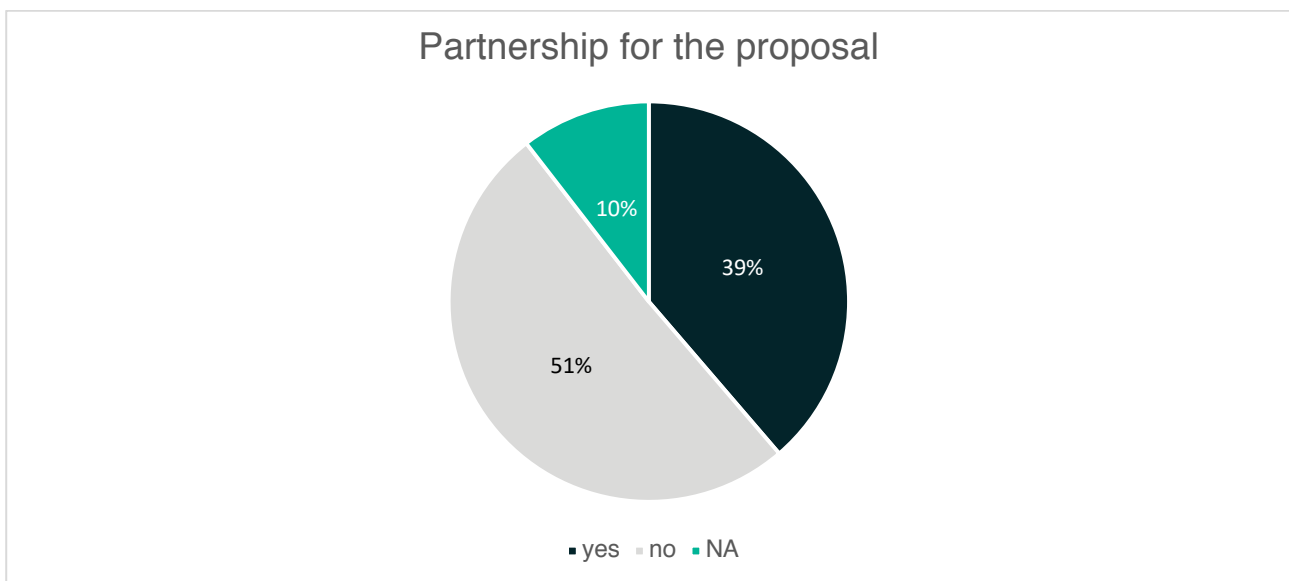
Most of the proponents were **previously present** in the area concerned by the proposal to various degrees with activities ranging from small maintenance, cleaning, animation.

This indicates that most of the proposals come from actors already rooted and recognized in the territory.

² Banca dati Regione Piemonte delle Associazioni di volontariato <http://www.regione.piemonte.it/cgi-bin/polsoc/ricerca/volontariato/index.cgi>



More than half of the groupings of proponents were not collaborating before the submission of the proposals. This indicates that the public call and the Co-City project stimulated the creation of partnerships between actors³.



Presentation of proposals

The public call requested the collaboration proposals to respect certain **content** parameters:

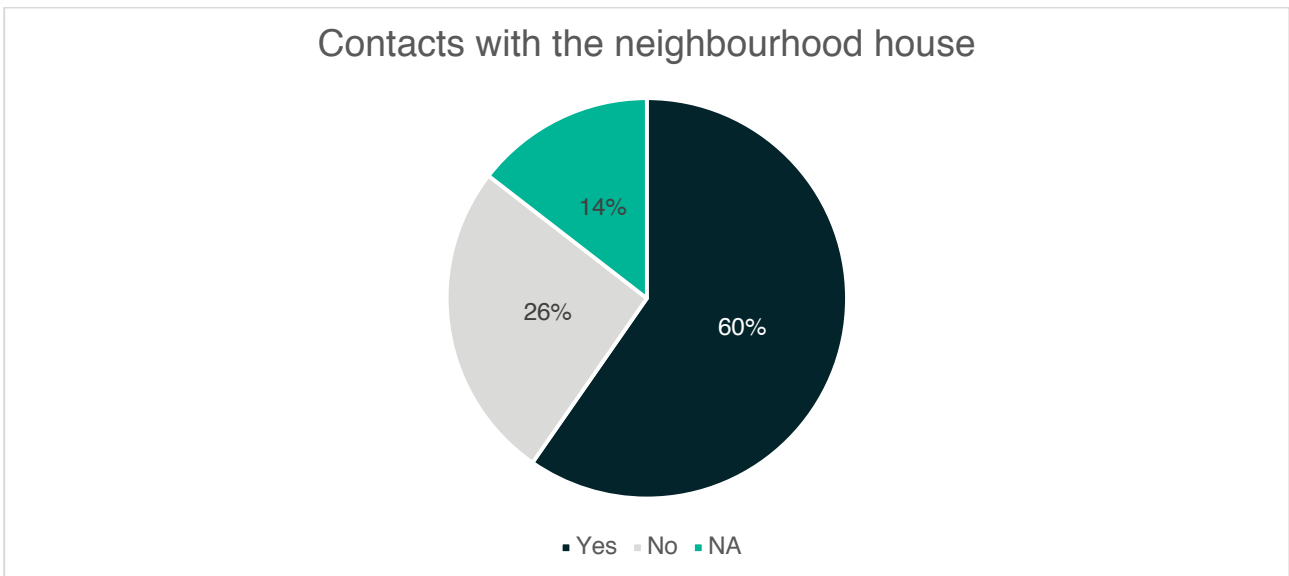
- Applicant **identification information**;
- Description of the **project** idea with analysis of needs, of the socio-territorial context, the interactions with other local actors, description of the governance model, the local community engagement and the expected territorial impact;

³ Data have been collected during the 8 semi-structured interviews conducted with the Neighbourhood Houses 8 local contact points (see *infra*)

- **Economic framework** of the works and intervention necessary, an estimation of the relative costs and a financial and economic plan – only for measures A and B;
- A preliminary self-evaluation (**SWOT** analysis) – only for measures A and B.

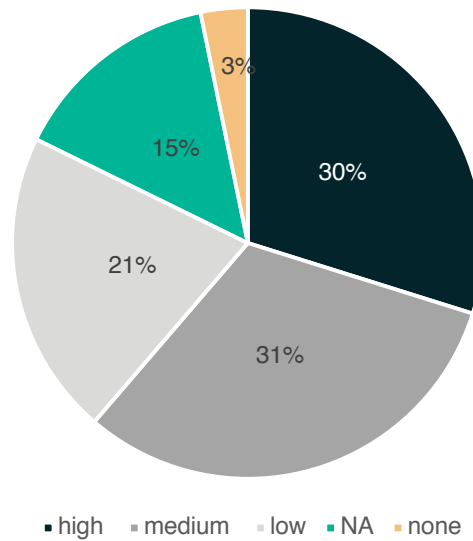
The Neighbourhood Houses local contact points have been central in the support to most of the groups of proponents in the initial phase for the preparation of the collaboration proposals in their Districts of competence. They supported them especially in the **identification** of the object of the collaboration, the **definition** of the activities, the **creation** of **synergies** within the partnerships and the division of the roles.

Groups of proponents that were not accustomed with the presentation of written proposals were **especially sustained** in the formulation of their ideas in line with the project’s objectives. Information have been collected on the presence of pre-existing contacts between the Neighbourhood Houses and the proponents and on the level of support provided in the presentation of the proposal.



Yes	74
No	32
NA	18

Level of support from the neighbourhood houses

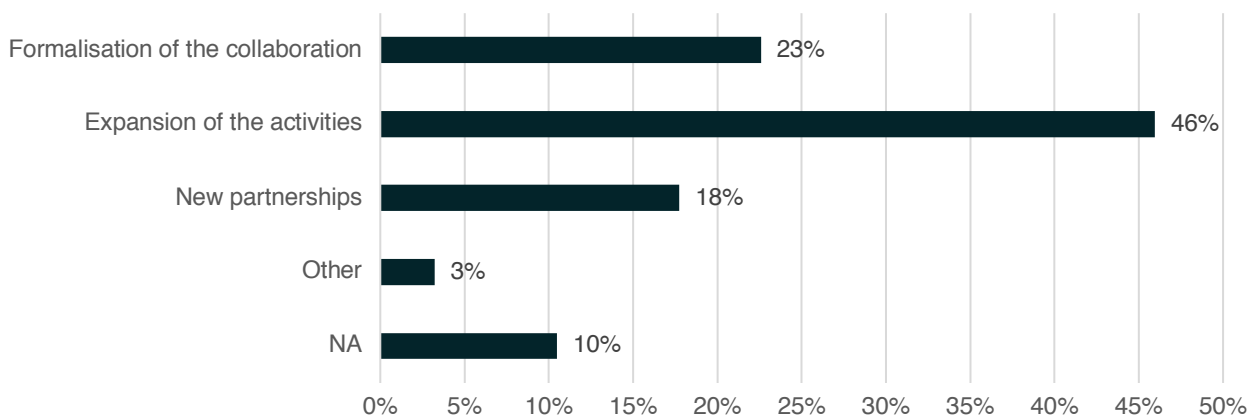


High	37
Medium	39
Low	26
NA	18
None	4

3 main reasons that drove the presentation of collaboration proposals have been identified:

1. the creation of **new partnerships** with new civic actors to carry out the activities foreseen in the proposal;
2. the **expansion** of the typology and scope of the activities of the proponents;
3. the **formalization** of the **collaboration** between actors or individuals that were already informally collaborating.

Reason for the proposal



O3. The urban authority and the active citizens underwrite and sign the contracts (Pacts of collaboration)

ACTIVITIES	INDICATOR	SOURCE OF VERIFICATION
<p>A.6.1 Underwriting preliminary texts of the contracts (Pacts of collaboration) outlining:</p> <ul style="list-style-type: none"> the scope of the projects the party's responsibilities 	<p>Nr. of Pacts of collaborations signed</p> <p>Nr. of local subjects (associations, groups, etc.) supported in the definition of collaboration proposals</p> <p>Nr. of citizens involved</p> <p>Nr. of municipality sectors involved in the signature of the Pacts of collaborations</p> <p>Nr. of co-design meetings</p>	<p>Co-design meetings reports</p> <p>Pacts of collaborations texts</p>

The City appointed **two committees**, one for each call for proposal, for the evaluation of the proposals of Pacts of collaboration:

1. the committee of the **call for proposals relevant for areas A, B and C** was composed by one member from the departments of Decentralization; Social Services; Social Innovation; Green spaces; Heritage and Facilities;
2. the committee for the call addressing **regeneration of public schools** was composed by one from the departments of Decentralization; Social Services; Educational Services and I.T.E.R. (Turin Institution for Responsible Education); Heritage and Facilities.

The evaluation is aimed at establishing the proposals that can have access to the co-design phase on the basis of the following criteria with the attribution of the relative scores:

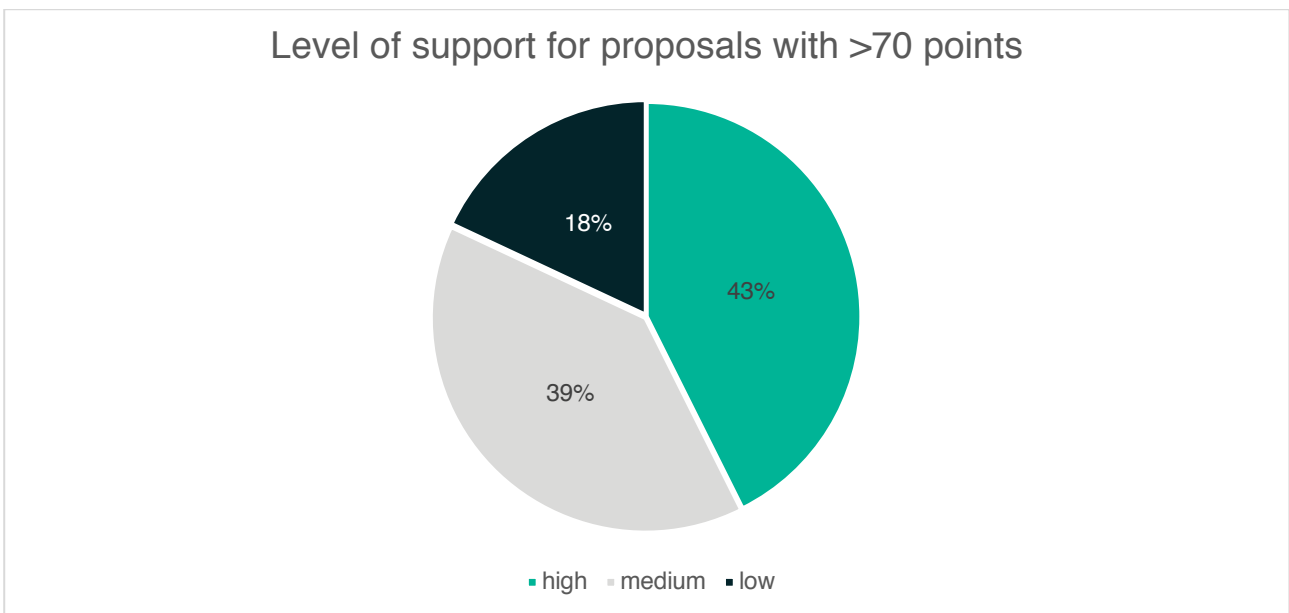
- **positive impact** on the socio-territorial conditions of the neighborhood (max 20 points);
- ability to work in **synergy** and integrating other initiatives non-exclusively local in nature (max 10 points);
- ability to generate **working opportunities** and to foster active inclusion (max 20 points);
- **financial and economic feasibility** and sustainability (max 25 points);
- **inclusiveness** of the governance model (max 10 points);
- **innovation** and ability to develop generative social processes (max 10 points);
- **replicability** of the project (max 5 points).

Proposals obtaining at least 70 out of 100 points, based on the above-mentioned criteria, can have access to the co-design phase. Proposals scores are distributed as follows:

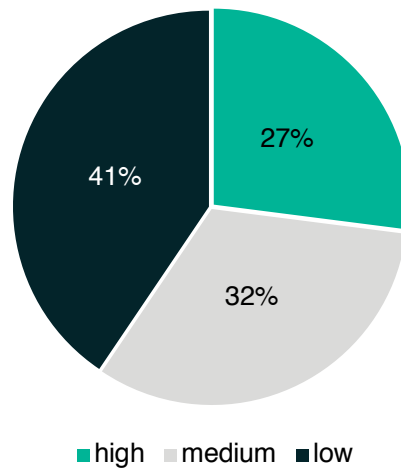
Score range	Proposals	%
not applicable	12	10%
30-39	1	1%
40-49	3	2%
50-59	15	12%
60-69	22	18%
70-79	48	39%
80-100	23	19%
TOT	124	100%

6 proposals despite having received a score greater than 70, **did not enter the co-design phase**. In particular, Via Bologna and Via Cavagnolo for area A and via Vigliani for area B have not been accepted due to economic and technical feasibility reasons. The buildings interested by the proposals implied consolidation works and interventions that required more time and resources than those provided by the Co-city project.

For proposals that have been sustained from Neighbourhood Houses, those that received a score higher than 70 were also those that were more supported in the presentation phase. It is important to underline that it was not depending on the local contact points' willingness to support the presentation differently but a response to the needs expressed by the proponents.



Level of support for proposals with <70 points



Out of the 124 proposals received, **65 were admitted** to the co-design phase, divided as follows:

Typology	Description	Proposals
A	Peripheries and urban cultures	1
B	Underutilized infrastructure for public services	4
B - Schools	Primary Schools and Kindergartens	12
C	Care of public space	48
	TOT	65

The proposals admitted to the co-design phase are divided among the Districts with a differentiated **admission rate**.

District	Proposals received	Proposals admitted	Admission rate
C1	7	5	71%
C2	18	8	44%
C3	8	4	50%
C4	15	6	40%
C5	18	10	56%
C6	20	12	60%
C7	16	9	56%
C8	20	9	45%
Mixed	2	2	100%
TOT	124	65	52%

The goal of the co-design phase is to **define** and **finalise** the content of the Pacts of collaboration between the City and the proponents. It permits to go deeper into the proposals, bringing changes that allow them to respond to the project purposes and to **fine-tune** their economic and technical feasibility. It has been the most crucial and the longest phase of the project and it started in February 2018.

After the approval of the proposals, the co-design phase involved the proponents, the public officers, the Neighbourhood House's contact points and other subjects having an interest in the contribution to the project in four different typologies of meetings:

1. **Pact co-design:** discussion and definition of the content of the activities and the spaces' care and maintenance to be included in the Pact of collaboration;
2. **Technical:** evaluation with the technical offices of the City regarding the technical feasibility of the proposals;
3. **On-site visits:** site visits to the areas addressed by the Pacts in order to collect information;
4. **Events:** public meetings to present the proposals and the Pacts.

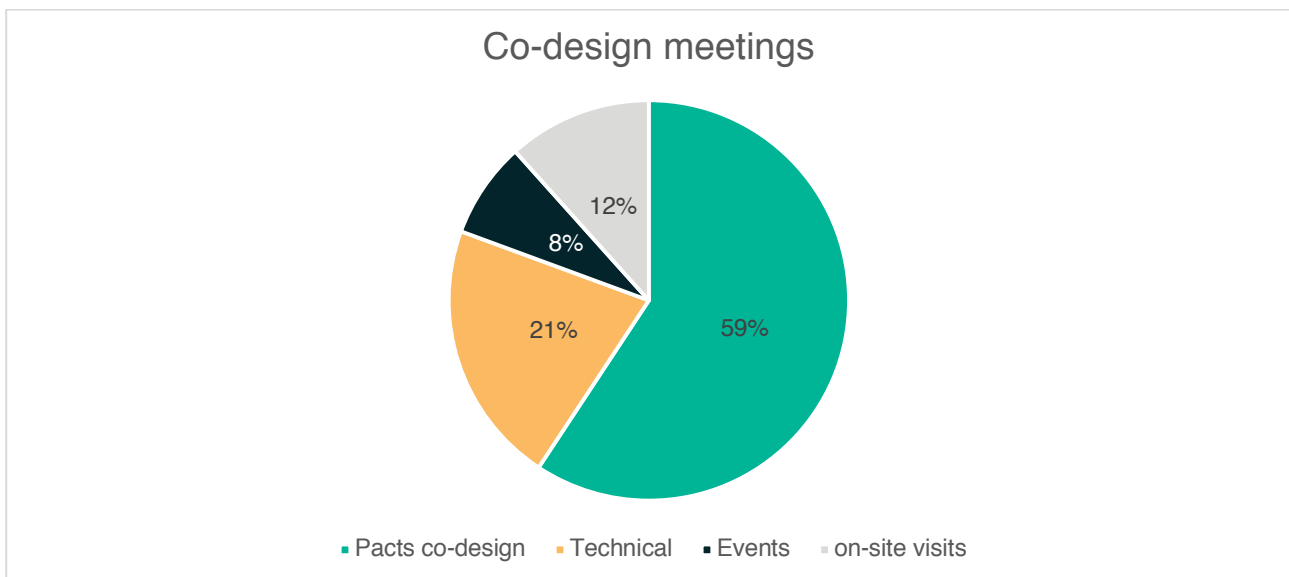
Meeting typology MEASURE A	Nr.
Pact co-design	16
Technical	22
Events	2
TOT	40

Meeting typology MEASURE B	Nr.
Pact co-design	32
Technical	27
Events	9
TOT	68

Meeting typology MEASURE B - schools	Nr.
Pact co-design	56
Technical	9
Events	1
TOT	66

Meeting typology MEASURE C	Nr.
Pact co-design	110
Technical	19
Events	16
On-site visits	42
TOT	187

In total, **361 meetings** were held during the project implementation for the realization of the Pacts of collaboration. This is a measure of the **prominence** of this phase for the discussion, fine-tuning and continuous exchange between proponents, the public offices and the technical staff of the City. Most of the meetings were finalised at the definition of the Pact's contents.



It should be noted that this calculation does not consider the number of meetings and **inspections** on buildings done by companies in charge of their refurbishment and renovation together with the technical staff of the City nor the **informal meetings** that took place between the Neighbourhood Houses local contact points and the proponents.

The co-design phase can also result in the decision of not carrying on the proposal as in the case of **18 collaboration proposals**. 2 proposals were referring to the same urban commons and the proponents continued together the co-design phase.

For each of the **46 proposals** that have been positively finalising the co-design phase, a **Pact of collaboration** is defined and adopted and it outlines:

- **objectives** of the collaboration;
- **scope** of the activities;
- space **interventions**;
- **roles** of the partners;

- public **works** or **equipment** provided by the City;
- **duration**;
- **governance** mechanisms;
- **responsibilities**, insurance and liabilities.

In this calculation we are also considering **5 Pacts of collaboration** that are not adopted yet but are in the phase of being finalised.

In the table below, it is illustrated the overall data divided by District from the presentation to the adoption of the Pacts of collaboration. The adoption rate is calculated by dividing the Pacts of collaboration adopted on the proposals admitted for each District.

District	Proposals received	Proposals admitted	Pacts of collaboration	Admission rate	Pacts adoption rate
C1	7	5	3	71%	60%
C2	18	8	6	44%	75%
C3	8	4	4	50%	100%
C4	15	6	2	40%	33%
C5	18	10	9	56%	90%
C6	20	12	8	60%	67%
C7	16	9	7	56%	78%
C8	20	9	6	45%	67%
Mixed	2	2	1	100%	50%
TOT	124	65	46	52%	71%

For the Pacts that have been adopted, the average time between the presentation and the approval of the Pact of collaboration is 20 months.

Finally, it is also important to mention the approved Pacts of collaboration presented **outside the Co-City** call during the project implementation period which can also be considered partly an output of the community engagement and dissemination activities that were implemented by Co-City.

District	Pacts of collaboration
C1	1
C2	0
C3	1
C4	6
C5	1
C6	2
C7	2
C8	4
TOT	17

O4. Implementation plan of projects fine-tuned with the technical and economic resources, the expertise and the needs of the territory, the possible synergies

ACTIVITIES	INDICATOR	SOURCE OF VERIFICATION
<p>A.6.4 Coaching for active citizens on:</p> <ul style="list-style-type: none"> • Strategy and organization • Attracting finance • Social innovative sustainable models design • Legal issues <p>A.4.3 Definition of a coherent system of sustainable collaborative management</p>	<p>Nr. of coaching sessions activated for the fine-tuning of projects proposals</p> <p>Nr. of citizens involved in the coaching sessions</p> <p>Nr. of sustainability plans identified</p>	<p>Coaching attendance lists</p> <p>Coaching topics</p> <p>Coaching results</p>

Coaching activities were addressed to the **five groups of proponents** of Pacts A and B as their proposals have been facing a higher degree of **complexity** both in terms of the **activities** and in the **building** restoring or renovation.

Coaches provided them training and guidance on the design of the services and activities to be implemented in the Pact of collaboration and on the economic sustainability. In total, **62 coaching** sessions took place during the project implementation and are divided between the proposals as follows:

Measure	District	Proposal title	Proponents Nr.*	Coaching sessions
A	C3	Futurbòita	13	17
B	C5	Casa Ozanam Community Hub	3	11
B	C4	Habitat	8	12
B	C6	FALKLAB ²	10	12
B	C6	Intercultural Center	5	10
		TOT	39	62

*one proponent is considered as one association, cooperative or informal group

As a result of the coaching, each of the above-mentioned Pact has developed and agreed on tools for **internal regulation** (**Cabina di Regia** or “control room”, Operational Staff, **Disciplinare d’uso** – Usage Regulation, Coordinated Budget) that will be the shared basis for the management of the facilities, the development of the activities and the economic sustainability of the Pacts.

O5. Distributed ledger based social market and georeferenced social network tested on urban commons

ACTIVITIES	INDICATOR	SOURCE OF VERIFICATION
A.4.1, A.6.5 Development of participative online tools: <ul style="list-style-type: none"> FirstLife georeferenced social network Distributed ledger based social market design and experimentation 	Nr. of subscriptions to the platform Nr. of urban commons mapped Nr. of interactions	Social networks (FirstLife and Blockchain) statistics

The data regarding the use of the **FirstLife** georeferenced platform are as follows:

Type of interacion	Nr.
Locations	175
Stories	134
Events	105
News	5
Groups	17
Clicks on the platform*	18000

* Data for the entire FirstLife platform

O6. The urban authority implements investments and purchases for urban commons

ACTIVITIES	INDICATOR	SOURCE OF VERIFICATION
A.7.1, A.7.2 Preparation and production of the documentation for public investments for Pilot projects and purchase of equipment	Nr. of investments done on public buildings Nr. of pieces of equipment purchased for the active citizens	Investments tenders Investments completed Equipment tenders Equipment purchased list
A.6.3 Self-maintenance and self-building workshops for active citizens	Nr. of people participating in the self-maintenance and self-building workshop activity	Workshop's attendance list

The Pact for **measure A** has seen the **biggest investment** in public works of the project.

3 out of the 4 Pacts belonging to **measure B** saw renovation works aimed at making a better use of city-owned buildings that are currently under-utilized.

6 Pacts in measure **B-schools out of 12** saw renovation and maintenance interventions, especially in courtyards.

8 Pacts out of 46 belonging to **measure C** saw investments in maintenance and renovation of public spaces.

Investments in buildings, schools and public areas concerned by Co-City have also been implemented by another project on the peripheral areas of the City (called **AxTO – Azioni per le periferie torinesi**) financed by the Presidency of the Italian Council of Ministers which have been integrated in this analysis as they have been managed by the same City offices implementing the Co-City project.

The costs for **public works** are divided as follows:

MEASURE	A	B-HABITAT	B-FALKLAB	B-OZANAM	B-SCHOOLS	C
Works	791.299,33 €	256.279,55 €	251.347,61 €	253.318,89 €	153.059,56 €	58.584,59 €
AxTO			33.000,00 €		131.997,41 €	178.165,03 €
TOT	791.299,33 €	256.279,55 €	284.347,61 €	253.318,89 €	285.056,97 €	236.749,62 €

The overall Co-City investment in public works is divided as follows in the City Districts:

District	Public works investment	%
C1	7.915,51 €	0,45%
C2	0,00 €	0%
C3	831.221,02 €	47%
C4	256.279,55 €	15%

C5	398.471,71 €	23%
C6	258.398,84 €	15%
C7	8.735,90 €	0,50%
C8	2.867,00 €	0,16%
Mixed	0,00 €	0%
TOT	1.763.889,53 €	100%

The **District 3**, in the area of Borgo San Paolo, has seen the biggest investment of the Co-City project with the renovation and refurbishment of a former factory of the Italian car manufacturing industry Lancia (Measure A – via Cumiana) that has been transformed in a semi-covered urban public space to organize cultural and creative activities.

The equipment has been purchased to provide **tools** and **furniture** for activities in open spaces (measure A), renovated buildings (measure B), open areas (measure C) and courtyards or laboratories (measure B-schools)

The Co-City costs for the **equipment** are divided as follows:

MEASURE	A	B - HABITAT	B- FALKLAB	B- OZANAM	B-INTER. CENTER	B- SCHOOLS	C
Equipment	63.849,37 €	8.286,80 €	8.661,80 €	8.520,80 €	9.326,00 €	180.004,50 €	206.544,64 €

The overall investment in purchased equipment is divided as follows in the City Districts:

District	Equipment investment	%
C1	29.472,90 €	6%
C2	39.957,71 €	8%
C3	77.132,31 €	16%
C4	11.983,80 €	2%
C5	73.398,76 €	15%
C6	52.165,43 €	11%
C7	145.839,00 €	30%
C8	55.244,00 €	11%
Mixed	0,00 €	0%
TOT	485.193,91 €	100%

The high investment in equipment reported in **District 7** and **5** is to be attributed to the elevated presence of Pacts of collaboration in **schools** in those areas (4 in **District 7** and 3 in **District 5**) which have been the subject of numerous purchases of educational equipment, outdoor children's games and an outdoor stage. A WC facility and an outdoor stage has been also purchased for the Pact of collaboration of measure A in **District 3** in order to support cultural events and shows. In **District 8** the biggest investment in equipment has been the purchase of ramps for the skateboard to renovate a skatepark. In **District 5** and **6** it has been supplied an outdoor basketball and volleyball camp with new floors and equipment. In **District 7** a calisthenics infrastructure has been installed.

Both the public works and the purchase of equipment have been decided in accordance with the proponents during the co-design phase.

Finally, an investment of **21.262,00 €** in equipment has been made for the creation of the **Attrezzoteca**, a **Library of Tools (LoT)** which allows a free loan of gear and tools for the proponents for supporting the activities foreseen in the Pacts of collaboration. The LoT will be **managed by 4 Neighbourhood Houses** so that the tools and gear will be stored in different locations all over the city (eg. Battery lawn mowers, video system, portable gazebo, cargo bikes, etc).

The **5 workshops** organized for proponents took place in the final phase of the project and were focusing mainly on transversal topics such as events organization, communication and safety rules in the management of Pacts of collaboration.

1. Workshop on the City Events Vademecum, 12/12/2018, 2 hours – 36 participants

Contents: presentation of an Event Vademecum designed for associations that want to organize events in the city. The session aimed at strengthening the skills of the associations in this sector with the help of expert event organizers that illustrated bureaucratic and organizational aspects related to events' organization (eg. public land occupation, SCIA permits, public entertainment, administration, noise waivers, etc)

2. Basic information and training on risks and safety, 24/01/2020, 4 hours - 23 participants

Contents: risks existing in the environments in which the volunteer is called to operate and related prevention and protection measures, instructions on the use of PPE, instructions on foreseeable emergency scenarios.

3. Advanced training on risks and safety, 21/02/2020, 4 hours – 18 participants

Contents: the concepts of risk, damage, prevention and protection, the methods of risk assessment and definition of prevention and protection measures, accidents and health risks associated with the activities foreseen in the Pacts of Collaboration.

4. Communication, 14/01/2020, 2 hours – 37 participants

Contents: communication on social networks, creation and promotion of an event, content creation, use of free online programs to process photos for posts on different platforms, creation of graphics to print flyers, posters and postcards.

5. Working equipment, 07/02/2020 and 21/02/2020, 4 hours – 22 participants

Contents: theoretical training and practical tests on the use of the specific equipment provided to the proponents: brush cutter, blower, hedge trimmer, hoe, battery lawn mower.

O7. Citizens in need are reinforcing their life skills

ACTIVITIES	INDICATOR	SOURCE OF VERIFICATION
A.6.2 Citizens in need are intercepted by social workers and specific activities for their integration are designed organized and managed	<p>Nr. of citizens in need intercepted</p> <p>Nr. of citizens in need involved in the activities, city collaborative welfare services and Pacts of collaborations</p>	Social workers reports

N. 4 cultural mediators and **n. 3 socio-educational instructors** have worked from December 2018 to February 2020 to indirectly support the integration of marginalised communities and the people at risk of exclusion. A **monthly meeting** has been regularly held with the city officers to exchange the progress and stimulate synergies between the different project actions specifically directed to citizens in need.

8 locations among City welfare services, Neighbourhood Houses and Pacts of collaboration have been covered by their interventions:

1. **Spazi Reali**: a place where boys and girls can socialize and feel welcomed, both to spend their free time and to cope with any difficulties they are experiencing. Various areas of intervention: from disability to LGBT + issues, from nutrition to multimedia communication, from sport to active citizenship. The management of the place is the result of a co-designing process coordinated by the city Social Services, that has some interesting similarities to the one regulated by the Regulation on urban commons.
2. **Intercultural mediator course tutoring**: tutoring and placement for the students attending the course. The courses are one of the activities provided by the Intercultural Center (that host a Pact of measure B).
3. **R.A.A. Bricca**: residence for the elderly. Interventions to promote socialization and aggregation for socially fragile elderly people, activities aimed at maintaining autonomy, intercultural mediation interventions aimed at guests of foreign origin, connection with other services in the area, third sector associations, Neighborhood Houses, encouraging the opening of the Residence to the outside and seizing exchange opportunities.
4. **Progetto "Utali Esperienze"**: activation of insertion opportunities for young people with disabilities in five Neighbourhood Houses.
5. **Office of ethnic minorities**: linguistic and cultural mediation with people and migrant organizations.
6. **Casa della salute, progetto "Aria"**: linguistic and cultural mediation for psychological support.

7. **Pact of collaboration in Via Leoncavallo:** identification of territorial services, both of the public and private social sector, aimed at homeless and irregular people. Creation of relationships of trust with social professionals who facilitate access to low-threshold services and encourage individual autonomy processes. Monitoring of the often-precarious health conditions of the person living on the street.
8. **Pact of collaboration of Ginzburg garden:** after school activities of socialization, aggregation, recreation in the public space for children.

The beneficiaries intercepted by this activity are divided for each location as follows:

Location	Beneficiaries	Beneficiaries intercepted
Spazi Reali	High school and university students, unemployed young people, young asylum seekers, young people with disabilities, young Italian and migrant LGBT people, young migrants with international protection, second generations, young undocumented migrants, NEETs, young university students from non-EU countries	average 85/month
Intercultural mediator course tutoring	Unemployed foreigners	20
R.A.A. Bricca	Self-sufficient elderly in situations of social distress.	63
Progetto "Utili Esperienze"	young people with mild disabilities	5
Office of ethnic minorities	ROM families with minor children	2 families
Casa della salute, progetto "Aria"	Fragile minor	1
Pact of collaboration in Via Leoncavallo	Homeless	20 (of which 15 short interviews without continuation and 5 followed regularly)
Pact of collaboration of Ginzburg garden	children	25

Intermediate Outcomes (*Results*)

Intermediate outcomes – Results represent the **medium-term behavioral and attitude change** of those who benefited from the activities, services and outputs of the project.

They become visible and can only be assessed after the end of the project intervention, when the beneficiaries become aware of the activities undertaken and the new tools that they have been given. Considering that the Co-City project ended less than three months ago, in this report we will draw only preliminary conclusions on the basis of what emerged from the questionnaires submitted to public officers, proponents and social workers and from the interviews with the Neighbourhood Houses local contact points. A final and complete assessment of the results will be done in the **Final Qualitative Report**.

It is important to underline that the end of the Co-City project coincided with the beginning of the lockdown due to **COVID-19** and the remote online continuation of all the co-design, co-management activities.

Public officers are smart-working from home continuing a remote support to the 5 Pacts of collaboration that are not yet adopted but are about to be finalised

From the beginning of lockdown, the Neighbourhood Houses have been exceptionally working as **hubs to give emergency food assistance** with the support of volunteers, therefore their involvement in community building and development activities is temporarily hindered.

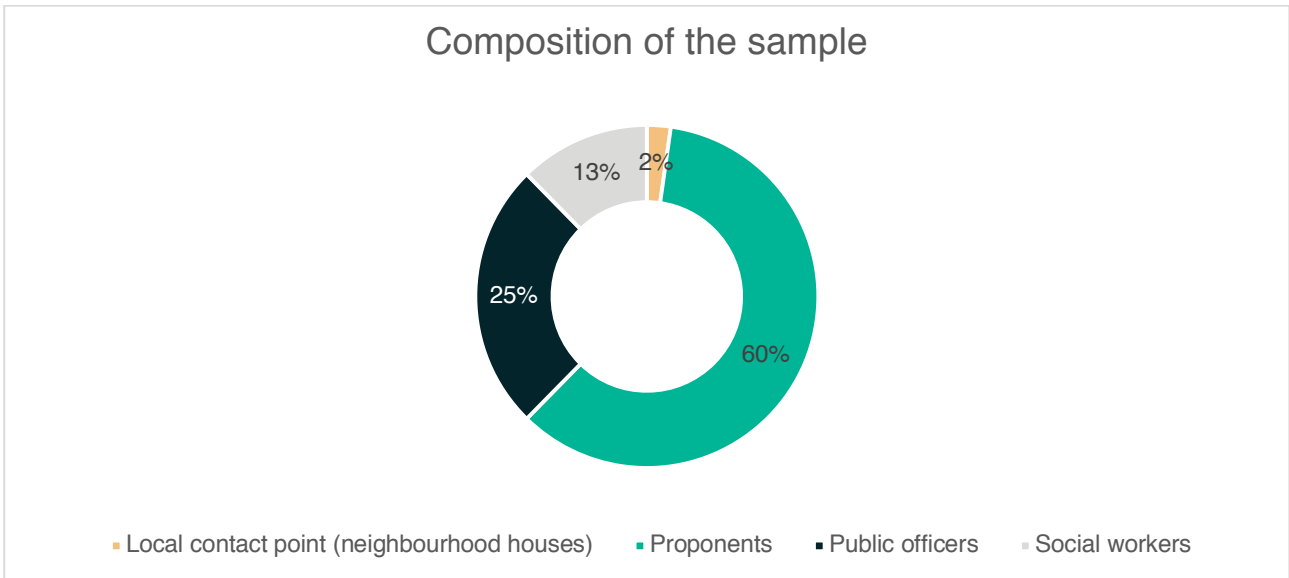
Proponents have a **strictly limited possibility to access** the areas of the Pacts of Collaboration, especially in urban green places that need constant watering. In case of measure A and B, **buildings have not yet been delivered to the proponents**. Some of them are also experiencing difficulties in economically sustaining their ordinary activities due to the lack of economic resources and participation.

This exceptional situation led to a **reformulation** of the **questionnaire** submitted to proponents to assess the expectations and the opportunities that the Pacts of Collaboration can offer for the recovery in terms of neighborhoods residents' participation and use of the public space.

The sample

Here we define sample as a finite part or subset of participants drawn from the target stakeholder's population. In this case, **4 samples were identified** corresponding to the 4 direct stakeholders of the Co-City project. In total, questionnaires and interviews were administered to **356 participants**.

The criteria for inclusion in the sample and the typology of questionnaire and interviews submitted are differentiated for each stakeholder in line with the respective outcomes indicators to be evaluated and with the changes that affected the project during the implementation. The language and the **terminology** of the questions have also been diversified.

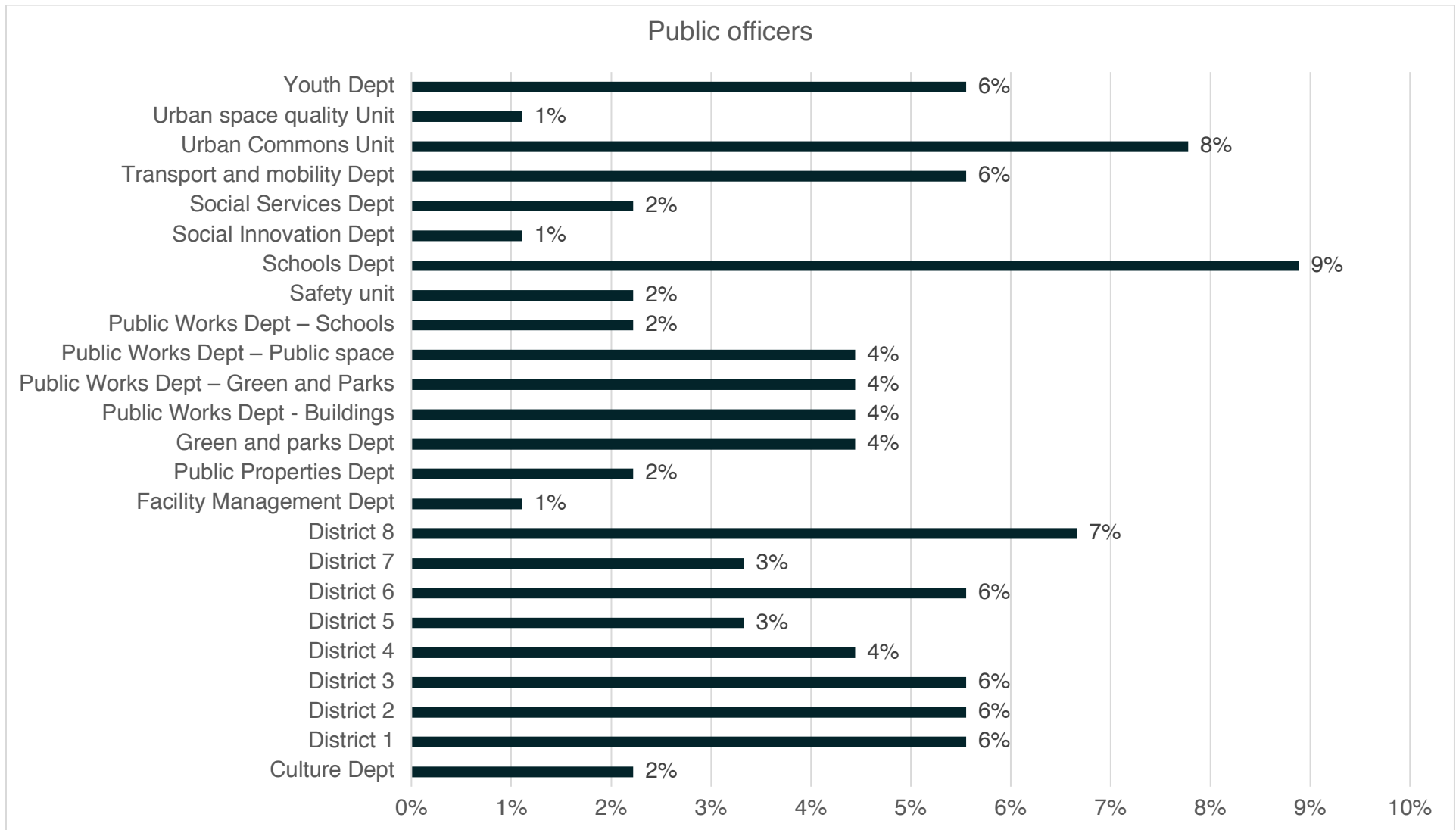


Public officers

The public officers included in the sample are:

1. the **Urban Commons Working Group** members involved in the selection of proposals;
2. **Officers and Presidents** in the decentralized levels (8 Districts);
3. **Municipality technicians** working in the co-design phase and in the formal definition of the Pacts of Collaboration identified through the co-design meetings reports and signature sheets.

In total **90 public officers** have been included involving **24 City Departments** and are divided as follows:

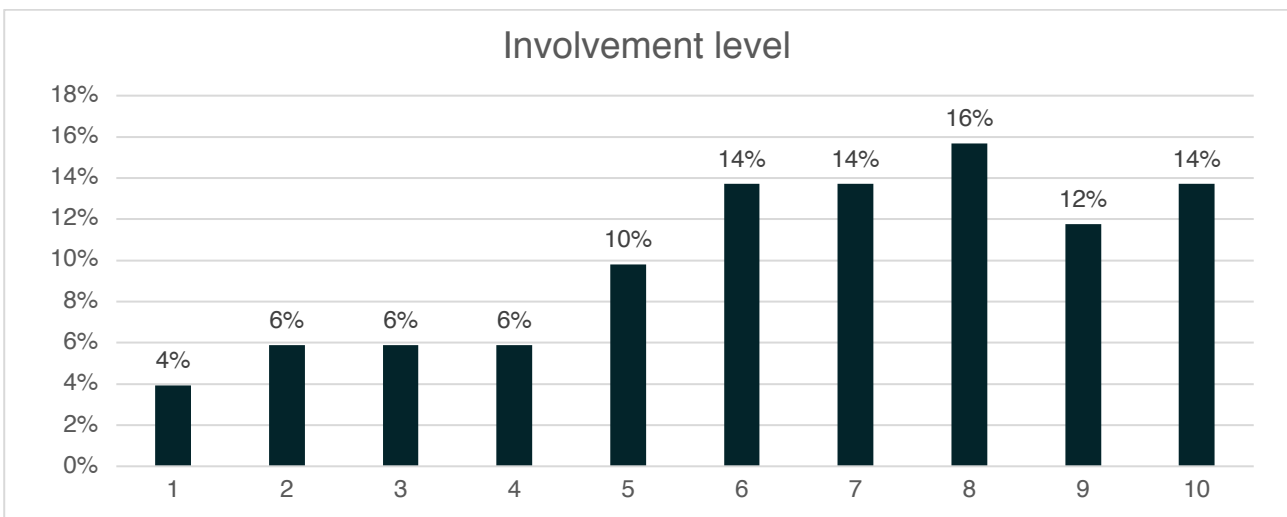


They were administered a **semi-structured questionnaire** (*Annex I*) consisting of control questions on the involvement in the project, **10-point Likert scale** closed questions asking respondents to express their agreement (*10-strongly agree*) or disagreement (*1-strongly disagree*) on particular statements and one open question to express comments and observations. The questionnaires were submitted via email on the *Googleforms* platform and responses have been as follows:

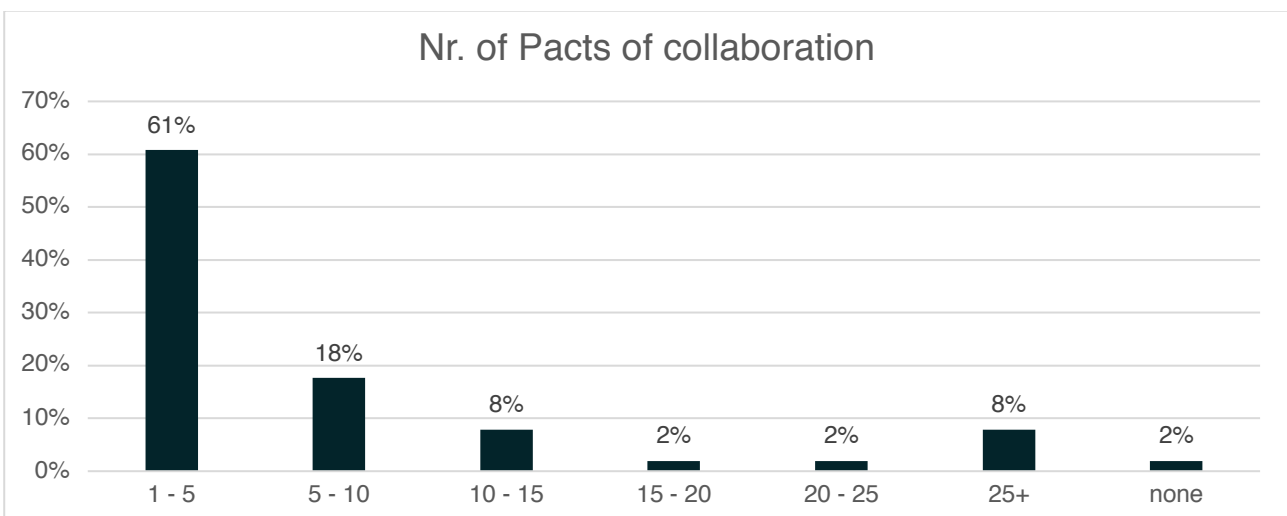
1 st email	2 nd email - Recall	Questionnaires sent	Responses	Return rate
14/04/2020	27/04/2020	90	51	57%

Sample profile

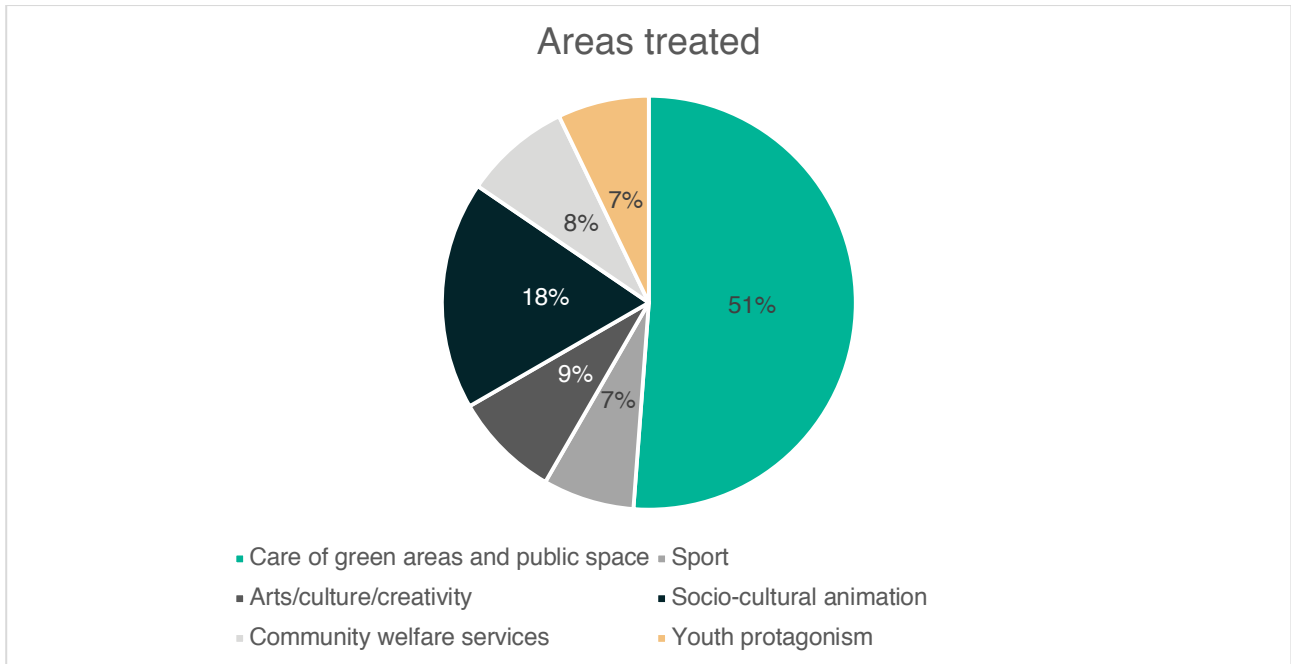
Question: From 1 (at all) to 10 (a lot), how much have you been involved in the CO-CITY project?



Question: With how many Pacts of collaboration have you been working with?

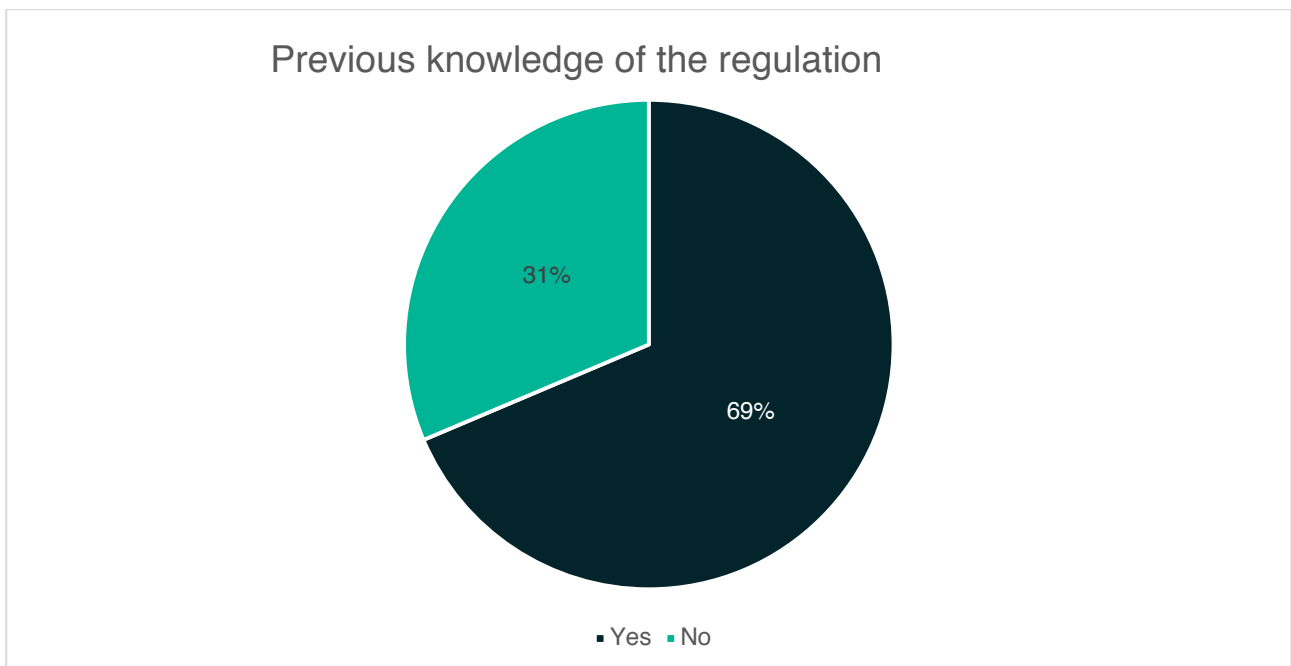


Question: Which area did you most deal with?



The Co-City project was designed for the experimentation of the **Regulation on Urban Commons**. The questionnaires administered to the public officers and the proponents show that before their involvement in the project more than the 30% of public officers were not aware of the existence of the regulation.

Question: Did you know the Regulation on Urban Commons before dealing with the Co-City project?



Active citizens/subjects of active citizenship

We decided to include in the sample only the citizens and subjects of active citizenship involved in the **46 proposals presented** via the Co-City public call that resulted in Pacts of collaboration already signed and finalised or about to be finalised. They represent the **most important portion** of the wider population of participants involved in the implementation of the Co-City project, since the co-design process and investment of resources have been addressed to the urban areas interested by the activities of this group of proponents.

In total, **214 proponents** have been included in the sample.

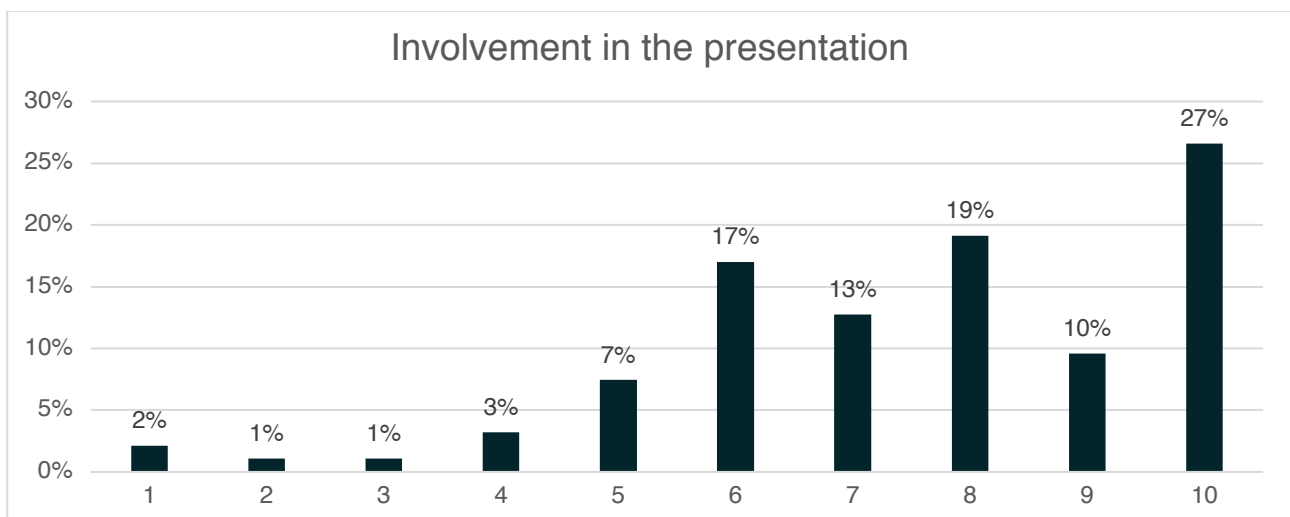
They were administered a **semi-structured questionnaire** (*Annex II*) consisting of control questions on the involvement in the project, **10-point Likert scale** closed questions asking respondents to express their agreement (*10-strongly agree*) or disagreement (*1-strongly disagree*) on particular statements and one open-ended question to express comments and observations. The questionnaires were submitted via email on the *Googleforms* platform and responses have been as follows:

1 st email	2 nd email - Recall	Questionnaires sent	Responses	Return rate
14/04/2020	27/04/2020	214	94	44%

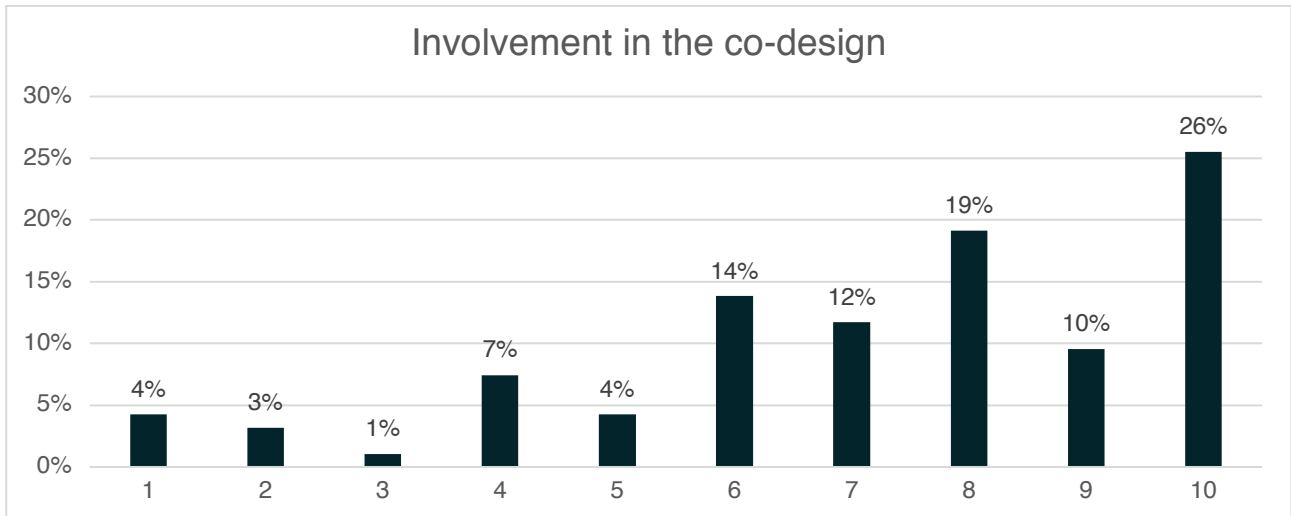
It has to be noted that the questionnaires were often sent to the institutional email of the associations and cooperatives, therefore more people could have been reached through a single sending.

Sample profile

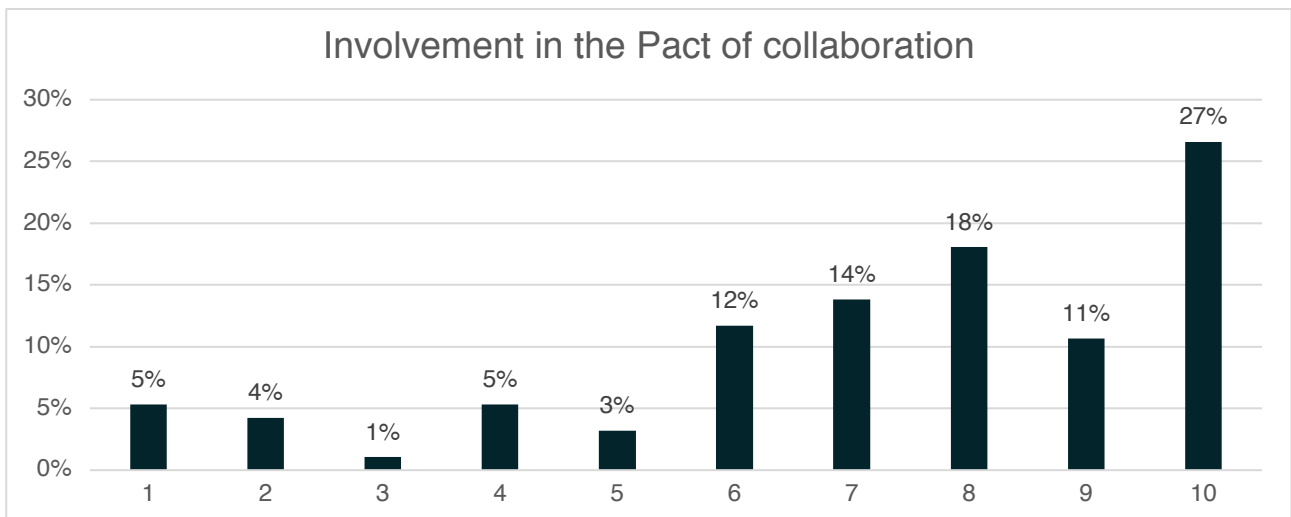
Question: From 1 (at all) to 10 (a lot), how much were you involved in the presentation of the collaboration proposal for the CO-CITY project?



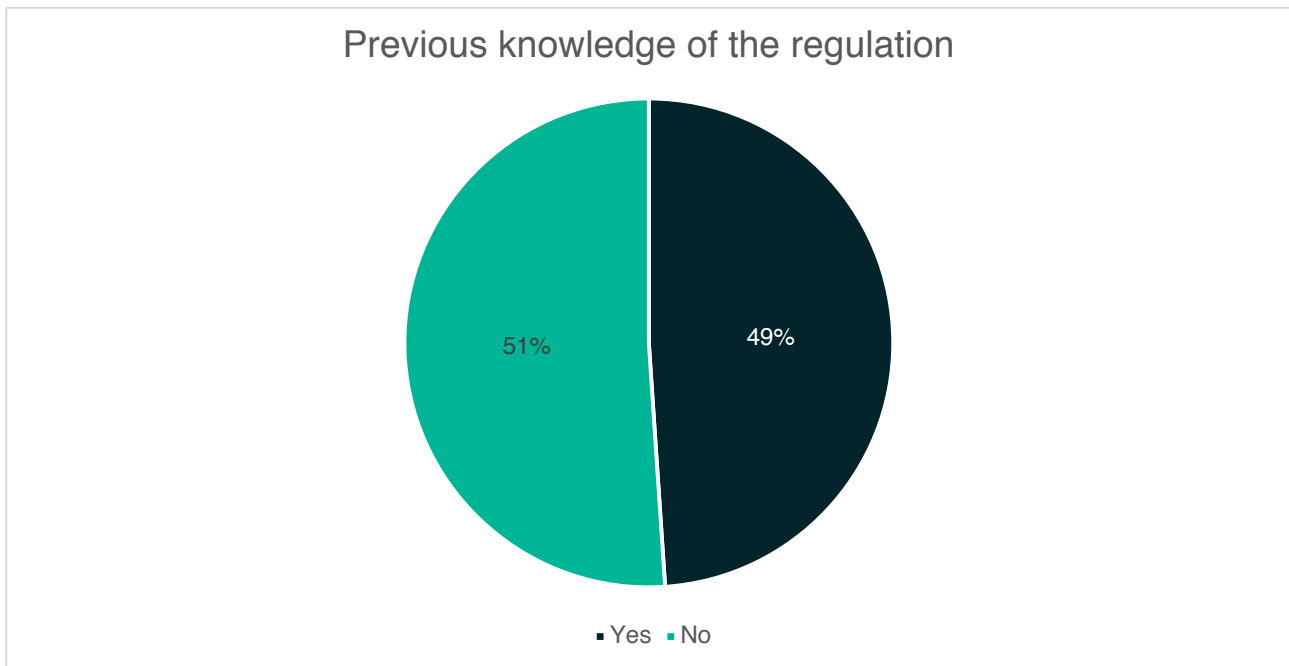
Question: From 1 (at all) to 10 (a lot), how much were you involved in the co-design phase?



Question: From 1 (at all) to 10 (a lot), how much are you involved in the activities foreseen in the Pact of collaboration?



Question: Did you know the Regulation on Urban Commons before dealing with the Co-City project?



Neighbourhood Houses

The 8 local contact points of the Neighbourhood Houses have been supporting the presentation of proposals and accompanied proponents during the co-design phase.

They were administered a semi-structured interview (*Annex IV*) consisting of:

- **Multiple choice and close-ended questions** for the identification of:
 - the main purpose of the proposals received in their Districts of competence;
 - the main actor in each group of proponents in their Districts of competence;
 - the presence of previous contacts and collaboration between the proponents and the Neighbourhood House;
 - the level of support given to the presentation of the proposals;
 - the previous presence of the proponents in the urban area interested by the proposal;
 - the relationship between the proponents before the presentation of the proposals.
- **Open-ended questions on:**
 - their professional profile and their involvement in the Neighbourhood Houses activities prior to the start of the CO-CITY project;
 - their work during the initial phases of the project for citizens' involvement;
 - the characteristics of their support to the proponents in the presentation of the proposals;
 - their attitudes on the co-design process;
 - their opinions on the proposals received and on the proponents;
 - their considerations on the internal and external communication of the project.

Neighbourhood House*	Local Contact Point	Proposals' Districts*	Interview date
Bagni di Via Agliè	Giorgia Bonfante	C6, C5	18/03/19
San Salvario	Chiara Marabisso	C8, C1	10/03/19
Cascina Roccafranca	Daniele Maldera	C2, C3	18/03/19
Barrito	Camilla Falchetti	C1, C5, C8	25/03/19
+Spazio4	Cristina Conti	C4	26/03/19
La casa nel parco	Roberta Molinar	C2	27/03/19
Cecchi Point	Hélène Monjarret	C7	03/04/19
Vallette	Maura Dessì	C5	08/04/20

* The Districts of reference were assigned to each Local contact point by proximity and number of proposals received

Sample profile

7 Local contact points have previously collaborated with the houses which makes them a **good representation** of the entire population of the Neighbourhood Houses workers.

Districts	Local Contact Point	Previous experience	Role
C6, C5	Giorgia Bonfante	Yes	Community development (URBAN Barriera project)
C8, C1	Chiara Marabisso	Yes	Projects related to public space and building
C2, C3	Daniele Maldera	Yes	Cultural worker
C1, C5, C8	Camilla Falchetti	No	NA
C4	Cristina Conti	Yes	Staff member
C2	Roberta Molinar	Yes	Staff member
C7	Hélène Monjarret	Yes	Activities coordinator
C5	Maura Dessì	Yes	Activities coordinator

Social Workers

During the implementation the Co-City project underwent a **content major change** that allowed the redefinition of the **Activity 6.2**. This also implied a reformulation of the outputs and outcomes' indicators and a change of the stakeholders, which were previously identified in the citizens in need that were to be involved in the activities of the Pacts of collaboration.

It has been necessary to identify **new stakeholders** to indirectly assess the results, outcomes and impact that the Co-City implementation had on vulnerable individuals.

Therefore, the stakeholders included in the sample are the **44 social workers** that have been working closely with the social workers hired by the Co-City project working on the inclusion of citizens in need.

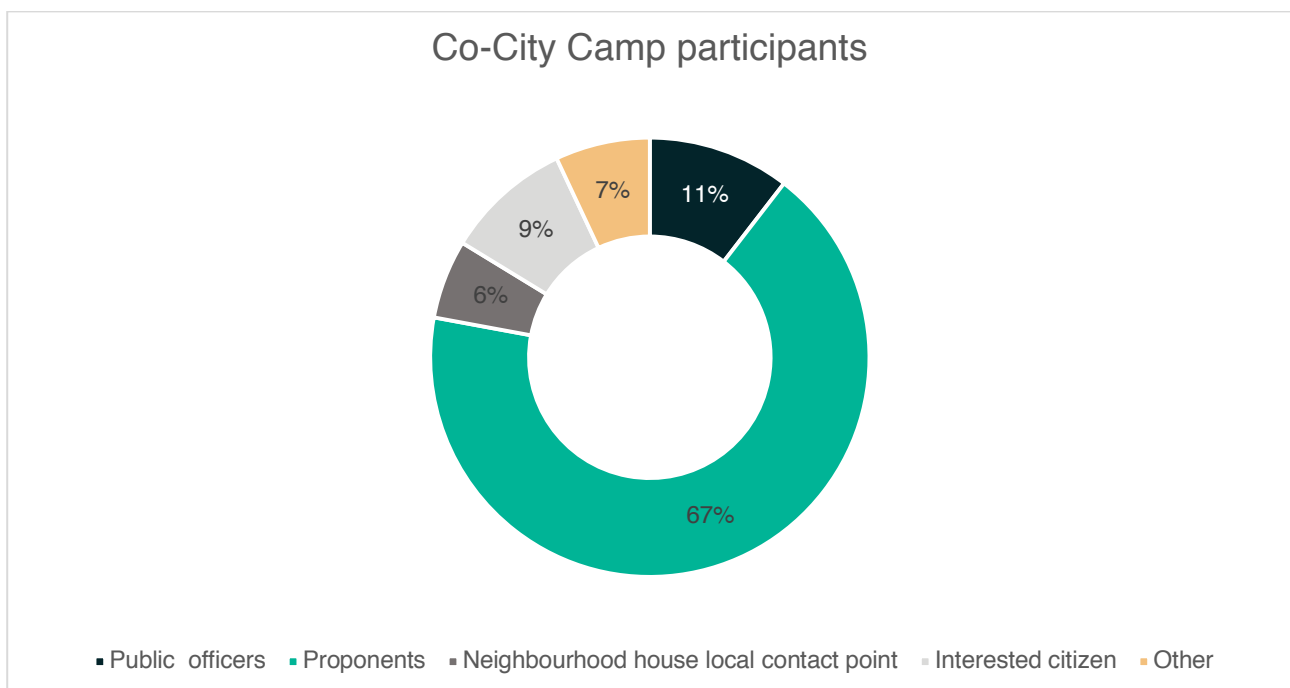
They were administered a **semi-structured questionnaire** consisting of **10-point Likert scale closed questions** asking respondents to express their agreement (*10-strongly agree*) or disagreement (*1-strongly disagree*) on particular statements and one open-ended question to express comments and observations. The questionnaires were submitted via email on the *Googleforms* platform and responses have been as follows:

1 st email	2 nd email - Recall	Questionnaires sent	Responses	Return rate
31/03/20	14/04/20	44	29	66%

Co-City Camp

An additional **semi-structured on paper questionnaire** (*Annex V*) was distributed to **88 participants** at the Co-City Camp (a “showcase” of the Pacts of collaboration) which took place on 30/11/2019 in Torino.

The questionnaire consisted of **5-point Likert scale closed questions**, **multiple choice questions** and **open-ended questions**. Most of the participants to the event have already been included in the categories of the sample and only few interested citizens have been attending the event which is not statistically significant to be included. Yet, the results of the questionnaire remain relevant for the assessment of the outputs and outcomes of the project and will support the data triangulation.



Intermediate Outcomes (*Results*) Analysis

R1. Public officers are able to communicate with citizens in a collaborative, flexible and non-formalist way

INDICATOR	SOURCE OF VERIFICATION
<p>Indicator 1: Percentage of public officers that feel they moved to a collaborative and flexible attitude in the communication</p>	<ul style="list-style-type: none"> - Observation of co-design meetings - analysis of co-design meetings report - interviews / questionnaires with public officers involved in the project
<p>Indicator 2: Percentage of citizens and associations that feel the change to a collaborative and flexible attitude of the public officers in the communication with them</p>	<ul style="list-style-type: none"> - Observation of co-design meetings - analysis of co-design meetings reports - interviews / questionnaires with citizens involved in the project - interviews / questionnaires with associations involved in the project

R1 Indicators scores: the perception of an increasing flexible communication from the Administration in relation with citizens has **been greater for public officers** (7,27 points) **than for proponents** (6,52 points). Proponents also perceive their own attitude in the communication towards the administration as being slightly increasing in its collaborative features (6,55 points).

The change in the communication attitude between public officers and citizens is considered in the project as a **reciprocal learning process** that concretely took shape mainly during written exchanges, face-to face meetings, on-site inspections and events that have been carried out by proponents and the relevant public officers. It required a shared initial **understanding and definition of the new concepts** that the project has been introducing (collaboration, co-design and shared management of urban commons) and a continuous **check** on the reciprocal insights on how such concepts are translated into reality and ultimately generate a Pact of collaboration.

This process had also to be shared with a third subject, the Neighbourhood Houses local contact points which added to the conversation their specific knowledge of the community and territorial peculiarities and supported the credibility and dissemination of the project among local civil society organisations and subjects. This **triangulation** in the communication has in general been **positively managed** but it required a high level of **coordination** and **sharing** of information between the parties to take into consideration all the specific situation and instances, that sometimes were not completely in line with the values and the visions that the Co-City concept has tried to deliver.

On one side, the **rigidity of the bureaucratic procedures** of the traditional forms of public administration have been perceived as **impairing the fluidity and flexibility of dialogue**

between the parties. On the other, the opportunity offered to citizens by the project to **overcome previous constraints** in the dialogue with the public administration led to demands of resources and support for activities responding to individual interests. Before the Co-City project, the Regulation on Urban Commons and its mechanisms were not known by most of the proponents which were more familiar with other forms of participation and care of the public space.

R2. The urban authority becomes an enabler and a partner

INDICATOR	SOURCE OF VERIFICATION
Indicator 3: Percentage of public officers feeling that the public authority is a partner and an enabler for citizens and associations	<ul style="list-style-type: none"> - Observation of co-design meetings - analysis of co-design meetings reports - interviews / questionnaires with public officers involved in the project
Indicator 4: Percentage of citizens and associations feeling the public authority as a partner and an enabler	<ul style="list-style-type: none"> - Observation of co-design meetings - analysis of co-design meetings reports - interviews / questionnaires with citizens involved in the project - interviews / questionnaires with associations involved in the project

R2 Indicators scores: for the public officers the perception of the enabling (6,57 points) and partnering (6,31 points) capacity of the public administration is mildly **increased**. In the case of proponents, the enabling capacity had to be inspected indirectly only to the concept of **partnership** in order to make understandable to all the sample. They show a significant lower score (6,12 points) compared to the public officers.

The change in the role of the urban authority can be observed in its capacity to act as a **platform** for **facilitating** and **enabling** collective action and partnering with citizens. It represents a key factor for the success of community initiatives aimed at the co-management of urban commons. This result can only be partially discussed at the present situation as the co-management phase of the Pacts of collaboration is still in progress.

It is possible to identify the **efforts that the single public officers** put in the creation of a partnership with citizens within the limits of their responsibility, role and competences. Yet, the perception of proponents seems to be compromised by the difficulty in **identifying who is the real partner in the dialogue** with them for the realization of the activities. The existence of multiple layers in a complex organization with territorial, political and administrative branches (Districts) reaching territories with specific peculiarities and differences needs to be considered in order to assess its real enabling and partnering capacity.

R3. Active citizens and the urban authority co-design the urban welfare services

INDICATOR	SOURCE OF VERIFICATION
<p>Indicator 5: Percentage of citizens and associations feeling that the projects proposals presented have been positively discussed and changed in collaboration with the public administration</p>	<ul style="list-style-type: none"> - Observation of co-design meetings - analysis of the change in the project proposals during the co-design phase - analysis of co-design meetings reports - interviews / questionnaires with citizens involved in the project - interviews / questionnaires with associations involved in the project - interviews / questionnaires with neighborhood houses operators

R3 Indicators scores: proponents have a **sufficiently positive perception** of the discussions and results of the co-design phase (6,64 points).

Co-design is a **process** including a **range of activities and actions** used in the design of services, products and activities foreseen in the Pacts of collaboration through the adoption of a collaborative dialogue between the public administration, proponents that were admitted to this phase and all the possible interested parties. Participants are encouraged to contribute and are **respected as equal partners** sharing their competences, ideas and expertise in the design. In practical terms, the co-design phase consisted mainly in written exchanges, face-to face meetings, on-site inspections and events for the discussion and positive improvements of proposals which led to the adoption of 46 Pacts of collaboration.

Since its innovative characteristics, the implementation of this phase revealed also a series of shortcomings which hindered it from developing its full potential. Firstly, if co-design is to be effective there needs to be **agreement on what it is and how it works** and which are the “**engagement rules**”: its length and procedures have been diversified on a case by case basis, therefore a first necessity that emerged is the need to agree on a **certain level of procedural standards**, still allowing for the heterogeneity of the proposals, but providing more clarity and velocity from the beginning of the process. Secondly, the co-design should be sustained from an **external independent facilitator** that can support the parties in focusing on the exchange on the contents, desires and objectives. Thirdly, it has been underlined how the co-design should be done **from the moment of the formulation of the proposal** and not only after the submission and should focus more on the relation and reciprocal knowledge between the parties.

R4. Active citizens and the urban authority co-manage the urban commons

In the present emergency situation, the co-management has to be considered with additional characteristics regarding the social distancing measures. For this analysis, we have asked proponents their perceptions on the future accessibility of public spaces interested by Pacts of collaboration and on their role as a resource to be managed.

INDICATOR	SOURCE OF VERIFICATION
<p>Indicator 6: Percentage of citizens and associations feeling the collective fruition of urban commons to be with increasing characteristics of inclusiveness and integration</p>	<ul style="list-style-type: none"> - analysis of the project proposals - analysis of the Pacts of collaboration - interviews / questionnaires with citizens involved in the project - interviews / questionnaires with associations involved in the project - interviews / questionnaires with neighborhood houses operators

R4 Indicators scores: More than 10% of the proponents have indicated a low expectation in the adaptation of infrastructures, green areas and urban spaces to social distancing measures but it's also observable **general slightly increase** in the perception (6,34 points). Much higher expectation is showed in the use of school yards (7,73 points).

The co-management is a process of management in which the City **Administration shares power** with the proponents and the Pacts of collaboration's participants, with each given specific rights and responsibilities relating to information and decision-making. This phase has started mainly for Pacts from measure A and B which face a higher degree of complexity in both the urban regeneration intervention in the buildings and the governance scheme. Internal regulations (*Cabina di Regia, Disciplinare d'uso*, etc.) are currently being framed and they will be the shared basis for the management of the facilities, the development of the activities, the management of the access and the economic sustainability of the Pacts.

R5. Sustainable urban welfare services co-production in urban commons

Similarly to R4, also this result can be assessed only prospectively taking into consideration the emergency situation. Therefore, for this analysis, we have asked the proponents' opinions on the use and appropriateness of the skills, instruments and tools provided by the Pacts of collaborations to face the future emergency situations. A similar question has been asked also to the public officers (not included in this indicator) in order to make a comparison between the two attitudes.

INDICATOR	SOURCE OF VERIFICATION
<p>Indicator 7: Percentage of citizens and associations feeling to have enough resources, competences and skills to make the project sustainable</p>	<ul style="list-style-type: none"> - analysis of the project proposals - analysis of the Pacts of collaboration - interviews / questionnaires with citizens involved in the project - interviews / questionnaires with associations involved in the project

R5 Indicators scores: the proponents feel **low expectations on their resources and skills** (5,46 points) and on the instrument of the Pact of collaboration as a tool to redefine the public space (6,11 points) while they have **higher expectations on digital tools** to facilitate remote participation (7,38 points). On the contrary, public officers demonstrate a **higher perception** on the acquisition of new skills both in the administration and in the community (7,08 points).

The Co-City project has been intended to provide **knowledge and management instruments, practical tools and resources** for the creation of projects on urban commons that can be sustainable in the future. The actions have been finalised creating the **structure** and **enabling** the realization of activities. The general view is that the provided resources are not sufficient to ensure the continuation of the activities. This is observable especially in the case of Measure A – via Cumiana where the budget was insufficient for both the initially designed renovation and the security-guarantee needed for the rest of the building, which has been transformed in a “covered square” thus impairing the initiatives foreseen in a closed space (especially in winter time). This implied a redefinition of the activities initially presented by proponents which had to be readapted. The emergency situation is also negatively impacting on the general revenue of the associations and the continuation of their ordinary activities.

R6. Citizens that feel that their actions are actively contributing to the urban welfare

Similarly to R4 and R5, also this result can be assessed only prospectively taking into consideration the emergency situation by assessing the expectations on the role of the networks created by the project for needy citizens.

INDICATOR	SOURCE OF VERIFICATION
<p>Indicator 8: Percentage of citizens and associations feeling that their actions are actively contributing to the urban welfare</p>	<ul style="list-style-type: none"> - interviews / questionnaires with citizens involved in the project - interviews / questionnaires with associations involved in the project

R6 Indicators scores proponents have a positive attitude towards the role of the networks (7,21 points).

During the emergency situation proponents mobilized to ask the possibility to continue the care and maintenance especially of the public green areas and various alternative initiatives have been initiated by the proponents in order to face the emergency. For example, the proponents of Piazza Paravia (District 4) started a **spontaneous initiative** to encourage citizens who passed through the square for other reasons of necessity to bring a bottle of water and water plants. This indicates, as confirmed by the data, a feeling of involvement and a sense of community of the proponents also during this period.

R7. Citizens in need are recognized as part of the community change

INDICATOR	SOURCE OF VERIFICATION
Indicator 9: Percentage of citizens in need involved in the project that are integrated in the city collaborative welfare services and Pacts of collaborations	<ul style="list-style-type: none"> - analysis of social workers reports - social workers periodic coordination and reporting meetings - interviews / questionnaires with social workers

R7 Indicators scores: The presence of the Co-City social workers has been **extensively positively evaluated** in all the collaborative services in which they have been deployed in the involvement of citizens in need (8,62 points), in the integration of beneficiaries between different services (8,44 points), in the creation of networks (8,86 points) and in the improvement in the interactions of the social workers in the services (8,34 points)

The **flexibility** of their involvement and their high-level competences allowed the creation of a *de facto* “**inside network**” between the locations where they have been involved functional also for the reporting of particular needy cases between the various services and structures. Especially in the case of the Pact of collaboration of via Leoncavallo, which is aiming at the renewal of an arcade highly frequented by homeless people, their work has proven to be fundamental in improving the assistance to individual cases accompanying them in connecting with the services, in carrying out bureaucratic and health practices. This allowed some of them to improve their condition and it proved to be a valuable work in making the Pact of collaboration suitable for the context in which it was taking place with a specific attention to the human and social dimension.

Indirect beneficiaries

From the analysis of the interviews and the questionnaires it has been possible also to observe the changes that the project had on two indirect beneficiaries: the **Neighbourhood Houses Network** and the **City Social Services**.

Neighbourhood Houses Network

The Rete delle Case del Quartiere (Network of Neighborhood Houses), is the network of the **8 Neighborhood Houses** that was established in **2017** in recognition of their common vision and as a **coordinating mechanism** of their actions. The resources channeled by the Co-City project with the 8 Neighbourhood Houses local contact points not only sustained the territorial communication, the support to proponents in the presentation of proposals but also helped in **reinforcing some aspects of their internal structure**. In particular in some Neighbourhood Houses several improvements have been observed:

- Neighbourhood Houses have the role to encourage people to take part in the social and cultural life of the neighbourhood and the city through different forms of active citizenship, volunteering and cultural activities. They welcome initiatives and ideas from the outside and support their management and dissemination within their structures. With Co-City they had the opportunity to act as a **community activator**: these Neighbourhood Houses rarely had the ability to carry out initiatives in which their role was to solicit and accompany third parties in a massive way, especially in the public spaces outside the house;
- Each of the 8 Neighbourhood Houses works independently as a multi-functional community hub located in different areas of the City. They are very different in their structure (from big to small spaces), activities and targets. Especially for those who had limitations in terms of space, public fruition (eg. those not having a restaurant or a cafeteria) or services specific target groups (eg. families and kids), the Co-City project was an opportunity to **diversify and expand the knowledge** of different civil society organizations and informal groups in the neighbourhood;
- A general increase of the **network of civil society organizations** and **informal groups** that have been supported in the preparation of the proposal and in the co-design which became a new asset of the houses.

City Social Services

The City Social services are currently experiencing an **internal organizational restructuring** and **reorganization** both in terms of physical structures and human resources in order to face the new social complexity providing more targeted and personalized services.

Shortcomings in general welfare services have been encountered in recent years due to reduction of resources, the inadequacy of some social workers to deal with new or unexpected situation and the increasing intersectionality of the issues that the social workers are facing.

One of the points of the reorganization has been the **identification of cross-cutting territorial services** that could work on the networks. Co-City gave the opportunity to **accelerate** this process by introducing a new professional figure in the services which did

not belong to a recognized hierarchical institution or organization within the City welfare services that could bring an intersectional complexity and support the networks.

6 out of 7 of the Co-City social workers are still continuing their interventions in the City Social Services or in Third sector organizations working also with Pacts of collaboration.

Conclusions

The Co-City project started its innovative experiment relying on the idea of distinguishing the urban commons from other public goods and assets, and that this should be a **value worth developing and spreading**. Yet, this implied a strong **learning effort** from all the stakeholders and parties involved, which sometimes led to misunderstandings, bottlenecks and extensive efforts to communicate new ideas and concepts.

The process is still ongoing and this report does not claim to be an extensive evaluation of all the changes that the project brought to its beneficiaries, rather it aims to be a **picture** of the current situation of the realization of the Co-City activities, outputs and intermediate outcomes. There are still some considerations that can be made on major successes and failures of the Co-City project and its implementation so far.

A general accomplishment of the project that can be identified is the facilitation of the **emergence and consolidation of new city makers and their networks that started to unlock their potential** by understanding their capability to be engaged in the urban social change. Preliminary effects can be also seen in a general change of attitude of the public administration and the public officers that are starting to maximize a **multisectoral approach** to face the urban challenges that **transcend traditional sectoral boundaries**. The project fostered **accountability across sectors** of the public administration and encouraged **broader participation** in the realization and governance of Pacts of collaboration. Yet, many shortcomings have been evident during the Co-City implementation, starting from the impossibility to **postpone** its duration. Being an innovative systemic project, it needed more time to be fully operational and put into place possible corrective actions during its implementation. The biggest failure of the project has been the **timing**: the co-design phase and the approval of Pacts of collaboration have been a long and burdensome process, both for public officers and proponents. This situation is to be attributed to a combination of controllable and uncontrollable factors. On one side, the **length of bureaucratic procedures** has been critical in the creation of delays in carrying out the project activities. On the other side, the Co-City has been a **testing** of a new procedure and process that still needs time for **standardization** and assessment in order to provide systemic solutions and changes.

Annexes

Annex I – Public officers questionnaire

Annex II – Proponents questionnaire

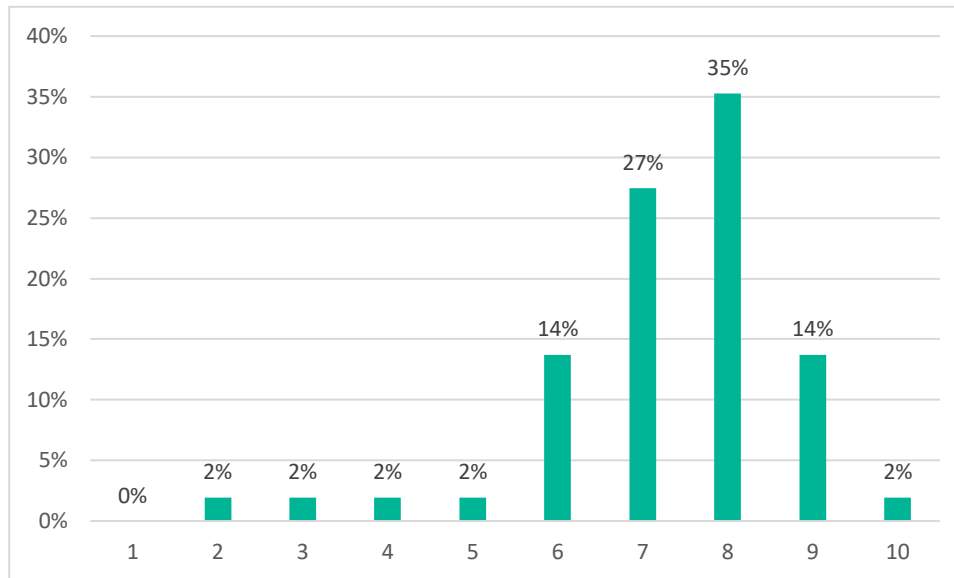
Annex III – Social workers questionnaire

Annex IV – Neighbourhood houses interview scheme

Annex V – Co-City camp questionnaire

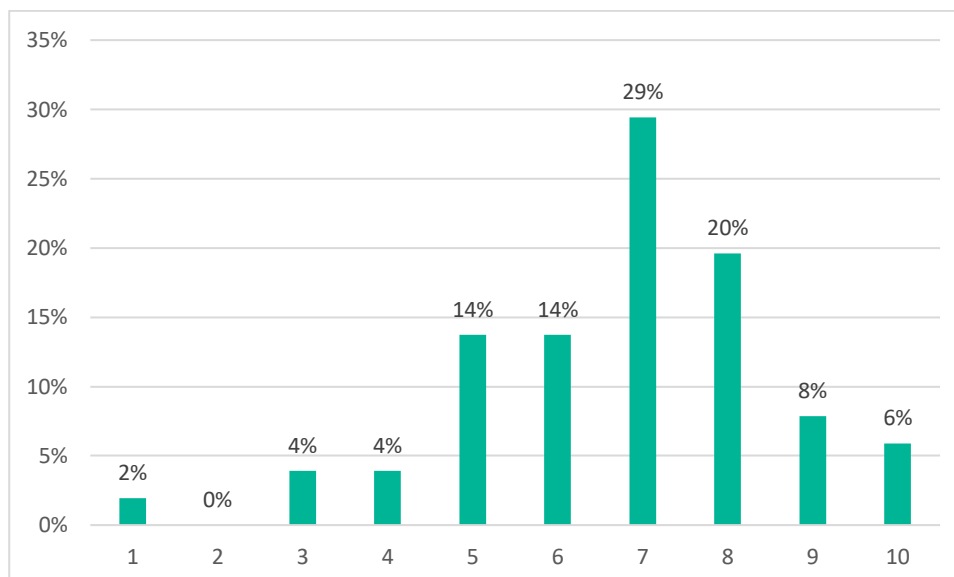
Annex I – Public officers questionnaire

Question: in your opinion, from 1 (at all) to 10 (a lot), how much did the Co-City project lead to a more collaborative attitude on the part of the Administration in the relationship with the citizens?



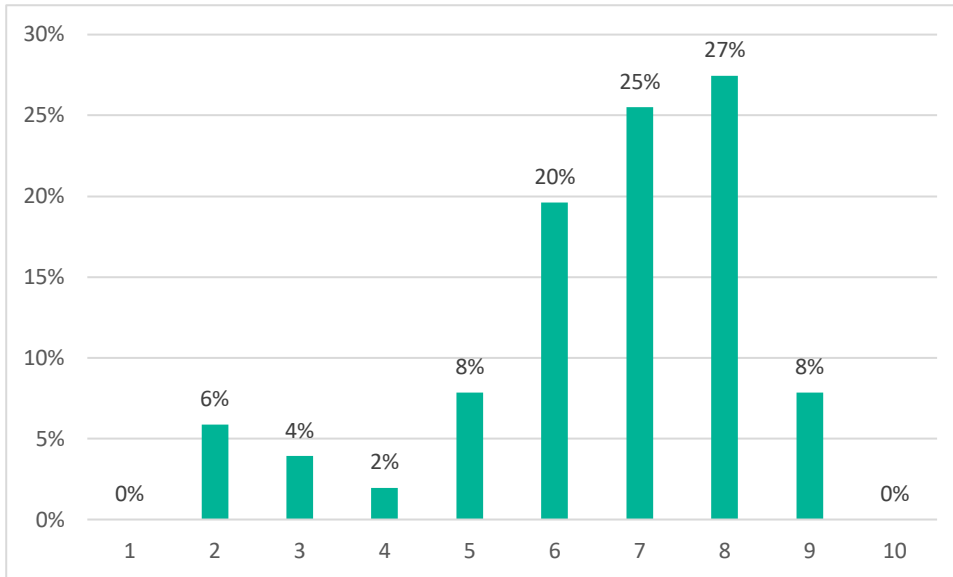
Average: 7,27 points

Question: in your opinion, from 1 (at all) to 10 (a lot), how much did the Co-City project lead to the definition of flexible communication methods that promote a wider knowledge of the initiatives carried out by the Administration and citizenship?



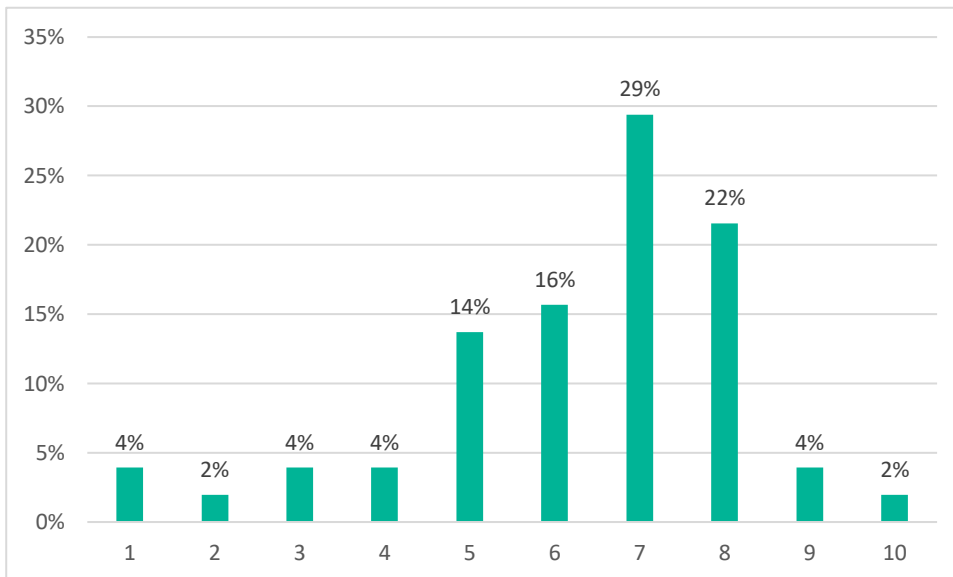
Average: 6,73 points

Question: in your opinion, from 1 (at all) to 10 (a lot), how much did the Co-City project lead to the structuring of an enabling institutional ecosystem that allows the Administration and citizens to collaborate with each other?



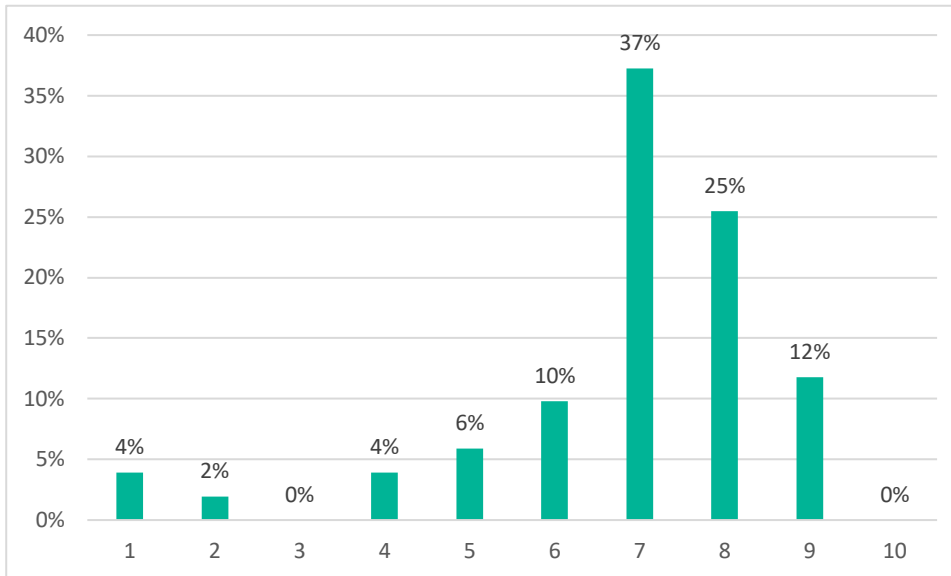
Average: 6,57 points

Question: in your opinion, from 1 (at all) to 10 (a lot), how much did the Co-City project lead to the structuring of public-private partnerships for the shared management of urban commons?



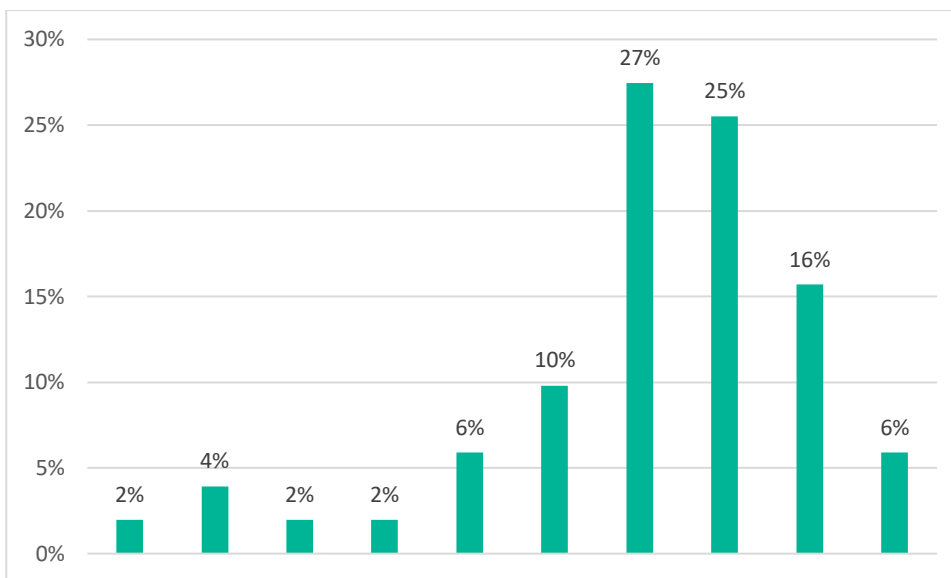
Average: 6,31 points

Question: in your opinion, from 1 (at all) to 10 (a lot), how much did the Co-City project lead to an increase in mutual trust in relations between citizens and administration?



Average: 6,82 points

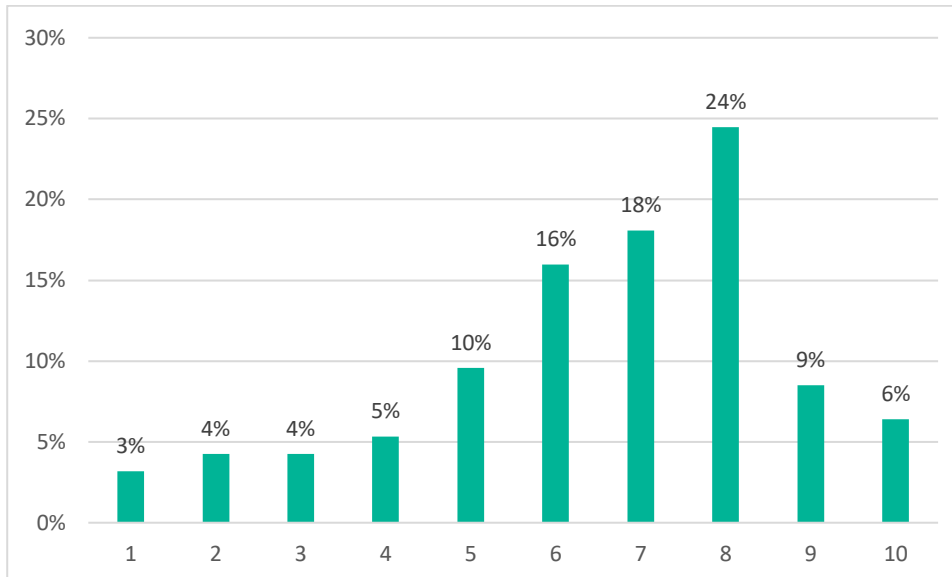
Question: From 1 (at all) to 10 (a lot) how much did the Co-City project contribute to the creation of new skills within the Administration and the community for the shared management of urban commons?



Average: 7,08 points

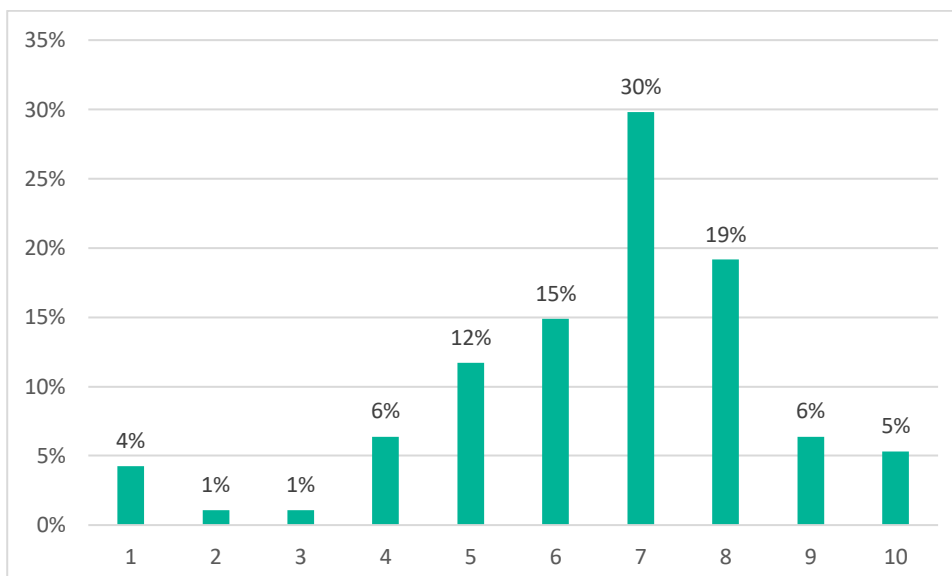
Annex II - Proponents questionnaire

Question: in your opinion, from 1 (at all) to 10 (a lot), how much did the Co-City project lead to a more collaborative attitude on the part of the Administration in the relationship with the citizens?



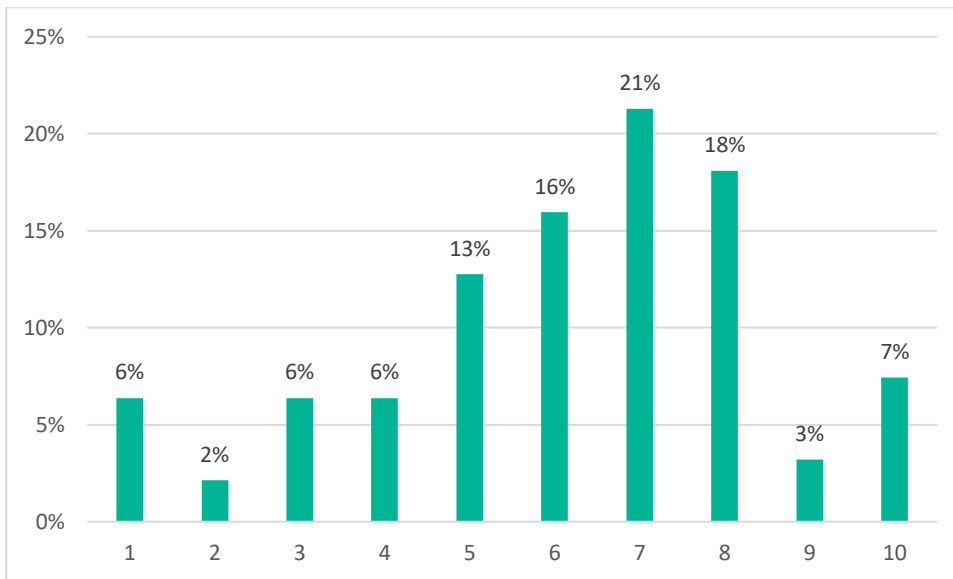
Average: 6,52 points

Question: in your opinion, from 1 (at all) to 10 (a lot), how much did the Co-City project lead to a more collaborative attitude on the part of the citizens in the relationship with the Administration?



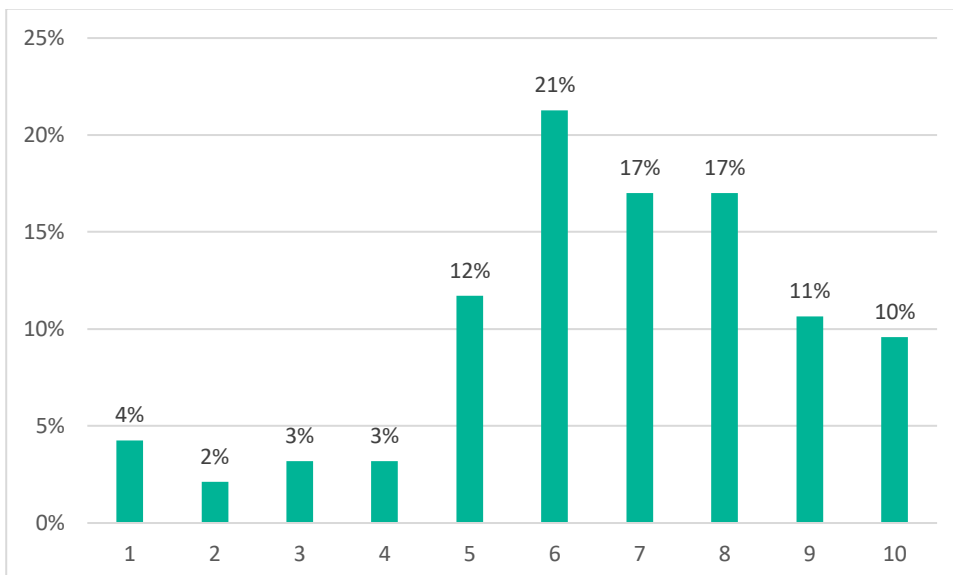
Average: 6,55 points

Question: From 1(at all) to 10 (a lot,) how much does the signing of the Pact of collaboration make the municipal Administration and citizens become real partners?



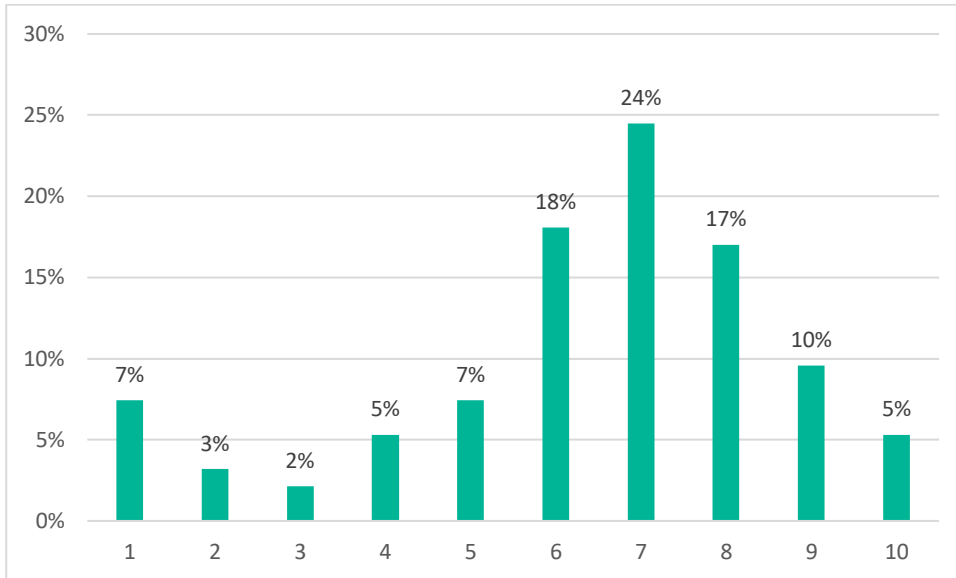
Average: 6,12 points

Question: From 1(at all) to 10 (a lot), how much in the co-design phase the proposals have been deeply discussed and transformed in feasible actions?



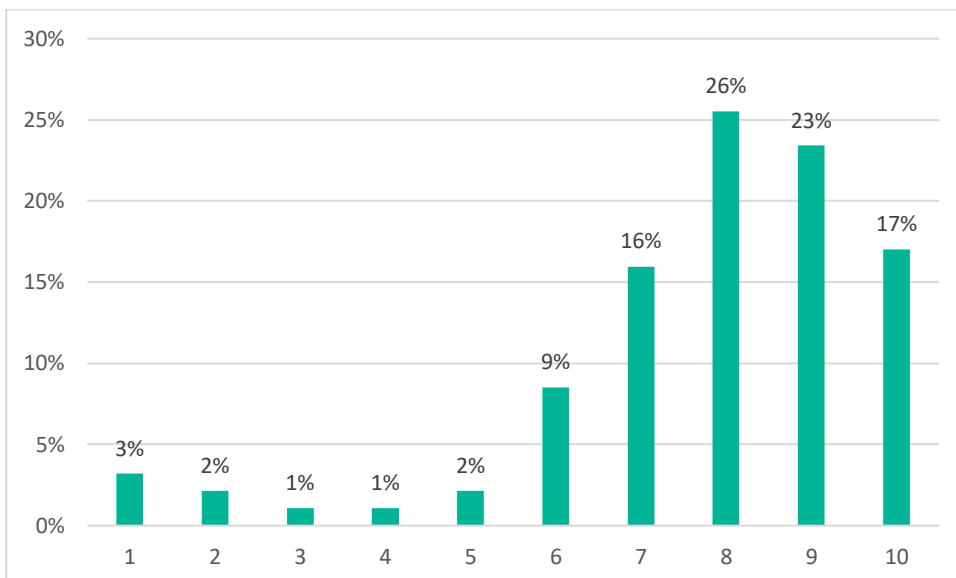
Average: 6,64 points

Question: In your opinion, from 1 (at all) to 10 (a lot), how much will the pact of collaboration help to adapt infrastructures, green areas and urban spaces to social distancing measures, promoting the management of leisure time and a different use of public space as a tool to counteract the isolation of people?



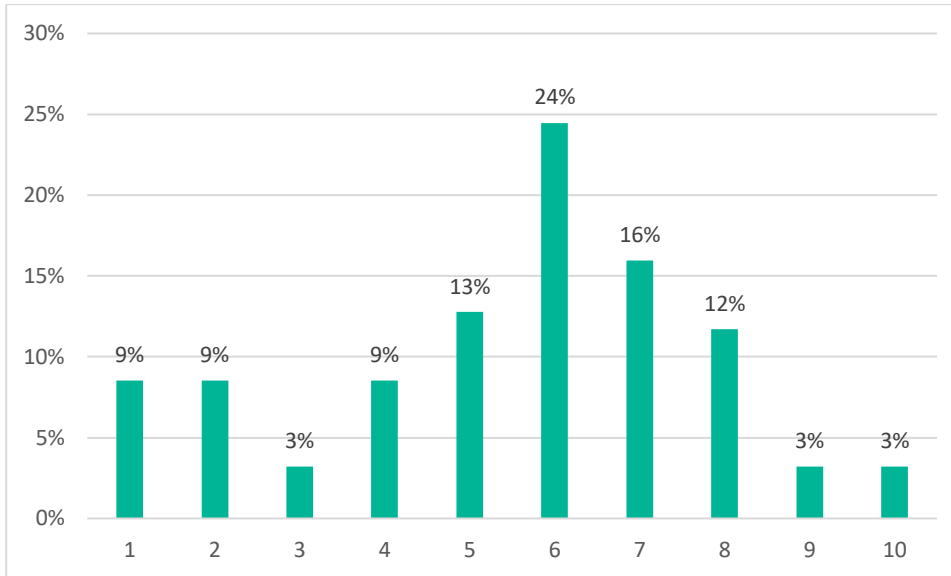
Average: 6,34 points

Question: In your opinion, from 1 (at all) to 10 (a lot), how much will the use of school yards and public spaces close to schools be an important resource for organizing the return to a new ordinary condition?



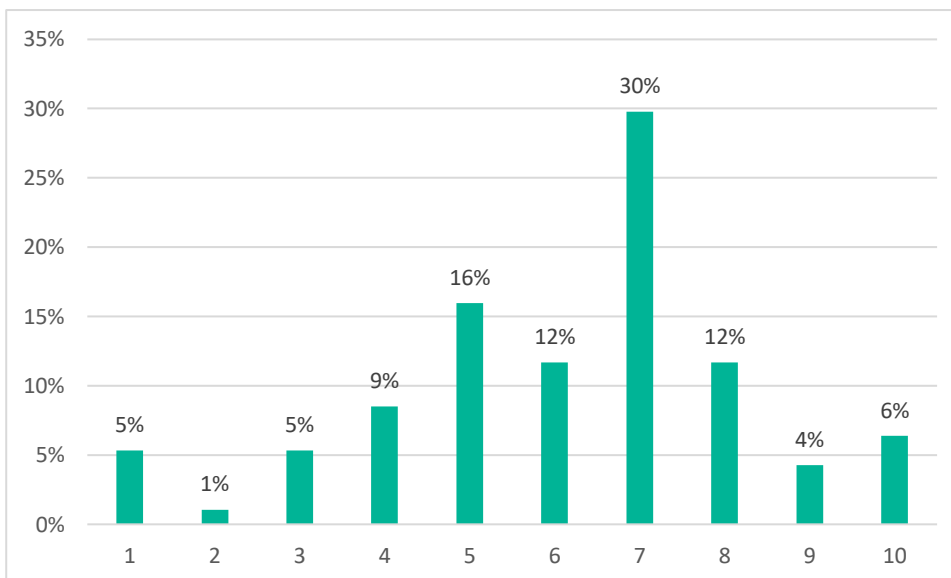
Average: 7,73 points

Question: In your opinion, from 1 (at all) to 10 (a lot), will the associations and people who signed the collaboration agreements have sufficient resources and skills to keep the activities going?



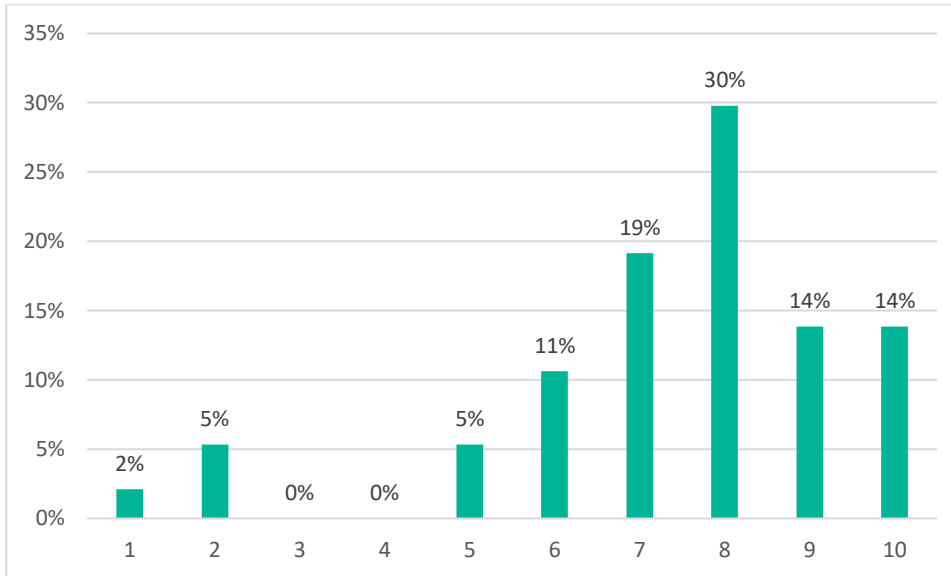
Average: 5,46 points

Question: In your opinion, from 1(at all) to 10 (a lot), how much the pact of collaboration will help the citizens to define the rules for the use of public space together with the Administration?



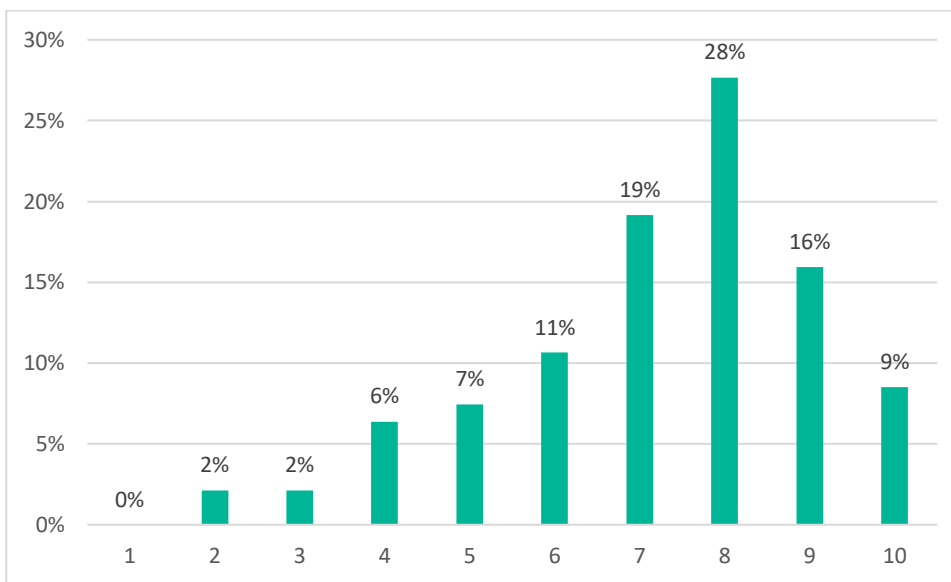
Average: 6,11 points

Question: In your opinion, from 1(at all) to 10 (a lot), how much, the use of digital tools will have to be enhanced in the future to create new forms of remote participation?



Average: 7,38 points

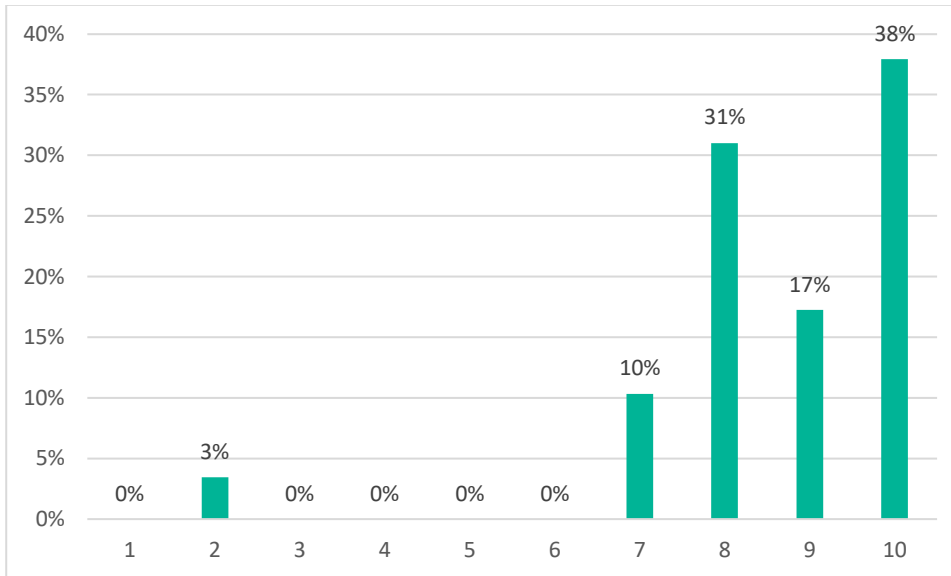
Question: In your opinion, from 1(at all) to 10 (a lot), how much, the ties between the people that have been created through the pacts of collaboration and the neighbourhood houses allow the citizens in need to face this emergency situation?



Average: 7,21 points

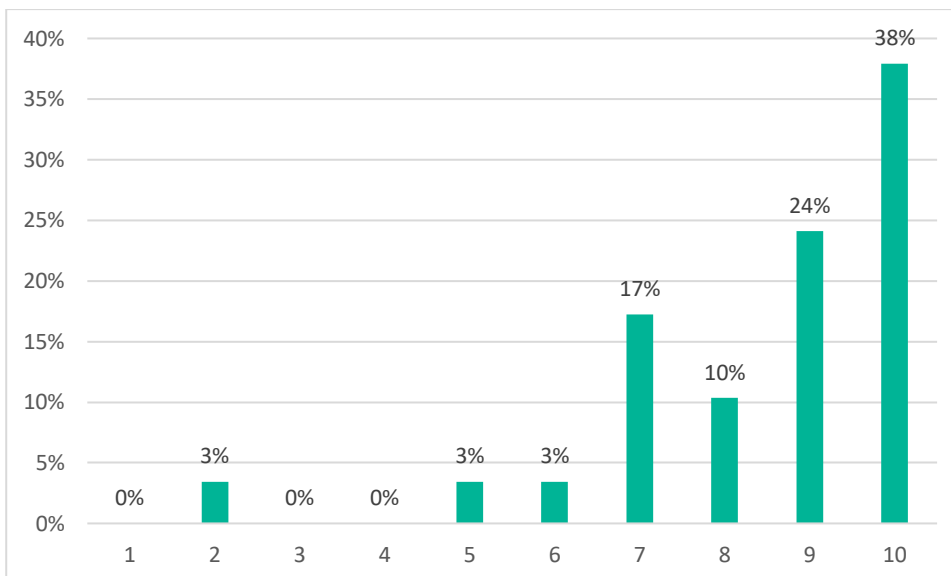
Annex III – Social Workers questionnaire

Question: In your opinion, from 1(at all) to 10 (a lot), how much the social workers supported a positive involvement of the people who use the service during the proposed activities?



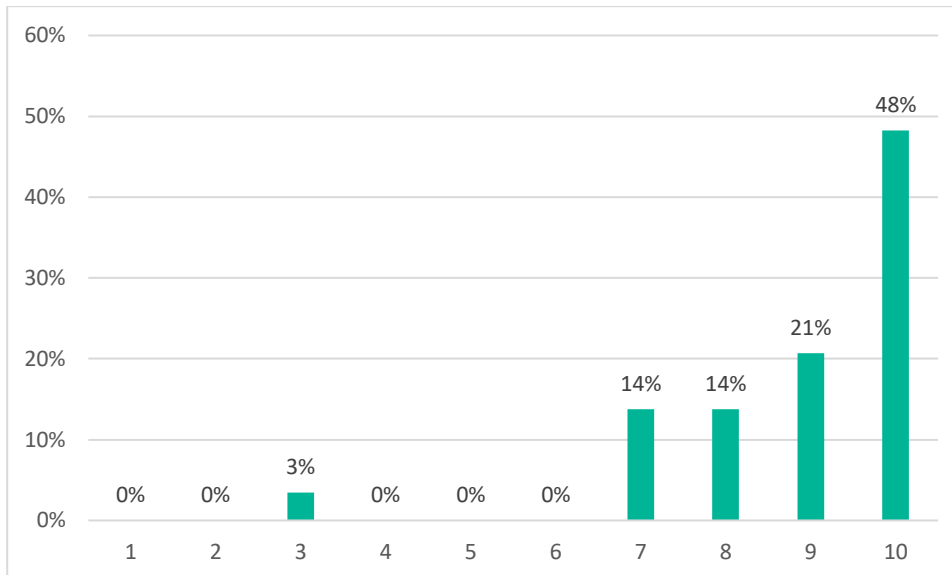
Average: 8,62 points

Question: In your opinion, from 1(at all) to 10 (a lot), how much the social workers supported a greater integration of beneficiaries within the services?



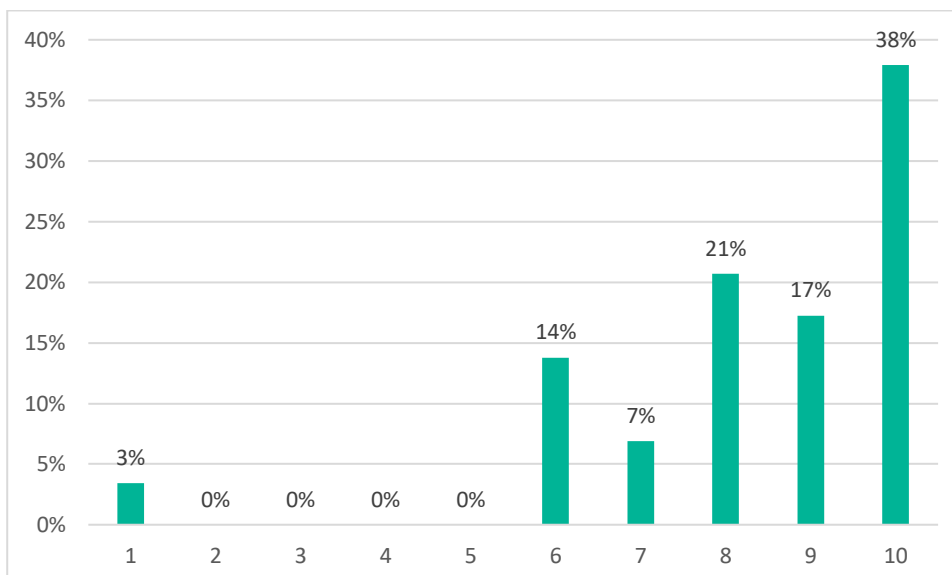
Average: 8,44 points

Question: In your opinion, from 1(at all) to 10 (a lot), how much the social workers supported an increase in collaboration networks between the City and the third sector?



Average: 8,86 points

Question: In your opinion, from 1(at all) to 10 (a lot), how much the social workers supported an improvement in the interactive modalities of the social workers already employed in the services?



Average: 8,34 points

Annex IV – Neighbourhood houses local contact points interview

Summary

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3. INITIAL PARTICIPATION	2
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4. PRESENTATION OF PROPOSALS	2
Main purpose of the proposals	2
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5. CO-DESIGN	3
Meetings.....	3
Proposals	3
Proponents.....	4
6. COORDINATION AND COMMUNICATION	4
Internal coordination	4
External communication	4

Questionnaire – Neighbourhood Houses local contact point

The questionnaire is administered individually through an interview with the local contact points of the Neighborhood Houses.

Date:

Place:

1. PERSONAL CHARACTERISTICS

Neighbourhood house of reference:

District of reference:

First name:

Surname:

Age:

Instruction:

Define your role within Co-city:

2. BASELINE

- Before the start of Co-City, were you actively involved in the activities of the Neighborhood House?
- If so, what was your role? briefly describe your experience

3. INITIAL PARTICIPATION

Events

Event	Date	Number of participants
Co-City incontra i cittadini		
Il territorio si racconta		

- What kind of participants attended the initial Co-City events? (e.g. regular / occasional users / inhabitants of the District / outside the District / outside Turin)
- Compared to the daily participation of the events in the House, do you think that the effort for involvement has been greater or lesser? Briefly describe
- Which element has mostly stimulated the interest and the initial involvement of citizens? (e.g. relationships previously established with the Neighborhood House, interest in Co-City issues, etc.)

4. PRESENTATION OF PROPOSALS

Main purpose of the proposals

For each proposal in your district of reference, please indicate the main purpose:

- Care of green areas and public space

- Sport
- Arts/culture/creativity
- Socio-cultural animation
- Community welfare services
- Youth protagonism
- NA

Level of support of the proposals

With reference to the collaboration proposals presented within the District of reference:

- Indicate if you were aware of the presentation of the proposal and what type of contact was established
- Indicate the type of support given to proponents during the submission phase.

Content of the proposals

- Were there any proposals that particularly impressed you? If so, which ones?
- Are there any proposals that you thought would have been positively / negatively evaluated and instead they were evaluated positively / negatively? Why?

Proponents

With reference to the groups of proponents in each proposal presented within the District of reference:

- Identify the main actor
- Indicate whether the proponents were already working on the space / activity interested by the proposal
- Indicate whether the proponents joined together for the presentation of the proposal
- Were there any proponents who particularly impressed you? If yes, please describe briefly.

5. CO-DESIGN

Meetings

Proposal	Co-design meeting	On-site inspection

Proposals

With reference to the proposals in your District of reference, briefly indicate:

- Which remodulations occurred during the co-design phase and identify the main cause

- Describe what impact the following factors had: available resources, security issues, purchase of equipment, timing. Report some specific cases.

Proponents

With reference to the proponents' groups in your District of reference, please indicate:

- If there have been changes within the group (additions / waivers)
- If new partnerships have been created between collaboration proposals / other projects
- The impact of the co-design phase on the motivation of proponents, report some examples.

6. COORDINATION AND COMMUNICATION

Internal coordination

Briefly describe the coordination relationships that have been established with the other project partners, identifying, where possible, critical issues and strengths

- Coordination with the other Neighbourhood Houses local contact points
- Coordination with the Municipality of Turin
- Coordination with ANCI
- Coordination with UNITO (with specific reference to the platform FirstLife)

External communication

Which communication strategies do you think have been most effective for the dissemination of the project on the territory (internet / paper material / word of mouth)? Why?

Annex V – Co-City Camp questionnaire

(1) Age _____

(2) In which District do you live?

Neighbourhood: _____

(3) You are here as..

- Employee of the Municipality of Turin or another public body
- Proponent of a Collaboration Pact
- Operator (or volunteer) of a Neighborhood House
- Citizen interested in knowing the Co-City project and the collaboration agreements
- Representative of an association
- Other _____

(4) How did you hear about the Co-City project and Pacts of collaboration?

- I live near an area interested by a Pact of collaboration
- Facebook, Twitter or other social media
- On the website of the Municipality of Turin
- Through the Neighborhood Houses
- Friends or acquaintances have told me about it
- For work

(5) What does “urban public good” mean for you?

(6) What do you think are the most important aspects of the Pacts of collaboration in Turin? (You can give more than one answer)

- Mutual trust between citizens and public administration
- Shared responsibility towards urban public goods
- The care and social use of public space
- The shared planning and management of actions and interventions
- The openness towards other subjects available to collaborate

(7) On a scale of one (not at all) to five (a lot), do you judge positively the collaboration between citizens and administration in Turin?

(8) If you want, explain why

(9) If you want, you can add comments or suggestions:
