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LEARNING VALIDATION IN THE
EUROPEAN UNION POLICY-MAKING:
THE CASE OF SOCIAL IMPACT
EVALUATION IN THE OPEN
RESOURCES PROJECT

Relatore: Prof. Lorenzo Liguoro

Laureando: Gloria Pilutti
matricola N. 1110929

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To my uncle Eugenio Pilutti

La validazione degli apprendimenti nel *policy making* dell'Unione Europea: il caso della valutazione di impatto sociale nel progetto Open RESOURCES

ABSTRACT

Il presente elaborato indaga l'evoluzione del progetto pilota "Open RESOURCES" di Treviso analizzata in termini di innovazione sociale nel quadro di regolazione multilivello.

Tale progetto rappresenta una risposta ai bisogni emergenti del territorio, coniugando l'esigenza lavorativa e abitativa dei rifugiati con quella dei giovani disoccupati locali che, in cambio di un lavoro di ristrutturazione e di efficientamento energetico nelle abitazioni private, potranno godere di un alloggio nelle stesse a titolo gratuito.

In particolare, il *fil rouge* della tesi è la validazione degli apprendimenti nel *policy making* dell'Unione Europea.

L'obiettivo generale dell'elaborato è quello di affermare che, nell'innovazione sociale, un apprendimento validato, continuo e collettivo, assicura risultati significativi per tutti i beneficiari del progetto, diretti e indiretti, diventando inoltre un'opportunità positiva per il livello di regolazione europeo. L'emersione a livello comunitario della pratica in via di sperimentazione a Treviso garantirebbe una serie di rilevanti vantaggi, quali: favorire l'attrazione di investimenti pubblici e privati; accrescere la scalabilità e la replicabilità dell'esperienza in una strategia solidale, sostenibile e intelligente; collegare *top-down* e *bottom-up* nel ciclo di *policy*; e di rinsaldare i principi di un'Europa Sociale attenta ai bisogni della popolazione.

Per favorire tale processo, si offre una proposta di valutazione di impatto sociale incentrata sulla validazione degli apprendimenti. L'elaborazione segue le direttrici metodologiche di due approcci distinti: la Lean Startup di Eric Ries e il Collective Impact di John Kania e Mark Kramer. L'impianto valutativo è inteso divenire linguaggio comune a tutti gli stakeholder volto a conferire una maggiore visibilità e accrescere l'eventuale replicabilità e scalabilità del progetto, attirando possibili ulteriori partner ed aprendolo a forme di finanziamento derivanti dal Quadro Finanziario Pluriennale dell'Unione Europea.

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CHAPTER I

INTRODUCTION

1.1 The aim: human-centred learning

The word crisis comes from the ancient Greek word *κρίσις* which meant a moment of separation, change or decision. Since 2007, two crises have hit the Eurozone, and consequentially influenced the whole of the European Union economy: the US-born financial crisis and the European sovereign debt crisis. At a macro level, a paradox raised: the financial crisis led to significant budget deficits at a national level and deficits brought financial markets to mistrust the sustainability of public finances. At a micro level, people have been deceived by macroeconomic collapses and austerity eventually had an impact on their homes, their jobs, and their social lives. Feelings of abstention, Euroscepticism and a ‘multiple-speed’ Europe arose as well as an idea of a distant and bureaucratic European Union, which was to blame. Recently, the word crisis has been often associated with these economic problems, threatening peoples’ trust and adding a negative *nuance* to its general meaning. In a crisis, the feelings are usually uncertainty and fear for the lack of something that is currently changing. However, change is not necessarily an undesirable tension or an inconvertible trend. It depends on how one looks at it. It is undeniable that today economic, social, cultural and all-sorts-of crises are visible signs of change. The difference is how we manage the change: for instance, developing and guiding it towards a better and more positive future.

Talking about change is fundamental when writing about innovation, especially social innovation. As defined on the European Union official website, “*social innovation means developing new ideas, services and models to better address social issues. It invites input from public and private actors, including civil society, to improve social services.*”¹

¹ European Union website on social innovation <http://ec.europa.eu/social/main.jsp?catId=1022>

Innovation is crisis, change, doubt and risk. Social innovation, especially, concerning a human being renewing his/her relationship with the community in an inclusive perspective. A guided change needs constant evaluation to understand whether the *fil rouge* of the innovative actions is leading to a better future. Outputs, results and outcomes are considered and checked in a feedback process of learning which may be reiterated.

Learning is the key point in this thesis, as learning is considered the core activity of social innovation. Learning by doing and its validation are essential to judge what has been achieved in a restorative and/or with a brand-new-start perspective, which fits the logic of constant innovation.

Taking into account a social inclusion pilot project developed in Italy, this thesis tackles different sorts of learning: the territory top-down learning from the European Union; the European Commission bottom-up learning from the territory; the beneficiaries' learning of integration activities in the pilot project; the learning validation method for continuous verification and feedbacking in order to foster social impact; the innovation and best-practices learning between the contexts of the European Union. Learning is innovation of innovation, *meta*-innovation. It provides a phoenix inner engine to innovation processes which regenerates from the ashes of a fail.

Start-ups are often the model for innovative content. The Open RESOURCES pilot project is developing in order to achieve a precise model (association for social promotion and start-up dedicated to social aims), made of integrate social challenges to tackle, and made by a strong potential: three innovators that have a vocational and concrete scope. The pilot project involves three interconnected realms: youth employment; refugees housing; and urban regeneration, through the renovation of existing buildings improving their energy efficiency and increasing the house value. The place is Treviso, 83.449-inabitants city of the Region of Veneto in North Eastern Italy. The moment is now.

However, how? How may this project lead to a better future? Is the innovative idea sufficient? I dare say, no. The activation of the social, which-is-to-say the

relation-based part of innovation, is essential. And to achieve this goal, it is important to use a method.

There are several certified methods for innovation, leading imagination, passion and creation. However, in this case, I consider methods with learning validation as their crucial activity. An accurate refrain taken from two approaches, the Lean Startup approach and the Collective Impact approach, which can be both applied to the Open RESOURCES project. Fertilising the project with the notions of Minimum Viable Product and the managing techniques from the Lean Startup approach and with the social-impact tools from the Collective Impact approach will be productive and a good opportunity.

Therefore, the general aim of this work is to affirm that, in social innovation, continuous, validated and collective – and not individualised – learning assures human-centred results for all the beneficiaries, indirect or direct, involved in this project (refugees, the territory etc.). Further, it may become a positive opportunity that the European Union, relevant actor in the multilevel governance, may gather from its territory. Indeed, the future involvement of a strategic policy-maker and stakeholder as the European Union may be determinant. Mainly for five considerations:

1. to attract investment and attention to this kind of projects from the top-down level;
2. to assure the development of the entire considered society;
3. to guarantee scalability fitting an inclusive, sustainable and smart strategy;
4. to link top-down and bottom-up;
5. to build a social European Union, which cares for peoples.

To respond to this challenge, the specific objective of this work is to set light on the social impact evaluation of this pilot project, which should consider the importance of validated learning (shared by the Lean Startup, the Collective impact approaches and by the Open Method of Coordination of the EU itself). This evaluation aims to have a common field of action and language to convince, involve

and help possible future partners understand the importance of this project at a local, national and international level. Because innovation is an ongoing wonder for human beings, living in their own place and time, which needs to be told.

1.2 The project: Open RESOURCES

Who? The three young innovators are Marta Cassano (25), Said Chaibi (26) and Jacopo Cassano (29). They come from and work from different backgrounds. One day, they sat around a table and thought of an ideal solution to the challenges they were facing within their current context that were not working positively anymore. Marta, graduated from international economics, presented an economic opinion; Said, councilman, an administrative and political perspective; and Jacopo, social worker, a welfare and social system-focused view. However, above all, they felt involved in their common challenge as human beings, following a solidary sense of common good.

When did it all begin? The innovators' social innovation path began in 2016 and followed three steps: the vision, the first acceleration and, currently, the second acceleration and piloting.

They drafted their first vision in the summer of 2016: a more inclusive society that helps unemployed local, refugee youngsters to find a place to stay in the several unrented private houses in the city of Treviso in exchange for help to regenerate the buildings. Secondly, in June-July 2016, they presented the idea, supported by the La Esse Social Cooperative, to an academic lab, The Urban Innovation Bootcamp of the Ca' Foscari University in Venice – Campus of Treviso, where students from different universities, using different techniques from different approaches - mainly Design Thinking approach - accelerated the idea. During this experience, they saw their vision improving and they were challenged by different perspectives. They got feedback and kept something. In this way, they could channel and change their vision, following the data of the Bootcamp and the suggestions given. Thirdly, in October 2016, they decided to present a draft with their pilot project to the Human Foundation (Rome) which is helping develop their embryonal vision, thanks also to its fundraising campaigns.

As above-mentioned, the current partners of the initiative are the La Esse Social Co-operative of Treviso and Human Foundation from Rome. The La Esse Social Co-operative, born in 2015 from the fusion of two precedent organizations founded in 1989, counts for more than 100 social workers and 75 of them are members. They operate in the local welfare system fostering the self-determination of youth, women, immigrants, families, community groups, workers and companies, providing several services. They read and attempt to respond to the needs of the social context, promoting change, participation and social innovation.²

This social innovation intent may be aligned also with the purposes of the Human Foundation. This non-profit organization based in Rome, in fact, promotes collaboration between business, government, social businesses, foundations, institutional investors, economic operators, and finance world to ideate and implement innovative solutions for social challenges. It provides services of research and advocacy; it is oriented to social impact evaluation and innovation promotion; and enhances the skills of stakeholders and social entrepreneurs thanks to capacity-building initiatives.³ Both these partners are boosting Open RESOURCES vision.

What is the vision? The Open RESOURCES project is a starting point for an inclusive perception of European society based on equity of opportunities and autonomy as a synonym of freedom. The project wants to involve local young unemployed and refugees in an urban regeneration field for the city of Treviso (Italy). They will work together on a private house, obtaining free rent for a determined period. This is a concrete response to migration exigence in Italy, with a strong innovative feature insisting on the common value of work, very present in the social capital of Region of Veneto. It is a *faber* man who is considered here: a citizen by doing, avoiding the logic of long-term waiting before becoming an active and responsible part of the society. This is a good opportunity to change from the

²La Esse Social Cooperative official website
<http://www.laesse.org/english/>

³Human Foundation official website
<http://www.humanfoundation.it/eng/>

bottom the context, achieving social inclusion and challenging people into a participative frame.

There is no problem in the definition of this project in feasibility: the partners that believe in it are a sign of the validity of the project. However, it is important to consider the social impact that this experience might have in a specific context, Treviso (Italy).

Following a place-based approach, used also by the European Union itself in the 2014-2020 programming period, it is useful to understand the possible consequences of this opportunity with a social impact evaluation. The latter is necessary for two reasons: 1) future social achievements; 2) possible partnership links. In the following paragraphs, indeed, there is an introduction to Region of Veneto and Treviso approaches to the work, innovation, migration and urban regeneration realms, tackled by the pilot project.

Therefore, where? The context is the town of Treviso, 83.449 inhabitants, in the Region of Veneto, North-eastern Italy. This region belongs to the Third Italy, according to 1977 Bagnasco's definition.⁴ Namely a part of Italy not included in the western fordist regions and neither in the Southern. In this area in the 1970s an economic renaissance happened, with the insurgence of SMEs and industrial districts. With the recent economic crisis, the Veneto Region SMEs entrepreneurs heavily felt the pressure of the market, and this led to tragic ends too.⁵ As several studies demonstrate, there are a lot of reasons for this stagnation. In Veneto, the local systems of SMEs are often connected to innovation through 'social' links, rather than through technical aspects of research and technologic transfer. The economy is rooted on a network basis, on supply chains, on territorial systems, family businesses, and on local values system rooted on tradition. However, today, there is a common acknowledgement that the quantitative growth is to be overcome

⁴ Bagnasco A. (1977) *Tre Italie. La problematica territoriale dello sviluppo italiano*, Bologna, il Mulino.

⁵ Aoi S., "Di crisi si muore, in tre anni raddoppiati i casi di suicidi", *LaRepubblica*, 14/04/2015 http://www.repubblica.it/economia/rapporti/osserva-italia/le-storie/2015/04/14/news/di_crisi_si_muore_in_tre_anni_raddoppiati_i_casi_di_suicidi-111910825/

by a qualitative and knowledge-based economy. Compared to other European regions, due to small dimensions and family business resources and contacts, Veneto presents low investments in R&D. The difficult approach between knowledge diffusion and productivity system seems to anchor in the limited institutional and feeble public policies support to R&D and low levels of private investments in it (Ferraresso 2011 pp. 97-98). This general opposing behaviour towards innovative approaches is present also towards migration. The Region of Veneto has a political force right now, the Lega Nord (Northern League), which declared itself against it. However, a paradox has been raised. The integration index and experiences testify that this Region and particularly the city of Treviso are welcoming. This is not related to high income rates and manufacturing labour force needed, but also to the social capital of this region (Marengo 2015).

In Treviso this political trend changed since the administrative elections in May/June 2013, the new mayor, Giovanni Manildo, sustained by a centre-left coalition of Democratic Party (PD), Left, Ecology, Freedom Party (SEL) and three civic lists, has encouraged a smart city for intelligent growth in its Treviso, developing the first point of his electoral campaign and programme. The most important document for this initiative is the Recommendation of the Italian Government for the Public Administration to define a technological model for the smart cities (Ruggiero 2013 p. 33). The Italian Digital Agenda was born in order to adapt to the European Digital Agenda guidelines.

The term Smart City/Community refers to the place or context where the planned and saviour use of the human and natural resources, managed and integrated with the available technological tools, leads to create an ecosystem which uses its resources efficiently and provides integrated services more and more intelligently (with values of the sum more than the values of the parts).⁶ As one can see from the electoral programme guidelines, the fields of action are as follows: mobility, transports and logistics; energy and intelligent constructions; tourism and

⁶ Agenzia per l'Italia digitale, (June 22nd 2012) *Raccomandazioni alla Pubblica Amministrazione per la definizione e sviluppo di un modello tecnologico di riferimento per le Smart City* http://win.trevisionsmartcity.it/file/materiale%20smart/GdL_smart_city_v1%200Finale_0.pdf

culture; environment and natural resources; public urban security; intelligent health and assistance; e-education; public places of social aggregation; e-government and economy and competitiveness.⁷ From Italian Smart Cities, the ANCI national platform for smart cities, it is possible to see 9 smart projects linked to Treviso, 8 for mobility and 1 for energy. The total investment is 4.295.032,26 Euro, however in the domain of ‘living’ there is no one.⁸

The presence of many unrented houses discovered by the innovators thanks to 2011 Istat data; the migrant emergency that is becoming structural; the high numbers of unemployed or NEET youths, led Marta, Said and Jacopo to conceive their vision. Insisting on the value of work, of a man *faber* of his destiny, a renaissance of the reception experience is possible.

1.3 The method: learning validation

This paper concentrates on learning validation, deduced from two approaches, Lean Startup (for business mainly) and Collective Impact (for social issues). The former method affirms that constant innovation can lead to radically successful businesses. The latter prompts and catalyses a participative approach to make a collective impact happen. Both, in their peculiar realm, insist on learning and on its validation.

On one hand, in the Lean Startup method, the existence itself of a start-up is linked to “*learn how to build a sustainable business*”. The validation of this learning should be constantly revised by running scientifically-set experiments to test the entrepreneurs’ vision. Validated learning joins the other Lean Startup method principles which are as follows:

1. entrepreneurs are everywhere;
2. entrepreneurship is management;

⁷ Manildo G., *Linee programmatiche di mandato 2013-2018*
<http://www.comune.treviso.it/pdf/Linee-programmatiche-di-mandato-2013-2018.pdf>

⁸ Associazione Nazionale Comuni Italiani (ANCI), *Italian Smart Cities* platform
<http://www.italiansmartcity.it/serp.php?search=treviso>

3. build-measure-learn; and
4. innovation accounting.

Validation is to be conducted internally into a working team and externally in the collective network. It is a dynamic experience, linked to the fact that improving sustainable activities means responsibility, engagement and of course inclusion. Resources, if shared, lead to generating knowledge based on human beings' experiences. Lean Startup origin can derive from lean manufacturing (Toyota Production System), "*a completely new way of thinking about the manufacturing of physical goods*". Then, the Lean Startup is "*the application of lean thinking to the process of innovation*" (Ries 2011, p.6). The idea is to manage the change, making it accountable.

On the other hand, Collective Impact is a participative approach based on multi-stakeholder feedback oriented in a cross-sector intervention way, to make a collective, shared and sustainable impact in a community. It implies the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

It is not an isolated-based proposal of solutions but an involvement of a centralised infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.

In particular, the third out of CI three phases, called "*Sustain action and Impact*", emphasizes the importance of "*sustainable processes that enable active learning and course correcting as they track progress to their common goals*" (Hanleybrown, Kania, Kramer 2012, p. 3).

Common features of learning validation can also be found in the European Union Open Method of Coordination, in the identification and definition of

common objectives, measuring instruments and benchmarking (monitored by the Commission) which make the EU an ongoing learning community.⁹

Indeed, these learning validation processes and the proposal of a social impact evaluation will be structured as follows: in chapter II, a panoramic of social innovation in the EU at the local and international level; in chapter III, some specifics of the pilot project, its state-of-art and future; in chapter IV, an introduction to the methods used; and eventually in chapter V, a proposal of social impact evaluation according to the approaches mentioned and a matching of top-down and bottom-up social experiences.

⁹ The European Union Open Method of Coordination
http://eur-lex.europa.eu/summary/glossary/open_method_coordination.html

CHAPTER II

SOCIAL INNOVATION IN THE EUROPEAN UNION

2.1 The decision-making in the EU: inside the policy-cycle

In the EU multilevel governance networking, the implementation of public policies attributed to the regional authorities gives to this bodies a new role of coordination of the policies for local development. The European policies changes influenced the regional entity to achieve economic and social cohesion. Orienting the different institutional models, administrative modes and cognitive constructs to the “EU paradigm” is therefore an urgent requirement (Messina 2011, p.17). These tendencies and these efforts belong to Europeanization process, namely:

“processes of (a) construction (b) diffusion and (c) institutionalisation of formal and informal rules, procedures, policy paradigms, styles, ‘ways of doing things’ and shared beliefs and norms which are first defined and consolidated in the making of EU decisions and then incorporated in the logic of domestic discourse, identities, political structures and public policies” (Radaelli 2003, p.30)

Therefore, it is a re-orientation of the national and local policies. It is adapting and, clearly, learning. A soft convergence towards a common and shared model of network governance.

Policy-making process depends on bidirectional mechanisms of top-down and bottom-up pulls. The life of a policy is determined by a cycle that needs a start, formulation, actuation, evaluation and revision. The EU policies management depends on several tools. Adaptive EU pressures can be of different types: regulation, directives and recommendations *vincula* lead to different mandatory responses. It is a learning process for policy-makers, politicians but also common stakeholders and people. (Messina 2011, p. 20) In particular, this thesis tackles the social interventions in Europeanisation.

Several authors attempt to define European Union social domain practices and processes. In 2008, Heidenreich defined ‘Social Europe’ as “*a multi-level system of national redistributive policies and supranational regulations focusing on the co-ordination of national social security systems, on gender equality, health and safety and worker information and consultation*” (Heidenreich 2008, p. 498)

Currently, at the EU level, the European Commission supports and complements the Member States policies. The Europe 2020 strategy embraces a solidarity aim of inclusive growth: it aims to lift at least 20 million people out of poverty and social exclusion and to increase employment of the population aged 20-64 to 75%. This is possible thanks to the flagship initiatives of the Europe 2020 strategy and to the Social Investment Package guidelines, which help Member States to update their welfare systems. Its complements include the Employment Package, the White Paper on Pensions and the Youth Employment Package. These tools are associated with EU funds, in particular the European Social Fund.

Social competent response at the EU level relies on the Open Method of Co-ordination, which assumes its social tone when related to social inclusion, health care and long-term care and pensions fields. It is a voluntary process in which Member States refers to coordinated and common objectives and indicators to measure social progress. Fundamental is the co-operation with stakeholders as Social Partners and civil society.¹⁰

It is therefore evident the link with aspects of learning validation. The Open Method of Coordination (OMC) in the European Union, a form of ‘soft law’ created in the 1990s and termed by the Lisbon European Council (2000) does not oblige EU countries to introduce or amend their laws. As Heidenreich writes, “*it is more an institutionalization of systematic learning processes*”. (Heidenreich 2005, p. 499)

The essential elements of this method are summarized in Trubek’s paper in 2003, quoting Zeitlin and Sabel as follows:

¹⁰European Commission, Directorate-General Employment, Social Affairs and Inclusion, *Social Protection and Social Inclusion* <http://ec.europa.eu/social/main.jsp?catId=750&langId=en>

1. *Joint definition by the Member States of initial objectives (general and specific), indicators, and in some cases guidelines*
2. *National reports or action plans that assess performance in light of the objectives and metrics, and propose metrics accordingly*
3. *Peer review of these plans, including mutual criticism and exchange of good practices, backed up by recommendations in some cases*
4. *Re-elaboration of the individual plans and, at less frequent intervals, of the broader objectives and metrics in light of the experience gained in their implementation. (Sabel and Zeitlin 2003)*

The reciprocity and shared aims prompts every country, which is continuously evaluated and pressured by its peers and controlled by the European Commission. In this case, the European Parliament and the Council of the European Union are not part of the process.

The OMC coordinates several areas which are within the competence of the member States, such as employment, social protection, education, youth and vocational training. However, is it enough this kind of not-binding coordination? Is social realm so important?

First, despite being considered a mainly domestic concern, the fact each-country social policy can have an important impact on budget and competitiveness once nations have a common currency and are in a single market underlines the importance of social realm. (Trubek et. al 2005, p. 345).

As Trubek underlined in its paper in 2005, strictly national social issues are moving onto the EU agenda social policy coordination mainly for two reasons:

1. *“because reform of national social models promises to bring positive gains in single market performance; and*

2. *because allowing unsustainable levels of social expenditure would have negative effects on the common market and on the common currency”*

(Trubek et al. 2005, p. 346)

He adds two other reasons cited from other authors such as

3. *“fears of a ‘race to the bottom’ in social policy, and*
4. *recognition of the opportunities for experimentation created by welfare state diversity”*. (Trubek et. al, *ibidem*)

In his opinion, soft law may be harder than expected. In fact, literature probes that there are several ways to address change in the OMC: *“shaming, diffusion, through mimesis or discourse, deliberation, learning and networks”* (Turbeke et al. 2005, p. 356) that can be combined and considered in several ways. The insistence is indeed on learning and learning validation. In another paper Trubek and Mosher noted that policy learning is facilitated by:

Mechanisms that destabilize existing understandings; bring together people with diverse viewpoints in settings that require sustained deliberation about problem-solving; facilitate erosion of boundaries between both policy domains and stakeholders; reconfigure policy networks; encourage decentralized experimentation; produce information on innovation; require sharing of good practice and experimental results; encourage actors to compare results with those of the best performers in any area; and oblige actors collectively to redefine objectives and policies. (Trubek and Mosher 2003)

In 2008, also Heidenreich et al. individuated in mutual learning the basis to connect the actions of EU and national arenas. The OMC processes enabled local, regional and non-governmental actors to participate in the process. Nevertheless, in

OMC history the situation has changed many times. A phase of *'realistic co-operation'* has been developing only since 2005, after the mid-term review (Heidenreich 2008 p. 512).

For instance, the author set light on the OMC contribution to supranational regulatory structure in the field of EU employment and social policies. This is evident in three dimensions:

1. in the normative dimension;
2. the strategic dimension; and
3. the cognitive dimension.

The latter refers to common learning processes at the committee level, where high-ranking officials take decisions on important aspects of common social employment policies and to the repetition of the co-ordination processes. The cognitive coupling is indeed the dimension to insist on.

Nevertheless, the emphasis on the cognitive processes made in 2008 were not enough to stop the current Social Europe crisis. Exploring the social demand born during the crisis, there is a discrepancy with the austerity policies proposed. In their recent article, Graziano and Hartlapp attempt to find an answer to this gap considering the EU action through the Easton's political system means. Easton's definition of political system is based on its interaction with its environment which challenges the dynamic coherence of input/output analysis.

The analysis was conducted considering several indicators such as regulations and directives in social realm, revisions and amendments, not forgetting the role of OMC.

As the authors point out, after mid 2000s the production of social legislation at the EU level decreased and a change happened on the meaning and the field of action of OMC on protection and social inclusion. In the new strategic document EU2020, as reported by various authors, its autonomy has been reduced (Graziano and Hartlapp 2015 p. 6). Considering the EU as a Political System that interacts with its environment, receiving inputs and giving outputs and learning from

feedbacks, in this paper European vote demand and social needs were considered as inputs. Yet, what is included in the EU political system black box?

The 2004 and 2009 European Parliament elections caused the regress of Social Europe, that had had a social phase between 1995 and 2005. The factors present in the black box are several: the personal ideology of the commissioners; the scarce balance among DG powers and internal institutional relations; and the influence of European Councils (Germany austerity policies *in primis*) in the determination of European Commission initiatives increased or decreased social attention of the EU. From the analysis of these factors, the authors concluded that after 2004 there is a sharp decline of Social Europe and that the political system of the EU seems to react more to the results of elections (support) than to more general social demands (inputs) (Graziano and Hartlapp 2015 pp. 14-15).

Despite this tendency, “*innovation is connection*” (Greg Horowitz)¹¹. The paradoxical discrepancy between the social demands and the outputs is of course a distance, a gap. Nonetheless, a hole can be filled. And social innovation may have a connective role in the above-mentioned process.

2.2 Urban regeneration, reception system and youth employment

The assumption is that local challenges are European challenges. On the three themes tackled by the pilot project there is massive material.

As they are urban regeneration, asylum seekers and refugees’ welcoming and housing and youth unemployment, the common setting is inevitably the city.

At the macro-level, globally the UN supports urban development initiatives that help building and planning sustainable cities above all in the economic and social growth, against inequality spreading. In particular, the UN Habitat programme is dedicated and designed to respond to the exigence of shelter of

¹¹Greco F., (January 10th 2016) *Innovare è connettere, parola di Horowitz*, Nòva, Il Sole 24 Ore http://nova.ilsole24ore.com/frontiere/innovare-e-connettere-parola-di-horowitz/?refresh_ce=1

peoples.¹² The conference in Quito (Mexico) in October 2016 was held to confront these topics. Further, the 11th out of 17 of the Sustainable Development Goals (SDGs), to make cities more inclusive, safe, resilient and sustainable is aligned with the EU 2020 strategy.

Also, the International Organization for Migration (IOM) in its 2015 report dedicates its attention to city development correlated to migration flows. However, it underlines that, despite the definition of migration as an ‘urban affair’, it is omitted from the global debate on urbanisation. The relevant absence of the mention of migrants in international planning for a new global urban agenda, such as Habitat III, is a paradox. Whilst national governments fail to encourage and coordinate migration to urban areas for economic development, cities, in the meantime, have their own initiatives to manage migration at a local level.

In Europe, migrants are settling in small towns instead of gateway cities. They may be attracted by smaller towns, suburban, exurban or rural locations because of employment opportunities, inexpensive housing, individual safety, family relations, schools, universities, public transport, medical facilities and environment quality. However, these secondary cities often do not provide the policy frameworks, governance structures and administrative agreements necessary to manage migrants’ resources. The suggested way to respond to this exigence and achieve development impact is good local government.

Often migrants are relegated to associative fields and rely on direct personal relationships, with little interaction with local stakeholders. Cities instead may be the focal point where a space for opinions, frameworks for enhancing trust between local stakeholders and migrant associations may be provided and where increase their capacity of developing projects in a philanthropic perspective. This is the way to involve them as city-makers and not only urbanisation-makers. Furthermore,

¹² European Commission, Directorate-General Eurostat, (2016), *Urban Europe. Statistics on cities, towns and suburbs* <http://ec.europa.eu/eurostat/documents/3217494/7596823/KS-01-16-691-EN-N.pdf>

integrate the consideration of migrants in city planning is another factor in local development, to avoid isolated interventions.¹³

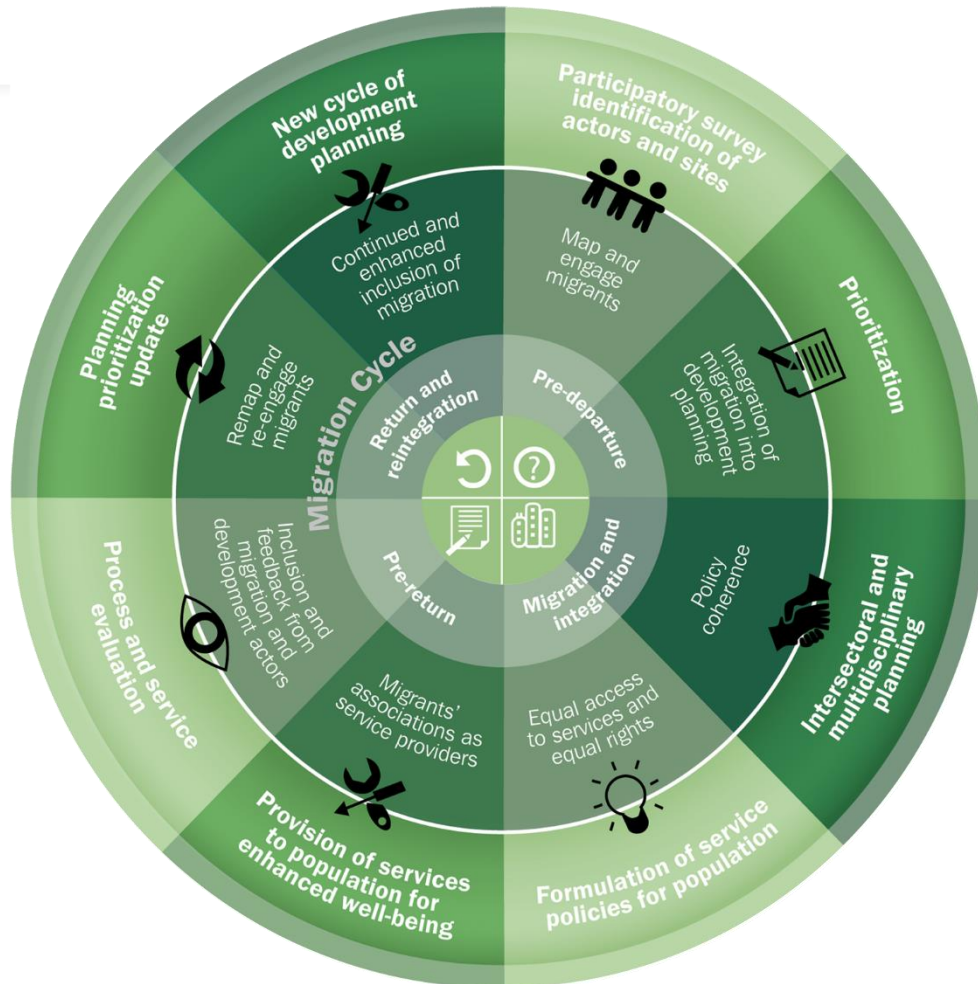


Fig. 2.1 Local Development Cycle contributed by JMDI
 Source: taken from International Organisation for Migration, (2015), *Migrants and Cities: New Partnerships to Manage Mobility* p.144

More specifically, the 2016 UNHCR report circumscribes its attention to forced migration. It underlines that over 60 per cent of the world's 19.5 million refugees and 80 per cent of 34 million Internal Displaced Persons live in urban environments. On one hand, cities allow them anonymity, easy earnings and

¹³ International Organisation for Migration, (2015), *Migrants and Cities: New Partnerships to Manage Mobility* p. 143-144
http://publications.iom.int/system/files/wmr2015_en.pdf

catalyse life towards a better future. On the other hand, they are more vulnerable and can be exploited or end in criminal life or in the worst jobs.¹⁴

At the EU level, in the foreword of the 2016 Eurostat report edition on Urban Europe, cities are considered as the source and solution of many today's societal challenges. On one hand, boosting economy, offering hubs for wealth creation and attracting human resources. On the other hand, facing social and environmental problems. The EU policy and 2020 strategy implies the development of resource-efficient cities towards a smart, inclusive and sustainable growth goal. These are the characteristics of the so-called urban paradox, made up of polarised opportunities and challenges often in visible contrast.

In the EU, the way policy-makers are leading to make urban areas more sustainable is smart cities initiatives, which have the potential to improve the quality of life: *“they are innovative, making traditional networks and services more efficient through social innovation and the use of digital technologies, creating more inclusive, sustainable and connected cities for the potential benefits of their inhabitants, public administration and businesses.”*¹⁵

2.2.1 EU top-down level

The Urban Europe 2016 Report by Eurostat individuated among several paradoxes which characterised urban regions that, despite urban areas offering a wide range of employment opportunities that attracted large numbers of people, some urban territories are characterised by high levels of unemployment or large numbers of jobless households.

Reconciliation of urban realities with economic growth and wealth due to work activities is tackled at the EU level in several ways. Unemployment and cities development are two themes that in the pilot project are integrated with the migration structural trend. As local problems are European, it is important to

¹⁴ UN Refugee Agency, *Urban Refugees*
<http://www.unhcr.org/urban-refugees.html>

¹⁵ European Commission, Directorate-General Eurostat, (2016), *Urban Europe. Statistics on cities, towns and suburbs* p. 12
<http://ec.europa.eu/eurostat/documents/3217494/7596823/KS-01-16-691-EN-N.pdf>

individuate in the EU level the structures that tackle these problems. For this reason, it is necessary to explore the European Commission DG Employment, social affairs and inclusion, DG Migration and DG Regional and Urban Development action today.

The EU economy continues its slow growth for more than three years now. Economic activity has expanded in most Member States, but the recovery remains approximative. Real GDP increased by 0.4% in the EU and 0.3% in the euro area (EA) in the second quarter of 2016 (in Italy, for instance, it remained unchanged). Employment increased by 0.3% in the EU and by 0.4% in the EA in the second quarter of 2016. Compared to the second quarter of 2015, it gained 1.4% in the EU and 1.5% in the EA. Also, unemployment is at its lowest rate since March 2009: in August 2016, the EU unemployment rate was 8.6%, and 10.1% in the EA. Considering skill groups, it decreased for all of them in the second quarter of 2016. Nonetheless, these changes were not yet enough to return to the values of 2008, especially for the low skilled. There are almost 381.000 fewer unemployed people aged 15-24 In the EU.

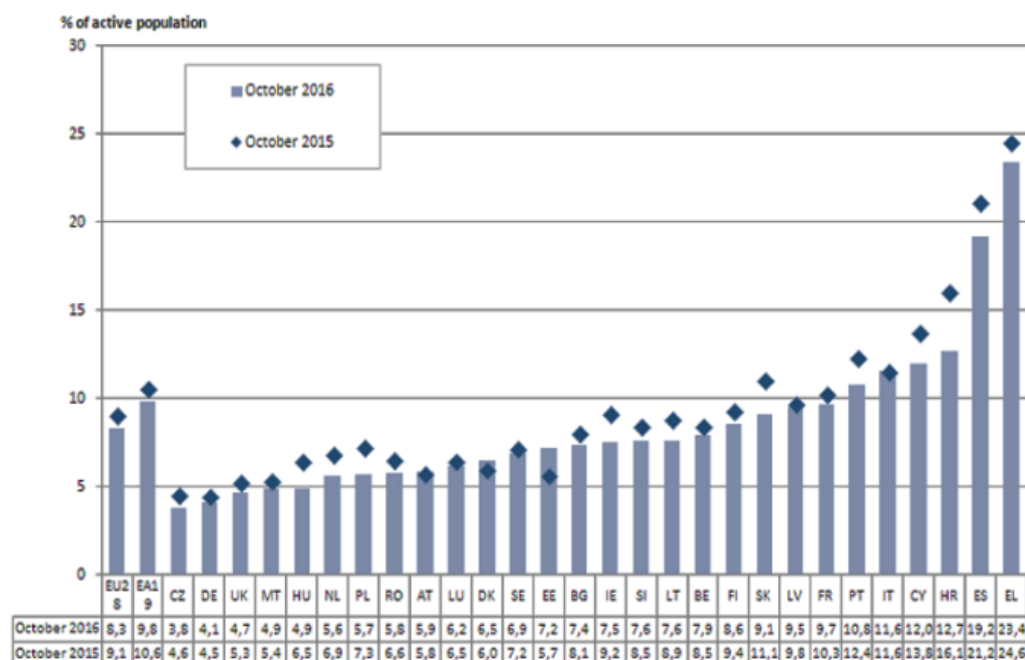


Fig. 2.2 Unemployment rate in the EU Member States, October 2016 and October 2015 (Source: Eurostat, series on unemployment [une_rt_m] Data seasonally-adjusted)

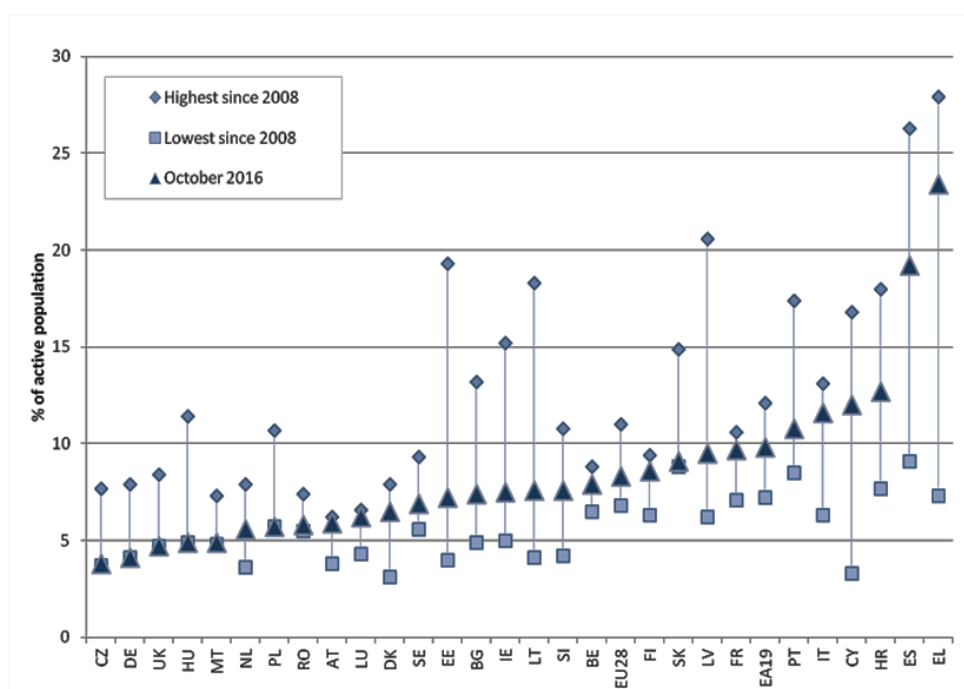


Fig. 2.3 Unemployment rates - EU, EA and Member States, October 2016 and highest and lowest rate since 2008

Source: Eurostat, series on unemployment [une_rt_m] Data seasonally-adjusted

From this broad analysis, it is interesting to underline some aspects.

Firstly, the contrast between youths' activity rate lower than older persons' rate. Secondly, the high-skilled increase in their activity rate. In fact, the activity rate of older workers, those aged between 55 and 64 years, is the one that increases the general activity rate in the first quarter of 2016, whilst the activity rate for youths decreased. Besides, the high-skilled saw an increase in their activity rate, whilst the low-skilled aged between 15 and 24 years experienced an important drop in their activity rate, in 2016, continuing the crisis trend. (see charter below)

A third important aspect for Member States, especially for Italy, is underemployment. In the first quarter of 2016, Italy was still the country with the

highest combined level of supplementary indicators. There is the highest 'available but not seeking' rate in the EU at 13.2% of the labour force.¹⁶

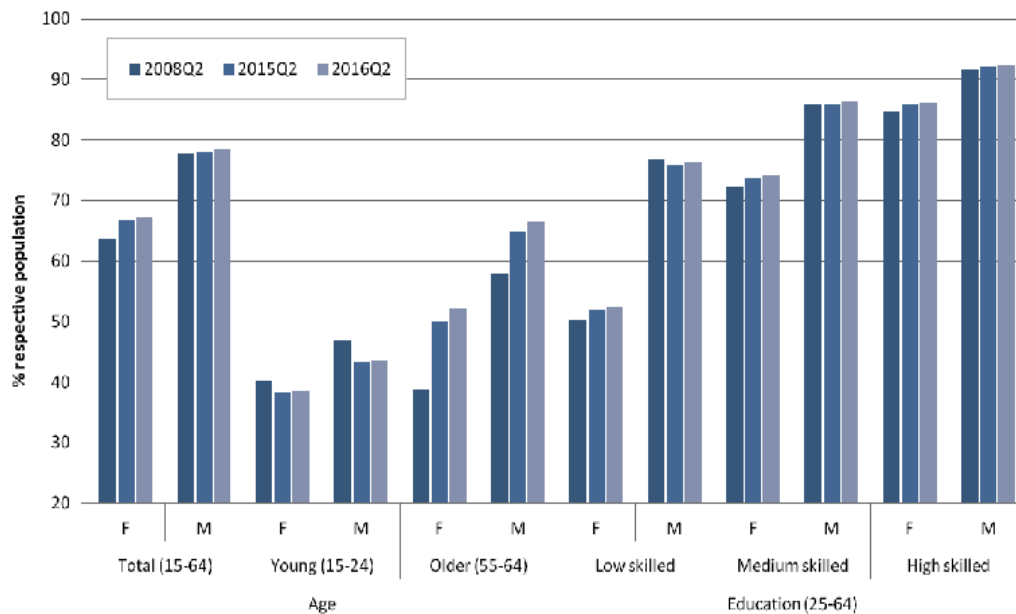


Fig. 2.4 Activity rate in the EU by gender, education and age
 Source: Eurostat, National Accounts [lfsq_argaed] Data non-seasonally adjusted

These trends are important to understand why the EC aims to achieve 75% employment rate for the working-age population (20-64 years). To narrow the attention to youths, the DG Employment, Social Affairs and Inclusion encourages youth employment thanks to three key actions of the Youth Employment Package (embedded in the Employment package), namely: Youth Guarantee since 2013, a commitment of all Member States to guaranty employment to under 25s; a quality framework for traineeships, giving fair working guidelines; the European alliance for apprenticeships, for helping mobility. Its financing is mainly based on the Youth Employment Initiative of 2013 that supports nationally the Youth Guarantee

¹⁶ European Commission, Directorate-General for Employment, Social Affairs and Inclusion, (Autumn 2016) *Employment and Social Developments in Europe - Quarterly Review* <http://ec.europa.eu/social/main.jsp?catId=737&langId=en&pubId=7930&visible=0&>

schemes, for NEETs exclusively and it is implemented in accordance with ESF rules.¹⁷

Unemployment intuitively involves also migrant youths coming to the EU looking for a better future. As a transnational phenomenon, migration is closely related to the European Union (Liguoro 2011, p. 167). The DG Migration and Home Affairs policy portfolio includes migration and asylum, internal security cooperation with industry and the Europe for Citizens programme. In particular, the first area includes issues related to legal and irregular migration, integration, readmission and return.¹⁸ The Juncker Commission wisely emphasised the importance of a EU response to migration structural and emergency trends.

The European agenda on migration (COM (2015) 0240 final) sets both short-term measures respond to emergency, as well as longer-term initiatives to manage migration flows. On 6 April 2016, the European Commission adopted a Communication, towards a reform of the common European asylum system and enhancing legal avenues to Europe (COM (2016) 197 final). It launched the Common European Asylum System (CEAS); it prompted harmonisation of asylum procedures and standards; and it strengthened the mandate of the European Asylum Support Office (EASO). At the same time, the Commission cared for safe and controlled pathways for legal migration to Europe. EU initiatives comprehend financial assistance to countries in northern Africa; contrast of smuggler networks; making Europe a safe place to stay to face demographic challenges.¹⁹

¹⁷ European Commission, Directorate-General Employment, Social Affairs and Inclusion, *Youth employment*

<http://ec.europa.eu/social/main.jsp?catId=1036&langId=en>

¹⁸ European Commission, Directorate-General Migration and Home Affairs, *Policies* http://ec.europa.eu/dgs/home-affairs/what-we-do/policies/index_en.htm

¹⁹ European Commission, Directorate-General Eurostat, (2016), *Urban Europe. Statistics on cities, towns and suburbs*, p. 223.

European Commission, Directorate-General Migration and Home Affairs, Common European Asylum System

https://ec.europa.eu/home-affairs/what-we-do/policies/european-agenda-migration_en

European Commission, Directorate-General Migration and Home Affairs, *European Agenda for Migration*

https://ec.europa.eu/home-affairs/what-we-do/policies/asylum_en

Further, for the period 2014-20 (EUR 3.137 billion for the seven years) Asylum, Migration and Integration Fund (AMIF) will promote the efficient management of migration flows and the implementation, strengthening and development of a common Union approach to asylum and immigration. The specific objectives are asylum; legal migration and integration; return strategies, to combating irregular migration; and solidarity, prompting solidarity among EU States. It also provides financial resources for the activities and future development of the European Migration Network (EMN). EMN provides up-to-date, objective, reliable and comparable data, with a view to supporting policy-making.²⁰

As mentioned above, the general trend sees unemployment rates and workers' presence discrepancy in the urban areas as a deficiency. Conversely, it may be considered as an opportunity: the cities should be the key points of intervention, the place where demand and supply may meet. However, how? At an EU level, despite the potential of urban challenges there was lack of political and policy initiatives until recently, partially linked to the fact that there is no legal basis for urban policy in the treaties. Although almost 20 years ago, the European Commission adopted a Communication (COM (1997) 197 final) for an EU Urban Agenda, there had been mainly informal meetings until 2007.

At this stage, the agreement of Leipzig Charter was reached for sustainable urban development with special attention to deprived city neighbourhoods. It was implemented with a web-based Reference Framework for Sustainable Cities (RFSC). Then in 2010, the Toledo Declaration followed, which linked the above-mentioned charter to Europe 2020 Strategy, taking into account the needs of coordination and the relevance of urban initiatives in the EU. In 2012, Urban Policy was added to the name of the Directorate General for Regional Policy, with the goal of involving the cities in the EU development and growth strategy. This DG oversees the EU territorial programmes (development, cohesion, solidarity and

²⁰ European Commission, Directorate-General Migration and Home Affairs, Asylum, migration and integration fund (AMIF)
https://ec.europa.eu/home-affairs/financing/fundings/migration-asylum-borders/asylum-migration-integration-fund_en

social funds). During the period 2014- 2020, at least 50% of the ERDF (80-90 billions) is dedicated to urban areas. In 2014, the EC organized the forum CITIES Cities of tomorrow: investing in Europe, setting priorities for the future and presented another Communication (COM (2014) 490 final) on the key features of an urban agenda. This latter, after a period of consultation and negotiation was launched at the end of May 2016, as a part of the Pact of Amsterdam.²¹

The DG Regional Development and Urban Policy action is currently based on the Urban Agenda for the EU. It is a new working method which promotes cooperation between Member States, cities, the European Commission and other stakeholders, “*to stimulate growth, liveability and innovation in the cities of Europe*”.

The rationale is that, in order to fully exploit the potential of cities, European policies and rules should aligned with local practice in cities. The new approach includes a range of European partnerships, which will focus on twelve priority themes:

1. jobs and skills in the local economy;
2. urban poverty (mostly in deprived neighbourhoods with solutions that need to be designed and applied with integrated and place-based approach);
3. affordable and good quality housing;
4. inclusion of migrants and refugees;
5. Sustainable use of land and Nature-Based solutions;
6. Circular economy (to re-use, repair, refurbish and recycle existing materials and products to promote new growth and job opportunities);
7. climate adaptation

²¹ European Commission, Directorate-General Eurostat, (2016), *Urban Europe. Statistics on cities, towns and suburbs*, p. 19.

European Commission, Directorate-General Regional and Urban policy, *The EU's main investment policy*

http://ec.europa.eu/regional_policy/en/policy/what/investment-policy/

8. energy transition (fostering buildings energy efficiency, innovative approaches for energy supply and local production of renewable energy);
9. efficient urban mobility and internal/external connectivity;
10. air quality;
11. digital transition of public services;
12. innovative and responsible public procurement ²²

The concrete response to urban challenges are the funding opportunities for cities of the European Structural and Investment Funds (ESIF) for the period 2014-2020 are as follows: ESF EUR 1.5 billion allocated to sustainable urban development; URBACT EUR 96 million for integrate urban development; Urban Innovative Actions EUR 370 million; Interreg Europe EUR 425 million with a significant amount for cities; ESPON EUR 49 million, a part for urban studies.²³

Finally, the Energy Efficiency Directive must be mentioned, to understand what must implement with respect to private buildings energetic efficiency at the national level.²⁴ It establishes a set of binding measures to help the EU reach its 20% energy efficiency target by 2020.

These are the aspects of the project tackled at the EU level.

²² European Union, *Urban Agenda for the EU* <http://urbanagendaforthe.eu/pactofamsterdam/>

²³ European Commission, Directorate-General Regional and Urban Policy, (Autumn 2016) *Panorama 58: a Urban Agenda for the EU*.

²⁴ European Commission, Directorate-General for Energy, Energy Efficiency Directive <https://ec.europa.eu/energy/en/topics/energy-efficiency/energy-efficiency-directive>

2.2.2 Veneto and Treviso bottom-up level

The new aspect of Open RESOURCES pilot project is that it integrates three issues aimed at responding to the needs of a specific context strongly hit by crisis effect. In Italy, from January until October 2015, the asylum seekers' demands were 61.000, 30% more than the same period in 2014.

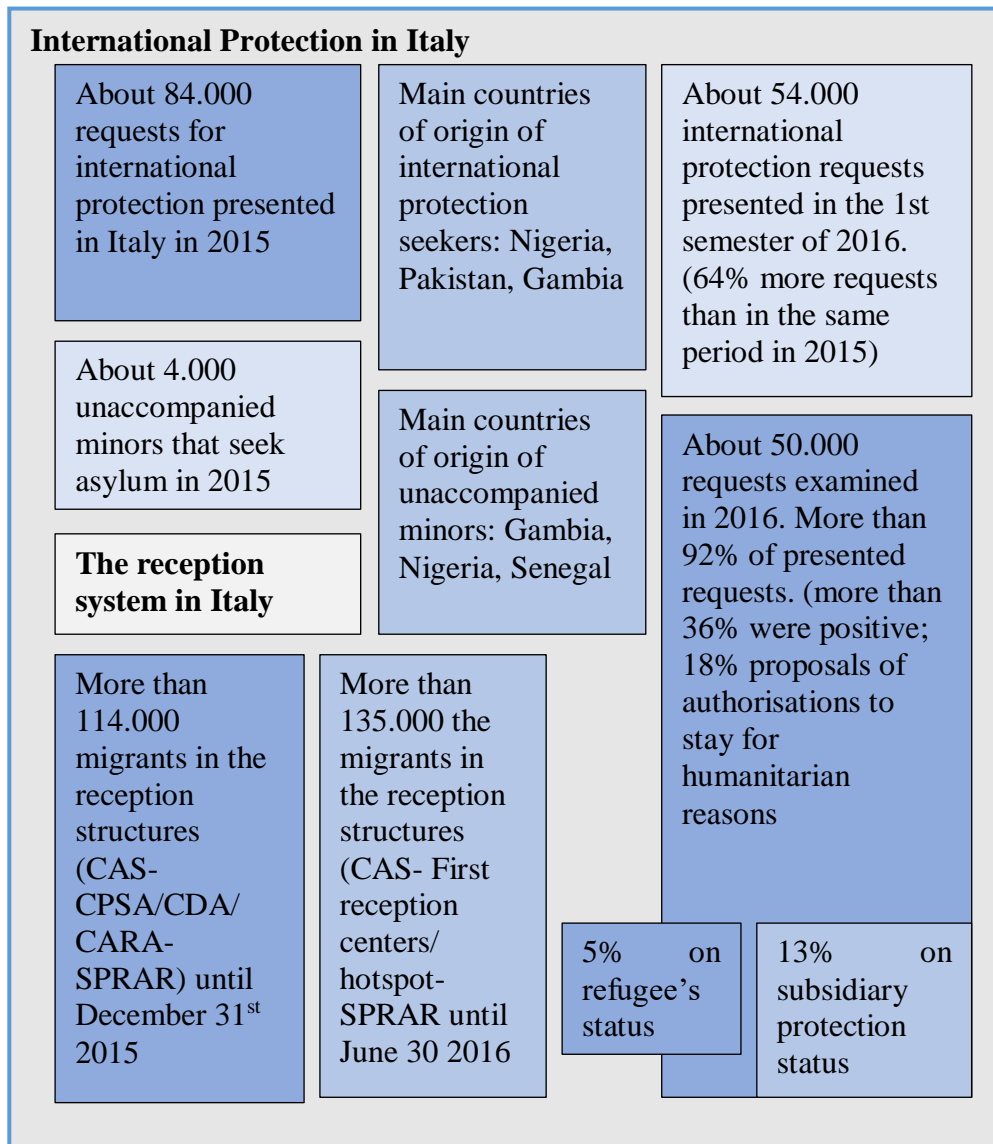


Fig. 2.5 International Protection in Italy

Source: adapted from the ANCI, CARITAS ITALIA, CITTALIA, FONDAZIONE MIGRANTES SERVIZIO CENTRALE DELLO SPRAR in collaborazione con UNHCR Report on International protection 2016 p. 82

Consequently, a reception system was strengthened at a national level as follows: the first period in temporary permanence structures followed by a second period in the SPRARs. (Systems of Protection for Asylum Seekers and Refugees). Regional repartition takes into account the number of residents in order to distribute reception.²⁵

The regional level focus, particularly considering the Region of Veneto, has been chosen for three reasons:

1. first, the fact that the region of Veneto, in particular Treviso, lived and live a paradoxical situation, confronting the political party in force (Lega Nord) and the social response to themes of migration;
2. secondly, the fact that migrants' empowerment take place thanks to policies *through* migrants (e.g. Open RESOURCES) at the regional level²⁶;
3. thirdly, assuming that, through programming, adapting its Regional Operational Programmes and Rural Development Programmes to principles, standards and practices of the EU, this level leads directly towards Europeanisation.

The first reason insists on *path dependency*. The Region of Veneto is part of the Third Italy, defined by Bagnasco in 1977 and deepened recently by professor Messina Patrizia in her studies. This area characteristics include a strong presence of SMEs; a heritage of political subcultures present in local regulation a development modes; a profoundly territory-based sentiment and relations insisting on historical local identity (Messina 2012, p. 43-44)

²⁵Osservatorio Regionale Immigrazione, (2015) Rapporto 2015 immigrazione straniera in Veneto http://www.venetoimmigrazione.it/documents/10590/150278/Rapporto_2015.pdf/7b1853e1-222e-4664-9fcd-45486ad185ec

²⁶ Campomori F., (2015) Le politiche per l'integrazione degli immigrati: tra retoriche e realtà. L'Italia e le sue regioni, Enciclopedia Treccani, [http://www.treccani.it/enciclopedia/le-politiche-per-l-integrazione-degli-immigrati-tra-retoriche-e-realta_\(L'Italia-e-le-sue-Regioni\)/](http://www.treccani.it/enciclopedia/le-politiche-per-l-integrazione-degli-immigrati-tra-retoriche-e-realta_(L'Italia-e-le-sue-Regioni)/)

The head of the Region of Veneto government is the President Luca Zaia, of the Lega Nord (North League) political party: a regionalist, federalist and populist force born in the 1990s as a federation of several regional parties of northern and central Italy. One of them was Liga Veneta, born in the 80s.

Historically, the Lega Nord- Liga Veneta in the Veneto Region always stressed some peculiarities distinguishing its features from the central party. As Francesca Marengo underlines in her 2015 work *Treviso paradox. The Lega Nord inclusion test*, the politicians of the Veneto region share the same rhetoric on immigration, on the tax burden imposed by the State, on federalism and on the difference between the people of the North and the people of other areas. However, they use more frank and even xenophobic expressions on those themes, in, what they call, a more 'effective' way. They want to spread a jealous identity and make *veneti* (people of Veneto) think that it is a natural extension of their ideas that transcends the political debate.

The subsequent stigmatization of foreigners was inevitable. Nevertheless, a paradox surged. As Marengo analyses, according to the second report by CNEL (National Council of Economy and Labour) on the integration of immigrants in Italy in 2003 the Region of Veneto (among Italian Regions) and the Province of Treviso (among Provinces) were the Italian local communities with the highest level of integration. How come? In fact, Treviso has been faithful to Lega Nord from 1995 to 2013.

Marengo explores the reasons of this discrepancy between rhetoric and practice at a local level in its ethnographic article in 2015, concentrating on the Treviso paradox.

She individuates that Luca Zaia presented a more moderate line, defending immigrants who work in factories and contribute to the growth of the Italian GDP. This is a strong value of the *veneticità*: work ethic and action make a foreigner acceptable. Yet, this is not enough to justify the good results in welcoming and social inclusion in this region.

As Marengo points out, the answer lays mainly in the social context made of emigration, Christian Democracy party, catholic solidarity and a fast development that needs still to be absorbed. Therefore, on one hand the 70s-90s economic boom of SMEs absorbing the immigrant cheap labour force and on the other hand the Church and the network of volunteer associations creating facilities for a society centred on the family. Further, also provincial and administrative council actions do not end in institutional racism and Lega Nord exponents affirm that their everyday life relationships towards foreigners are good. Indeed, it seems that rhetoric is more a verbal strategy that eventually has to face emergency responses by electoral demands, even on contrasting themes such as migration.

Another interesting aspect that Marengo analyses is the paradoxical behaviour of the *veneti* autochthones, who distinguish their past emigration, as based on good intentions and ethics, from the current immigration in Veneto Region, denigrating and criminalizing the latter.

This social reaction is also lamented by Frigo in its book *Noi e loro* (Us and them) on *veneti*'s emigration since the XIX Century.

Frigo retraces the path of *veneticità*, the Veneto identity epiphany. Conversely to European nationalistic identities in the XIX Century, Venice and Veneto territory lived a countertendency: the Austrian domination and the 1866 annex to the Kingdom of Italy led to contrast the power which destroyed the Venetian Republic myth. Indeed, after that moment, *veneti* could not contribute to edify the national identity.

Poverty, diseases, institutional vexations obliged them to emigrate to the European continent and overseas. This extraneity continued until the World War I, which unfortunately was the syncretic moment when all Italians felt united against a common enemy. Different reactions followed: on one hand the emigrants felt more this affiliation with the motherland, conserving its untouched memory; on the other hand, who remained sought for a new wellness.

This discrepancy became indifference for emigrants in the Fascist period. After World War II, from 1946-1961, before the economic boom, emigration rebegan and 611.000 *veneti* from the agricultural artisan, and technical world left. Then the economic boom of the 50s and 60s and later the development of the world of 'little is good' in local economic, political-institutional, social experimentations. Veneto, the land of intense labour and *schei* (money).

The historical path proposed by Frigo refers also to different immigration in the Veneto territory. In the 50s, Italian refugees from the Yugoslavia (350.000 in all national territory). Then, southern migration. In the 60s, Chinese, foreign university students, Somalian, and Eastern Europe workers.

In the 70s, foreign housekeepers and Southamerican and Asian political refugees. In the 80s Maghreb, Africa, Asia and Eastern Europe peoples came too. At the beginning of 2000s, in Veneto the most numerous community was the Moroccan community, 29.000 people, followed Romanian, Albanese and Ex-Yugoslavian ones. In particular, Treviso province had 52.449 immigrants according to statistical dossier Caritas 2004. On one hand, the strengthening and affirmation of identity was inevitable. On the other, the emigration memory also returned out when economic success vacillated.

Frigo's analysis of this removing phenomenon ends with the opinion immigrants have on *veneti*. And it is disappointing to discover that they view those who welcomes them as mainly interested in wealth and not solidary wellbeing (Frigo 2005, pp. 9-13).

It is hard to hear from the ones accused of changing the welcoming identities that they are not only positively affected. Finally, Frigo assumes that a multi-ethnic society is not a choice but a destiny, considered the several proveniences of all the inhabitants of this Region.

Indeed, comparing the expectancy of life and income that could be reached with emigration for *veneti* going to the American Continent at the end of XIX

Century and the expectancy that the immigrant nationalities coming to the European Continent have nowadays, there is a substantial difference.

Those Europeans emigrating to the American continent economic situation and life expectancy gap from Americans was much less extended than Asia and African continents immigrants coming to Europe today instead.

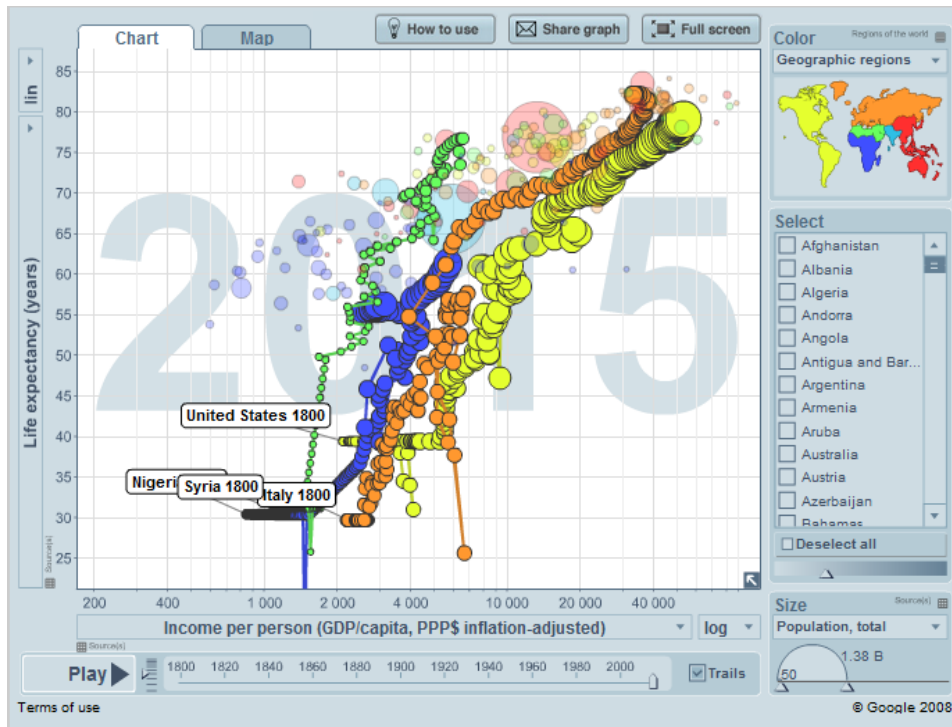


Fig. 2.6 Simulation on Gapminder chart on Wealth and Health of Nations with Europe, USA, Asia, Africa life expectancy and income since XIX Century until 2015
Source: www.gapminder.org

The attraction of the European continent is therefore undeniable and insisting on the urgency of help is a human-centered response if not a duty, when there is a past of emigration. Nonetheless, recently the *Osservatorio sul Nord Est* (observatory on North-Eastern Italy) by *Demos* for *Il Gazzettino*, surveyed on foreigners' perception in this part of Italy.

The results showed that 32% consider immigrants as a threat to employment and 31% a resource for economy. The study posed these two questions with the outcome, obtaining that optimistic and pessimistic views are equal (28% and 29%).

The average majority 44% express contrasting feelings. Especially, the supporters of Lega Nord are divided into pessimistic (47%) e ambiguous (46%).²⁷

This perception obstacles migrants' policies favouring a *venetisation* of services. The second reason that justifies the regional level consideration is that it is the ideal level for proposals of solutions *through* migrants, and in particular for asylum seekers and refugees in this region.

Tabella. 2.1 Total migrants per Region in Italian reception centres. I semester 2016
Source: 2016 Report on International protection in Italy by ANCI, Caritas Italia, Cittalia Fondazione Migrantes, SPRAR & UNHCR p. 130

Region	Immigrants present in CAS		Immigrants present in first reception centers and hotspots		Presences in SPRAR until June 30st 2016		Total immigrants present in the regional territory	% of migrants' territorial presence distribution
	a.v.	%	a.v.	%	a.v.	%	a.v.	%
Lombardia	16.237	17%			1.275	5,4%	17.512	13,0%
Sicilia	4.733	4,9%	5.283	35,6%	4.905	20,9%	14.921	11,0%
Veneto	7.945	8,2%	1.829	12,3%	208	0,9%	9.982	7,4%
Campania	9.067	9,4%			1.268	5,4%	10.335	7,7%
Piemonte	8.886	9,2%			1.207	5,1%	10.093	7,5%
Puglia	3.714	3,8%			2.062	8,8%	9.308	6,9%
Lazio	4.735	4,9%	3.532	23,8%	4.777	20,3%	10.383	7,7%
Toscana	8.461	8,7%	871	5,9%	775	3,3%	9.236	6,8%
Emilia Romagna	7.021	7,3%			1.229	5,2%	8.745	6,5%
Calabria	1.847	1,9%	495	3,3%	2.302	9,8%	5.587	4,1%
Friuli Venezia Giulia	2.967	3,1%	1.438	9,7%	433	1,8%	4.800	3,6%
Liguria	3.572	3,7%	1.400	9,4%	450	1,9%	4.022	3,0%
Marche	3.528	3,6%			754	3,2%	4.282	3,2%
Sardegna	3.934	4,1%			118	0,5%	4.052	3,0%
Abruzzo	2.555	2,6%			268	1,1%	2.823	2,1%
Trentino A.A.	2.090	2,2%			183	0,8%	2.273	1,7%
Umbria	1.914	2,0%			314	1,3%	2.228	1,6%
Molise	1.740	1,8%			491	2,1%	2.231	1,7%
Basilicata	1.457	1,5%			477	2,0%	1.934	1,4%
Valle d'aosta	298	0,3%			0	0,0%	298	0,2%
Total	96.701	100%	14.848	100%	23.496	100%	135.045	100%

In Italy, migration management sees policies *of* immigration at the national level; policies *for* and *through* migrants at the regional level; and eventually

²⁷ Porcellato N., (September 2016) *Immigrati, per il lavoro né risorsa né minaccia*, Osservatorio sul Nord Est, Demos & Pi, Il Gazzettino <http://www.demos.it/a01321.php>

exclusively *for* migrants policies at the municipal and provincial level. Which is to say, the first type, dedicated to the management of flows. *Through* migrants policies concentrates to the bilateral processes, for boosting sustainable development mechanisms following international cooperation guidelines for both, the original and hosting countries, and promotes circular trends to migrants' empowerment. The third type instead provides welcoming initiatives, equal conditions to access the services, civic and political foreigners' participation, multi-ethnic dialogue (Liguoro 2011, p.166).

It is essential to start with monitoring interventions *for* migrants, and especially for asylum seekers and refugees in the Region of Veneto network.

In the province of Treviso there are 145 nationalities of migrants. Compared to 2014, among the first 10 national groups, the number of Chinese grow (+0,5%) and Ukrainians (+1,7%) whilst the others diminish. During 2014 and 2015 the number of Senegalese, Albanians, Macedonians, Kosovars decreased.

This is also due to the acquisition of Italian citizenship by these 'ancient' migrant nationalities of the province. Experts confirm that the asylum seekers and refugees' arrival in 2015 and 2016 has become a structural phenomenon in society.

In the province of Treviso, by the 9th of May 2016, in the temporary structures there were 1.532 individuals, six and half times the persons at the end of 2014. Since 2014 until that date, 3.945 people arrived and 38.8% of them was hosted in temporary structures. Unfortunately, there are not territorial disaggregated data on the conclusions of the commissions which examine the asylum demands, appeals, exclusions, therefore the report does not offer verifiable answers to the individual paths. (ministerial data updated May 9th 2016). Specifically, guided by the Social Cooperative La Esse, linked to structures as *Una Casa per l'Uomo*, *Alternativa*, *Caritas Tarvisina*, *Caritas Vittorio Veneto* and two religious communities, *Discepolo del Vangelo* and *Domus nostra*, the *Rete Temporanea d'Impresa* (temporary enterprise network) presented the following data. It administrates 409 beds and ten of direct custody, distributed in all the provincial territory: this distribution helps migrants' interaction.

Besides, each member of the network coordinates its activity with the Prefecture. Common values are at the base of networking and involved organisations share some specific objectives of their activities for asylum seekers. They attempt to respond structurally to the phenomenon with special attention to the territory; they give priority to the individual migration process, promoting the empowerment of the person, also through work; they offer similar services and share work ethics and modes; their referees meet each month to monitor and redefine common goals. The welcoming model experience is inspired to SPRARs mode based on three pillars: distributed reception, emancipating welcoming and multidisciplinary-skilled team, to better understand the complexity of the phenomenon.²⁸

In this context response, the Open RESOURCES project gives and added value, being clearly an intervention not only *for* migrants but *through* migrants, integrating opportunity and empowerment in a small-scale level. Considering the presence of 25% of under-30 youths' unemployment in Treviso province; migrants' young age (average of 24,5 years old); the presence of vacant buildings and spaces for living; the necessity of housing after the refugee's status approval and the contrasting feelings of *veneti* towards unoccupied migrants, and many other factors the pilot project social innovation is an effective solution to develop multiethnicity.

The third reason of the importance of the regional level is because it is widely linked to Europeanisation. The adaptive pulls exercised by the EU and the variability of disposition of the several regions, bring to different policies responses. The EU becomes a factor of innovation that may be brought to the territory thanks to programming and activation of local partnerships. The place-based dialogue between the regional institutions and the EU is modifying the constituting elements of the region, with a perspective of cohesion and growth (Messina 2011).

²⁸ Anolf Cisl, Caritas, Migrantes e la La Esse Social Cooperative *Un futuro sospeso. Dinamiche migratorie e invecchiamento della popolazione. Rapporto sulla presenza e sulla distribuzione degli immigrati nella provincia di Treviso. Tredicesima edizione*
<https://www.venetolavoro.it/documents/10180/1665817/cittadini%20stranieri%20residenti%20a%20Treviso%20-%20a.%202015%20%283%29.pdf>

Considering the multilevel interventions that may be conducted in a territory is the auspicious breadth that a pilot project such as Open RESOURCES may have to innovate tradition.

2.3 Social innovation in the EU: reconnection

At the EU level, social innovation challenges are based on societal necessities. Often it is necessary to take into account a limited budget in order to shape social policy. Nonetheless, social policy aims to support social investments; to help lifelong learning to improve adequate livelihood; insists on public-private partnerships; sets scientific and evidence-based policy-making and reforms.

Especially, social innovation is part of the Social Investment Package and must be determined in policy making to respond to social priorities. The element of learning validation is continuously present in experimentation testing, fundamental in social policies. This is possible also thanks to initial interventions to test impact, in measurable conditions, to scale up.

On one hand, national authorities can develop social enterprises dedicated also to social services and promoting Corporate Social Responsibility actions. On the other hand, the Commission provides guidance on

1. *“how to use social policy innovation when implementing country specific recommendations;*
2. *“how to use European structural and investment funds for this purpose”²⁹*

²⁹European Union official website, *Social innovation*
<http://ec.europa.eu/social/main.jsp?catId=1022>

Among other tools there is the Social Innovation Guide (2013); the new Programme for Employment and Social Innovation (EaSI) and the Guide on testing social policy innovation.

In Italy, the family role, the social entrepreneurship experiences, the associations presence alimeted the debate on social innovation. In a *market of knowledge* the exchange of information is essential and it leads to the possibility of better aggregation of more actors (organizations, associations, public institutions, private subjects, groups of citizens) and to give to everyone an active role (Maiolini 2016, p. 32). Particularly in the reality of social enterprises, a new trend of startups dedicated to social innovation is developing. The Italian legal framework and limits of this phenomenon is based on Decree-Law 179/2012, now Law 221/2012.

These criteria defined the presence of 1152 social potential enterprises out of 3397 innovative startups.

Table 2.2 Italian regional territorial distribution of Start-ups

Source: scientific colloquium on social business Michielini & Iasevoli paper LUMSA University p. 5

Region	Start-up	SIaVS	TOTAL	Propensity index (x 100)	% Start-ups incidence on the total (A)	% SIaVS incidence on the total (B)	Difference (B-A)
Abruzzo	56	3	59	5,4	1,7%	2,6%	0,9%
Basilicata	18	2	20	11,1	0,5%	1,7%	1,2%
Calabria	79	4	83	5,1	2,4%	3,5%	1,1%
Campania	192	9	201	4,7	5,9%	7,8%	2,0%
Emilia Romagna	378	10	388	2,6	11,5%	8,7%	-2,8%
Friuli Venezia Giulia	96	0	96	0,0	2,9%	0,0%	-2,9%
Lazio	311	17	328	5,5	9,5%	14,8%	5,3%
Liguria	56	0	56	0,0	1,7%	0,0%	-1,7%
Lombardia	723	27	750	3,7	22,0%	23,2%	1,4%
Marche	138	3	141	2,2	4,2%	2,6%	-1,6%
Molise	15	0	15	0,0	0,5%	0,0%	-0,5%
Piemonte	239	7	246	2,9	7,3%	6,1%	-1,2%
Puglia	133	7	140	5,3	4,1%	6,1%	2,0%
Sardegna	100	1	101	1,0	3,0%	0,9%	2,2%
Sicilia	132	1	133	0,8	4,0%	0,9%	-3,2%
Toscana	205	12	217	5,9	6,2%	10,4%	4,2%
Trentino	116	3	119	2,6	3,5%	2,6%	-0,9%
Umbria	35	1	36	2,9	1,1%	0,9%	-0,2%
Valle d'Aosta	10	1	11	10,0	0,3%	0,9%	0,6%
Veneto	250	7	257	2,8	7,6%	6,1%	-1,5%
Total	3.282	115	3.397		100%	100%	

According to the data Veneto region position is very low. This seems to be a contradiction seen all the good starting elements that the social network has on this territory.

The limited relevance of social enterprises presence is also visible in the Regional Operational Programme, an essential tool for the redistribution of European Funds aimed at territorial development.

In the text of the Regional Operational Programme ERDF the Social Innovation is ambiguously used, as in his article *Veneto social innovation. Piccola cartografia* for Che Fare, Maurizio Busacca underlines. For him, it seems more a EU constraint than a political conviction. Also, the appointments and conferences dedicated to the theme and in mainstream social innovation circuits *veneti* are seldom present. The author presents two hypotheses

1. Veneto does not have optimistic potential for innovation
2. Mainly economic and social entrepreneurs do not differ in basic features.

The latter share a labour identity but they lack communication with their peers on the territory, ready to look at a horizon of expansion abroad. They start from a micro-logic in the peripheries of an uncentered territory, stuck in a general mistrust of the public sphere.³⁰

Therefore, tradition, historical matrixes, political territorial subculture still influence the regulation mode and the behaviour of the inhabitants. In a society that suffered from the economic crisis, hit in its deepest values, the proposal of a labour activity in a social and multi-ethnic context may match all the needs of a territory in a reconciliatory way. Awakening the awareness of the potential of social innovation in the development for the territory, which links tradition and future.

³⁰ Busacca, M., (June 8 2016) *Veneto Social Innovation. Piccola cartografia*, cheFare <https://www.che-fare.com/veneto-socia-innovation/>

CHAPTER III

THE OPEN RESOURCES PROJECT

3.1 The vision drafting phase

The last sentence of the book of Bernardo Secchi, *La città dei ricchi la città dei poveri* (the city of the rich and the city of the poor), called for a democracy of space in the city (Secchi 2013, p.78). It seems that this appeal has been understood by the three young innovators from Treviso. Marta has just graduated from Economics. Said is a member of the Treviso City council. Jacopo is a social assistant working with migrants' and other social services on the territory. They are professionally and personally involved in the migration phenomenon declinations.

Their idea was born from their proximity to this issue. They wanted to respond to the requests of the territory and give an answer to a structural need for integration. As they said, there is a problem in the management of the migratory process at different levels in the country, namely administrative, legislative, social and above all economic level. In fact, they outline that many resources are used but there is no investment on the individual. Therefore, challenging what they called the '*paradigm of immigration and welcoming themes*' coincides with attempting to create wealthier conditions for all subjects, giving them an opportunity, considering their own inclinations, dreams and ambitions.³¹

To shape their vision, they started from the social demand analysis of the territory. As we can read from the draft recently proposed to Human Foundation, firstly, there is a lack of a complete project-oriented perspective in the realm of refugees' welcoming and reception which could provide appropriate solutions, considering the offer of services and of results. A long-term perspective is also needed: it should tackle the participation and inclusion processes of the refugees in the community. In the Treviso Province, there are 2.050 asylum seekers- growing

³¹ Open RESOURCES interview ANNEX 1.

number, 120 refugees – growing number, according to the Prefecture of Treviso Conventions.³²

Secondly, there is an amount of vacant properties and unused, vacant or abandoned buildings, which creates situations of urban and rural degradation. There are 8.076 unused buildings in the Province of Treviso, 624 in the Treviso municipality (more than 3.000 living spaces) according to the data of the Istat 2011 census.

Thirdly, the data of youth unemployment is relevant too. Above all, the presence of low-skilled or low-levels educated youths. The number of Under 30 unemployed youths are 36% in Italy, 25% in Treviso according to Istat data in March 2016.

Fourthly, once documents and the status are obtained, refugees are automatically excluded from the path of ‘first-line reception’³³ In Treviso territory there are not sufficient structures to face the demand of inclusion in the SPRAR system for them. Who obtains the international protection status often risks being homeless and without means or adequate social, family and working networks. The same situation concerns the ones excluded from the reception system, those who do not receive the status.

Innovators’ vision consists in attempting to demonstrate how it is possible to give an opportunity to the people that flee from difficult situations towards a better life, without using only public money to manage the reception preliminary activities. For this reason, they decided to involve private landlords. The ultimate aim is to distribute wealth among all citizens. As they said, they attempt to call into question the welfare model, reintroducing terms such as subsidiarity, generative welfare, bottom-up good practices. The latter by involving all the actors,

³² Open RESOURCES 2016 draft proposal presented to Human Foundation.

³³ The reception system in Italy is distinguished between first reception and second reception <http://www.asylumineurope.org/reports/country/italy/reception-conditions/short-overview-italian-reception-system>

stakeholders, institutions, enterprise, syndicate and manufacture associations in a dialogue with the neighbourhood and the territory.

The idea of tackling the emergency in a structured and integrated way was brought about, as said before, in informal meetings among the three innovators. Then it was presented, supported by the Social Cooperative La Esse, to The Urban Innovation Bootcamp of the Ca' Foscari University of Venice – Campus of Treviso in the 2016 summer. After this experience, the initial idea was implemented with different perspectives and suggestions from the students, partners and people interested by the Bootcamp experience. And the result, a draft proposal, was recently proposed to one of the partners of the Bootcamp experience, Human Foundation. The latter expressed its interest to continue the collaboration with the three innovators.

This section will introduce the embryonal idea as presented at the Bootcamp. Then, in the following paragraphs, I will consider the Bootcamp acceleration phase and later the Human Foundation support.

The current migratory situation in Italy, as described above, has already structural characteristics. In particular, according to innovators, the Treviso context presents some peculiar characteristics, such as the high number of asylum seekers' requests and refugees that concentrate in the last two years and, beyond this young phenomenon, there is also a rich private economic fabric that might be involved in social issues. The vision presented to The Urban Innovation Bootcamp consisted in a proposal of a two-years project with refugees and unemployed youths from the territory. The living space was not determined yet whether private or public. There was still an open possibility. However, the idea wanted those youngsters to renovate some damaged, old or unrented and vacant buildings from the public or private properties, to live there for two years for free.

They had defined the proposal with the La Esse Social Cooperative of Treviso, which supported their initiative.

This organisation has born recently from the fusion of two historic cooperatives of Treviso: the cooperative Sestante and the cooperative Servire, both born in 1989. Several assemblies and meetings had preceded this ending in average entity of about 100 employees and almost 70 members of the cooperative. This cooperative is structured in 7 sectors of intervention, namely immigrants' welcoming and inclusion with information, formation and social housing for marginalised people too; formation and counselling activities; a part dedicated to minors; a sector for equal opportunities; one for enterprises; one for jobs; one for community development; and an embryonal part with social tourism purposes.

They operatively act in some municipalities of the Province of Treviso, but they share information and good practices without having a territorial constraint, in an openminded perspective. Above all, their interest in the welcoming activities – they oversee Treviso SPRAR system management – is aligned with the Open RESOURCES project. Indeed, as Simone Schiavinato, responsible for inclusion and welcoming activities in La Esse, said, this Cooperative does not want only to offer services because they are needed but it wants to promote services for social change and the active participation of the individuals, who need to be the protagonists in changing their lives. Further, it aims at facilitating the connection between people with similar problems and situations. Finally, another purpose is to change the institutional perception of the services organisation and work and to let responsibility and participation of its members in the management of the cooperative.

On the Open RESOURCES vision, Schiavinato underlined that it broke the traditional logic of the reception system. On one hand, it creates an interaction between refugees and unemployed youths with similar specific needs. On the other, it proposes an alternative after the recognition of the status of refugee. In general, the innovative aspect of Open RESOURCES is not only the person-centred service provision, but also the active participation of the people involved in the project. Further, the beneficiaries could also be more in the future and there is a benefit for the owners of the buildings too.

Currently, the collaboration among Open RESOURCES and La Esse Social Cooperative continues in the growing partnership and roles have to be redefined.³⁴ Though, their support was strategic for the project presentation to the Urban Innovation Bootcamp acceleration in Summer 2016. During the Bootcamp phase, students from different universities and with multidisciplinary backgrounds implemented the embryonal idea of Open RESOURCES and accelerated it in 6 weeks, following different methods. Then, implemented result from the Bootcamp was recently wrapped up in a draft proposal presented to Human Foundation. Considering the vision, the Bootcamp acceleration and the Human foundation accompanying and pre-piloting phase it is essential to understand what has been learnt by the innovators so far. In the following paragraphs, the implementation will be described, to understand the current solution.

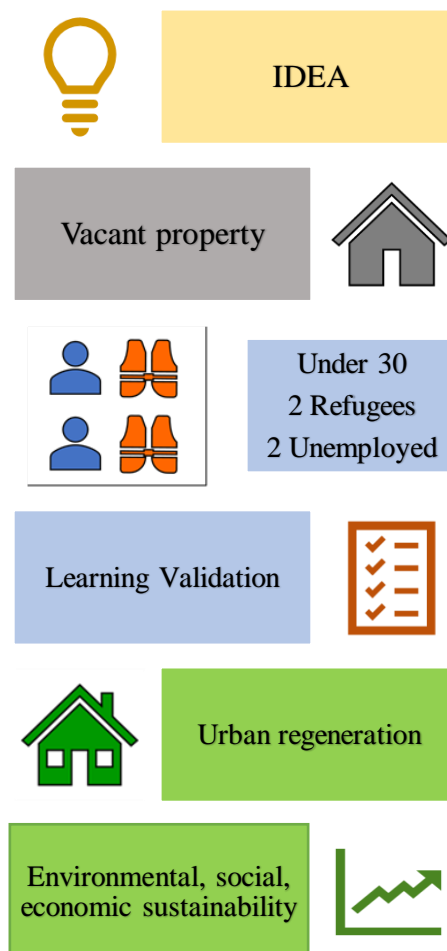


Fig.3.1 The Open RESOURCES vision

³⁴ Interview to Simone Schiavinato from La Esse Social Cooperative, 11/01/2017 ANNEX III.

3.2 The Urban Innovation Bootcamp acceleration phase

What's the Urban Innovation Bootcamp? It is an academic initiative at its second edition that developed after a pilot program in 2015. As described in its internal report by the Program Manager Alessandra Scroccaro, the 2016 Urban Innovation Bootcamp is “*an action-learning programme where 5 local companies and 44 university students and graduates under 30 accelerated 5 innovative ideas*”.³⁵ It collaborates with enterprises, institutions, public and private entities to create urban innovative products and services to improve the life of Treviso inhabitants.

The topics concerned social issues such as urban mobility, smart services, urban regeneration, social inclusion and sustainable tourism within Treviso. This second edition ran from June 19th to July 29th 2016 at the Campus of the University Ca' Foscari in Treviso. In October, a final demo-day was held at the Loggia Palazzo dei Trecento, under the seat of Treviso Provincial Council and in Piazza dei Signori, the city center. In the report, the objectives of the second edition of the Bootcamp were three, namely accelerating innovative ideas; empower the 21st – century competences - or soft skills - for innovation in the students involved; and creating a new ecosystem of urban innovation, linking the various stakeholders and academia to make Treviso a smarter city.

A fourth goal was the inclusion of 5 asylum seekers among the students. In the Bootcamp, the general distinctive element was the use of innovative methods that boost collaboration between students and professionals from different backgrounds, in order to solve complex problems such as city challenges. The methods combined were the Design Thinking approach, the Lean Startup method and the Social Business Model Canvas and the Blue Wave experience.

The first, it is a methodology for group innovation developed by the d.School of Stanford University that uses divergent and convergent phases to prompt interdisciplinary and multibackground collaboration among participants in a team.

³⁵ Scroccaro A., internal report on the 2016 Urban Innovation Bootcamp, Campus of Treviso, Ca' Foscari University of Venice.

The second refers to the Eric Ries and Steve Blank' s method that provides a rigorous approach to new product/service development through testing, prototyping and strategy pivoting. The third, presented by Human Foundation together with SROI - Social Return on Investment, was a visual representation of the aspects of a social business. The fourth, it is a 24-hours non-stop weekend working that involved innovators and students.

As already introduced, the partners involved in the project were several. For what it concerned the didactical organization and the follow-up of the selected ideas in the second edition of the Bootcamp, the major partner was Azzurro Digitale. It is a start-up from Padova (Region of Veneto – Italy) that develops structured paths to accompany their clients to the digital maturity, keeping in mind the Design Thinking and Open Innovation concepts.

Another partner was Human Foundation, that presented the Social Business Model Canvas and the SROI. The Programme Manager, Alessandra Scroccaro reminds also the different typologies of stakeholders. They were mainly the Treviso Municipality and its councilmen, who visited the Campus and were available for interviews; the Prefecture of Treviso, for the selection and inclusion of the 5 asylum seekers; the business associations and the cooperatives, which dialogued with the students during the acceleration weeks.

The participation of these different realities of the territory is aligned with the Bootcamp election of boosting social innovation in the urban context. As Scroccaro confirmed in her interview, the Bootcamp is a city-oriented action rather than business-oriented one. The Campus of Treviso dialogues with the territory activating the university 'third mission'. In fact, the first mission, researching, and the second, teaching and didactic, are then applied to the territory to create a social impact.³⁶

The ideas, presented by local companies and organizations, enable solutions that can positively influence Treviso city-life. In the second edition, the accelerated

³⁶Interview to Alessandra Scroccaro from the Urban Innovation Bootcamp 12/01/2017 ANNEX IV.

ideas were 5: Bike Help; Job Club; Beescover; VEASYT live! and Open RESOURCES. Bike Help and Beescover prompted a slow, sustainable and local-favourable tourism, respectively the first with a module providing services for bikers spread in the territory and the second, with an e-commerce platform. Job Club instead proposed an innovative methodology to find jobs in active groups. Then, VEASYT live! and Open RESOURCES were oriented towards migrants reception and inclusion: the first, with its on-line video-interpreter service supported by the high-quality hardware CISCO system and the professional interpreters of Ca' Foscari; the second, with the proposal above-mentioned.

These projects were accelerated by 44 students divided 10 groups, two per idea that followed the Design Thinking phases to weekly report their achieved outputs to the innovators. Each idea had a facilitator and every week there were mentors who gave the students precious evidences of successful experiences.

In total, there were 20% students and 23,80% graduates. They came from different north-eastern Italian universities: most of them from the Ca' Foscari University; 4,5% from the University of Padua; and 2,3% from the University of Trento. Further, as introduced above, there were 13,6% international students, 3 from Nigeria, 1 from Ghana, 1 from Pakistan, 1 from Kazakhstan, 1 from Bosnia-Herzegovina. Italian students came from Veneto Region, Treviso, Venice, Vicenza, Padova provinces and from other Italian region provinces, Pordenone and Udine. The multicultural and multidiscipline feature characterized the Bootcamp second edition. The students' majority were under 30 and they were divided in 10 groups, two groups per ideas.

They followed the Design Thinking approach alternate divergent and convergent phases, namely discovery, interpretation, ideation, experimentation and evolution. During the first phase students researched and informed themselves; in the second they interpreted the data and formed questionnaires for interviews to build the personas (possible users, beneficiaries, stakeholders of the project); in the third phase they opened their mind to creativity, brainstorming and challenging the several spurred solutions; in the fourth phase they tried to prototype the solutions;

and in the last phase, they proposed the selected solution to the environment, receiving feedbacks.

The Open RESOURCES acceleration phase also followed this path. The two groups working on this idea were called ‘Cool Mind’ and ‘The Clubbers’.³⁷ The first had 4 members and the second 5. Both presented multicultural, multi-religious and multi-experience characteristics. In particular, an asylum seeker student took part in the second group. The students carried out a dialogue with the territory conducting interviews, meeting speakers and mentors from relevant similar experiences, and receiving visits of the local stakeholders.

Deepening the acceleration phase, the two groups work distinctively in most of the Design Thinking phases, coming up with two different outputs.

At the end of the six weeks, the Cool Mind output presented two different phases. It aimed at being a solution after the SPRAR reception system. Therefore, in a first phase it used the SPRAR housing offer to set up the ‘school-house’. The aim was to transform the cultural differences into an opportunity instead of obstacles.

The students imagined a place where it is possible to give to refugees the means and instruments to better understand and integrate into our society and culture, activating a sort of training to the uses and habits of our country. This because, for them, they could be meaningless or difficult to understand, due to the differences they found from the tradition or behaviours from their country of origin.

The second phase of this proposal consisted in creating a co-housing structure which would follow the formation and social introduction phase during the ‘school-house’ activity in the SPRAR spaces. At that moment, it would be possible for refugees to live together with Italian or other foreign-born people. There were private bedrooms and common spaces, recreational activities organised

³⁷ The author of this thesis participated in the acceleration of the The Clubbers group as a student during the 2016 second edition of the Urban Innovation Bootcamp.

by them to make co-housing sustainable: the project did not talk of assistance but it proposes shared personal and community growth.

The The Clubbers output was different. Its name was '*casa del mestiere*', which means house of work. Equally, it aimed person-centred solutions and wanted to put together professional and human competences and provide paths of autonomy in a logic of housing, work and integration. They wanted to use vacant private houses to repopulate the neighbourhoods and create a point of encounter for the community. According to this proposal, the private would give his vacant house to a cooperative which, for a monthly rent in a 'rent to buy' formula, manages it. This rent would conclude with a translation of the property to the cooperative.

The cooperative would manage the '*casa del mestiere*' selecting 4 beneficiaries, two unemployed youths and two refugees under 30. These young people would be responsible for the structure that was a place to stay for them. They would organise services and activities for the neighbourhood. Before entering the place, they would renovate it, creating common spaces inside and requalifying it. Some spaces could be available for recreational activities and weekly courses, shows, events held by experts or by the youths according to their skills.

They could remain in the house for two years and would help the future beneficiaries to enter the project. The activities proposed to this 'house of the neighbourhood' could be a hostel activity, a social garden where neighbours could cultivate vegetables and fruits, courses for the community. The latter could be also organised through a special initiative called '*fate i buoni*', which means 'let's be good!'. This initiative saw the '*casa del mestiere*' as an intermediary: neighbours could write on a list the activities they wanted to have in the house and propose their help to teach them. It was thought as a sort of 'time bank': they could do something for the house and in exchange they would receive some '*buoni*', which is to say some internal coins or vouchers which could be spent for the courses within the house or to rent a space.

Of course, these activities could be paid by money but this alternative solution could incentive the neighbours to be more active, attached and participative.

It is interesting to notice the different solutions proposed during the Bootcamp and understanding what continues in the current Open RESOURCES project in a learning validation perspective.

According to the programme manager of the Bootcamp, the innovators received a lot from it. Their idea was deconstructed and reconstructed under different pulls. The opinions, comments and suggestions of the two groups of students, derived from the research conducted on the field, made the innovators' idea mature. At the beginning, the perception of the idea was very fluid. This aspect, according to the Bootcamp Program manager had advantages and disadvantages.

On one hand, for the students it was more difficult to accelerate, because they had no structured and precise vision. On the other, they were not bound and they could be creative and innovative. Further, the Open RESOURCES project could benefit from the University competences – the innovators took part in the first week of methods delivery – and networking, connecting with Human Foundation. Of the project, she liked the positive contamination action, which is to say the encounter with the encouragement and the convivence of different people; the multiple target of unemployed youths and refugees, which are very fragile in the context of Treviso; and their protagonist role, making them responsible and a propulsion for the requalification of a neighbourhood.

This empowerment of marginalized people, active actors for the territory development is aligned with the need of an important of new education on what is called 'diverse', which is one of the expectations of the Bootcamp programme manager. Scroccaro's hopes for the follow-up of the project are to see it change the perception of these people as numbers or costs, improving their perception as values for the society. Further, she hopes to see a requalified space in Treviso and she hopes that the project will scale up, however warning that it still needs entrepreneurial strategy and professionals, ensuring economic sustainability.

Therefore, the Bootcamp is an example of how innovation continues and, if well managed, creates innovation itself. For this reason, university could still help the project. Scroccaro outlined the importance of future Bootcamp action for the

project mainly in three aspects: conveying students' contacts that could have a role in the concretization of the project; conveying contacts of public and private stakeholders from the university networking; finding local, national and international calls to help its development.

This help would be more concrete if the Bootcamp itself could be more considered by the Municipality and could become an urban innovation lab: an open laboratory that work to accelerate ideas, services and products that answer the city challenges all year long. For the Bootcamp Scroccaro imagines a space for contamination and ideas follow-up to. It could be spread in the city, using vacant places to make youths and community to boost projects together. It could involve other Italian regions university students that contemporarily, in different campuses, work on the same themes but on distinct ideas. They could share opinions and exchange information through video-call or visits. This could be the Bootcamp 3.0!

A website with a social network inside to share social projects from several universities could help acquiring visibility. Lastly, national and European calls are also important to learn competences and spread good practices in other academic contexts.

Therefore, the Bootcamp is indeed a good practice of innovation that should be continued and implemented in the future. From this phase of acceleration, the Open RESOURCES project moved into a more structured phase, accompanied by the Human Foundation action.

3.3 Human Foundation collaboration: towards piloting

Learning is a continuous action noticeable in all the phases of the Open RESOURCES project so far. From the first vision phase, they gathered elements from the La Esse Social Cooperative advice and indications. In the acceleration phase, they obtained a lot of inputs and transformed their project. For instance, from the Cool Mind project, the innovators seem to have gathered the possibility of two phases and the solution of a training place that coincides with home.

From the The Clubbers' project, they seem to have understood the importance of the neighbors' participation, the 'buy for rent' formula and the importance of initiatives that endure a system of fidelity and participation. Eventually, all these elements and suggestions were wrapped up in a draft proposal presented to Human Foundation. In its first part, they defined the Treviso situation on youth unemployment, reception system and urban regeneration, providing the above-mentioned data on Treviso context.

Then, they divided the interventions in two phases: the first consists in the creation of a private second reception centre, for one year; the second is the current pilot project (a two-years co-housing and co-working activity).

As written in the draft, the proposal of a private second reception centre for 10 people follows the principles of social enterprise: all the revenues of the activity will be invested in the development of the second phase. The activities of this centre could refer to the service offer disposed by the call of the Prefecture of Treviso. Besides, the limited number of users could allow the development of further activities, namely:

1. personalised paths for training, centred on personal skills, needs and expectations;
2. empowerment of the Italian language courses;
3. activities for active citizenship and community;
4. sport activities.

This first phase is propaedeutic to the second because it allows:

1. to create a continuous and coherent path for the beneficiaries of the project;
2. to have a financing source for the next phase, which demonstrates how State contributions for first-line reception can be reinvested for creating real opportunities for refugees and contemporarily for making the territory richer.

This first phase centre could be a possible solution to finance the second phase. It is a possibility proposed by the three innovators. However, at the moment, this option is not considered in the financing path selected with Human Foundation.

The second moment consists in the pilot project co-working e co-housing phase. This phase coincides with the current pilot project: the latter has been selected, approved and it is accompanied by Human Foundation.

To reach a new participative community with refugees and autochthones, the project offers the renovation of 1 private property, thanks to the engagement of the beneficiaries (refugees and young Italians Under 30 unemployed) in its renovation. The project aims at implementing the last phase of a longer path of new projecting for the reception system of Treviso. Specifically, the requalification made by locals and refugees will allow them to live for free (thanks to rent-free contracts for renovation) in the building, for maximum two years. This will let them to acquire work and social skills (cooperation and teamworking).

Currently, the specific objectives of the project are:

1. to renovate the vacant properties, in order to limit generate degradation, and make them available to the community again, with a sensible costs reduction;
2. to create new relations in the community based on participation and on the promotion of individual and collective empowerment;
3. to create perspectives of autonomy for the users, involving them in a mechanism of responsibility towards the management of a shared living space;
4. to provide professional competences and to value existing skills;
5. to stimulate local economy and youth unemployment.

How will they do this? They propose the following activities:

1. properties individuation and making agreements (conventions);
2. mediation process activation in the neighbourhood and in the selected territory;
3. design and definition of the renovation interventions;
4. user individuation and sensitising (thanks to the creation of workgroups with a common aim);
5. technical and practical formation for the refugees (valorising possible previous competences);
6. renovation of the property;
7. orientation to work, to the territory and to the creation of revenue activities;
8. educational leading for the people involved in the project;
9. monitoring;
10. fundraising.³⁸

After the Bootcamp, this proposal was sent to Human Foundation. As already introduced above, it is an organisation that started as a foundation in 2012, after a two-years process as an association. Its president is Giovanna Melandri, former Minister of Youth and Sports during the second Romano Prodi's government (2006-2008).

After her political career, she studied the dynamics of best practices appropriate for the renewal of the welfare models for one year. Particularly, she focused on the Anglo-Saxon model, which has become the architrave of Human Foundation methodologies. She realised that an intervention to support the welfare system was necessary in Italy. Therefore, the topic concerns how to introduce innovative approaches to welfare management. As Cabria, Social Business Officer of Human Foundation, explains in his interview, the organisation action has three activity areas: advocacy; social impact evaluation and a capacity building areas.

³⁸ Open RESOURCES draft proposal to Human Foundation (2016)

The advocacy activities aim at lobbying and spreading awareness on the themes of social impact and private investments with a social result-oriented profitability dynamic.

Doing this, they individuate that there were two main propaedeutic problems in the activation of these investments. First, how could they value the social results of investments? Second, how can the return on investment be connected to its impact?

Consequently, they decided to focus on the second area of activities: the social impact evaluation, though several tools such as SROI. The third main activity is capacity building. As Cabria continued, they realised the demand of the social impact investments, mainly third sector organisations, was not ready to receive these investments. The ‘language’ spoken at the investors’ table and the capability of using equity-based investments.

The answer was made by vertical interventions to accompany each organisation, with four-days long social innovation paths and by individual formation, with two master’s degrees, one in Milan and one in Rome. Human Foundation started its local interventions in Central and Southern Italy, which are the national areas with less coverage of interventions to accompany or create social innovation.

As Cabria outlined, northern regions are advantaged by the great concentration of philanthropic players such as foundations and companies. After the Bootcamp collaboration, it considered also the expansion in North-Eastern Italy, for its rich productive structure based on SMEs that may be synergic and oriented to produce social impact for the communities.

At the international level, Human Foundation participates in two networks: Social Value Italia, the Italian spot of Social Value International network on social evaluation; and Social Impact Agenda, germinated from an association of legal persons born after the task force on impact investing (a James Cameron’s initiative) that was closed in the 2016 G8. The nations involved in this network maintain

reasoning on social impact investments, on how integrate the national systems in asset class typology of investment where the social result of the financed project is a driver. To sum up, Human Foundation wants to innovate the social interventions national programmes from a resources perspective (such as private); to create competence and awareness in the social private and in the investors; and make an activity of advocacy based on the importance of evaluation process.

They focus on the environmental and social sustainability first.³⁹

On the Open RESOURCES vision, Human Foundation has a positive attitude. They met the innovators at the Urban Innovation Bootcamp and they decided to accompany their idea in a dedicated path. Selecting this idea, they demonstrated how much they care about its mission.

The idea, as Cabria said, is not the only one that proposes solutions of this kind, but it is interesting that the innovators thought about within the context of Treviso. It is in fact a very contradictory city, with high migrants' satisfaction despite the presence, at the regional level, of the *Lega Nord* political administration.

The project, in Human Foundation perspective, presents opportunities and threats. On one hand, a replicable and scalable solution is a potentiality, where the public actor may be one of the promoting subjects. For now, in fact, the project considers private housing.

However, one can imagine that, in the future, it will involve also public buildings, such as schools and ex-military structures. In addition, it restores a critical situation, avoiding the isolation of migrants by spreading their presence in the community. On the other hand, the possibility of spreading this practice is based on a strategic engagement and definition of the enlargement process. Therefore, the innovative use of working activities as a tool for active welcoming and the housing solution lets the two communities know each other's peculiarities, producing positive effects on both sides.

³⁹Interview to Nicola Cabria of Human Foundation 23/12/2017 ANNEX II.

Cabria says that the project is not completely disruptive but it could enable a platform from where giving an answer to different social needs, involving public and social private resources in the innovation process.

The Human Foundation role in the idea implementation is to accompany and accelerate the idea in a pre-piloting phase. They will accelerate not only the economic part but they read the context where the project operates. They therefore invert the logic of incubators: conversely to the latter, they see the impact before and then they find useful resources.

These activities are oriented by Theory of Change. As Cabria reminded, it is an organisational approach to orient the strategy, connecting clearly cause-effects between outputs, outcomes and project activities. It allows to see the results of an activity and the changes this might be on beneficiaries, thanks to continuous sharing information flow. In the Open RESOURCES project, for instance, this theory is embodied in the social integration of the migrants.

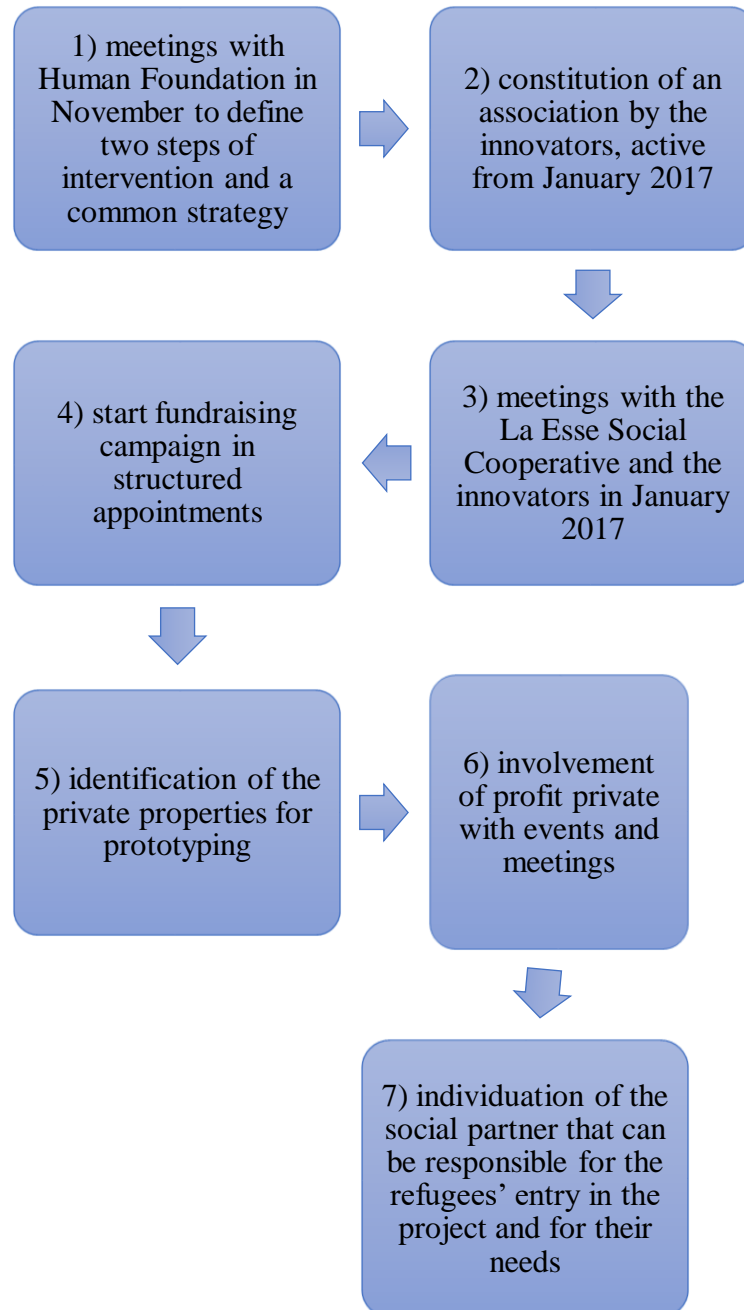
Then, what is going to be the future of the project? The Bootcamp, the Cooperative, the territory and the Human Foundation suggestions are continuing to shape the pilot project. So far, in this third Human Foundation accompany phase, the pilot project has concrete milestones to reach. They can be seen in figure 3.2..

These milestones should be reached before presenting a complete service design to involve the municipal administration and to scale up. As Cabria outlined in his interview, following the Lean Startup method, Human Foundation suggested to individuate a house or a flat and the beneficiaries first. This model is actually an MVP that can involve in the future students, elderly people and so on.

Now, M. Cassano, Chaibi and J. Cassano constituted the Association of social promotion. In the future, they aim at creating a social vocation start-up when the project will be operative. They chose this organisational form because it seemed the most functional to them and to Human Foundation to start fundraising. The activities they want to propose are, firstly, the follow-up of the project design,

before starting the operative phase. Then, as above mentioned, the fundraising campaign together with human Foundation.

Fig. 3.2 timeline Open RESOURCES November 2016 - January 2017



Subsequently, the association will tackle its concrete objectives. As M. Cassano, said, it will define the inclusion and social status quo change purposes, through the individuation of various actors and activities, such as looking for beneficiaries, finding the building and deepening the renovating issue, planning the economic activities, monitoring and evaluating.

On financial sustainability in the long term, the innovators aim at fundraising donations and investments of foundations. After this phase, there will be a revenue activity that has still to be defined in the Human Foundation co-operative path.

This activity will sustain the transition from the pilot project to a subsequent intervention. They aspire at following the social enterprise model, in which profits are destined to reinvestment in new projectivity and they are not cashed in or divided.

Table. 3.1-Phase 1 Open RESOURCES project

Phase: 1st The vision	
Challenge	Local vacant houses; under 30 unemployment; lack of housing solutions for refugees
Actors	Open RESOURCES; La Esse Social Cooperative
Outputs	Proposal to the Bootcamp: renovation of a house by local unemployed youths and refugees in exchange of free hospitality for two years.

Table 3.2 Phase 2 Open RESOURCES

Phase: 2nd The Urban Innovation Bootcamp acceleration	
Challenge	Explore concrete applicability and test the proposal; obtaining feedbacks
Actors	Open RESOURCES; La Esse; the Bootcamp; students; local stakeholders
Outputs	<p>Draft proposal to Human Foundation: two phases project.</p> <p>First phase: private second reception centre.</p> <p>Second phase: co-working and co-housing</p>

Table 3.3 Phase 3 Open RESOURCES

Phase: 3rd Human Foundation accompaniment and pre-piloting.	
Challenge	Concretising the project and finding partners.
Actors	Open RESOURCES; La Esse; Human Foundation; local financing stakeholders.
Outputs	<p>First phase: Open RESOURCES association constitution to fundraise and project design.</p> <p>Second phase: finding the house, beneficiaries, social partners</p>

Definitely, the Open RESOURCES three phases so far demonstrated their general disposition to learn. In the tables 3.1,3.2, and 3.3 ongoing learning process and new challenges they had to tackle are outlined.

Deepening the Open RESOURCES so far is relevant to see how they learnt from the different phases that were tests that orient or implement their work and prompt strategy pivoting. Each phase description is provided in figure 3.3.

In the figure 3.3, the fix subject is Open RESOURCES that tackles a challenge with a network of partners that can exist (1,2,3) or not (0). They propose outputs to an implementing phase, testing them and validate them. Then retroactively, validated outputs constitute part of the next challenge. However, to understand better what happens inside the ‘testing box’ mechanism, it is good to refer to structured approaches for business and social innovation.

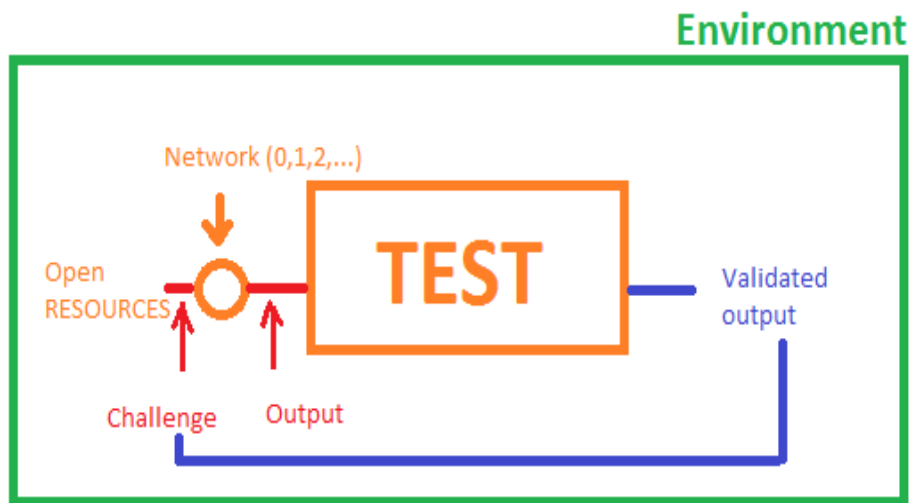


Fig. 3.3 Phase validation mechanism

CHAPTER IV

LEARNING VALIDATION

4.1 The Lean Startup method

Hard work and perseverance do not lead to success, Eric Ries wrote in his book *The Lean Startup* (Ries 2011, p. 2). It seems absurd; however, this affirmation is a breaking point from where starting to reflect upon the possibilities of business management from a new perspective. Determination alone is not sufficient and it is mythmaking in building a successful business.

The reality is that most of startups fail because their success is not a consequence of “*good genes or being in the right place at the right time*” (Ries 2011, p. 3). No. Eric Ries thinks that “*startup success can be engineered by following the right process, which means it can be learned, which mean it can be taught*”. He built this method experimenting it in his company, called IMVU, recalling many previous management and product development ideas, such as lean manufacturing, design thinking, customer development, and agile development (Ries 2011, p. 4). This new approach for continuous innovation creation is called the Lean Startup. Its origins are inspired by the research on lean manufacturing, born in Japan with the Toyota Production System (Ries 2011, p. 6)

As reported above, the Lean Startup method principles are five. The first includes anyone in the concept of entrepreneurship: that means that entrepreneurs are everywhere, in any size company, any sector or industry. The second links this entrepreneurship in the management of extreme uncertain situations. The third principle is the one deeply tackled in this work, namely validated learning: startups exist “*to learn how to build a sustainable business*” and this learning can be tested by frequent experiments (Ries 2011 pp. 8-9). The fourth aspect insists on the fundamental activity of a startup: turn ideas into products, measure customers’ feedback, learn whether to change strategy (pivot) or persevere. The fifth and last activity is innovation accounting: how to measure progress, setting milestones and prioritizing work fitting the lean logic. These are the ways to manage the change.

The Lean Startup takes its name from the lean manufacturing revolution of Taiichi Ohno and Shigeo Shingo at Toyota. Lean thinking insists on individual workers' knowledge and creativity, batch sizing, just-in-time production and inventory control, and acceleration of cycle times (Ries 2011 p. 18)

In the Lean Startup method, it is not the high-quality physical goods production the unit of progress, but validated learning. Learning, indeed, is a tough challenge because it is *'frustratingly intangible'*, Ries wrote (Ries 2011 p. 20) The method relies on constant adjustments of planning, based on assumptions thanks to a feedback loop called Build-measure-learn.

Through this tool, one can learn when and whether to pivot or persevere with his strategy. Once this inner engine is developed, one can grow in towards the right direction: its vision. It can be achieved employing a strategy that results in a product. Strategy can be pivoted and the product optimized (Ries 2011 p. 20-22).

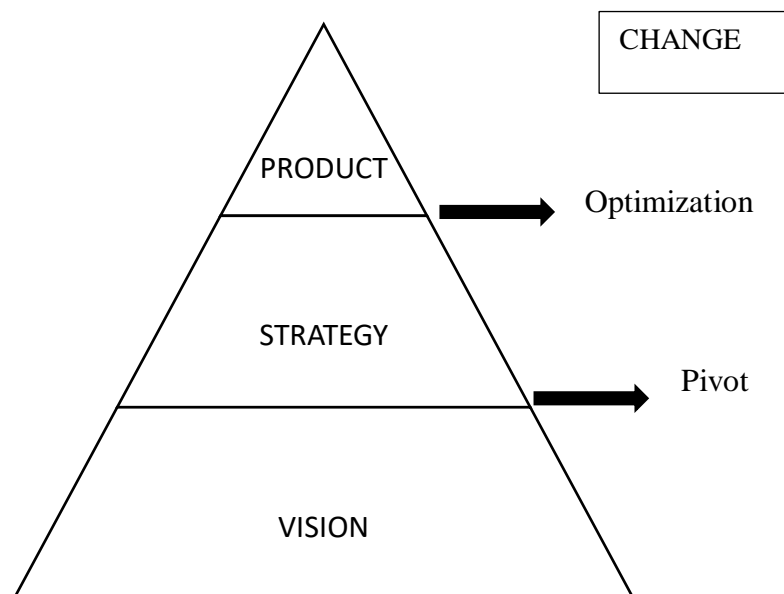


Fig. 4.1
Source: Created according to Eric Ries *The Lean Startup* image p. 23

All these elements define the body and moves of a startup that is “*a human institution designed to create a new product or service under conditions of extreme uncertainty*” (Ries 2011, p. 27)

Uncertainty refers to present and future. Open RESOURCES current experience and future expectations can be explored considering some inspirational features of Lean Startup, as the importance of Validated Learning and Minimum Viable Product, in a social-oriented translation.

However, what is validated learning? And what is an MVP?

Validated learning is a vital function for start-ups. As Reis writes, *'it is a rigorous method for demonstrating progress when one is embedded in the soil of extreme uncertainty'* and *'demonstrating empirically that a team has discovered valuable truths about a startup's present and future business prospects'* (Ries 2011 p. 38).

In other words, what are the valuable and what the wasteful efforts? Validation is backed up by empirical data collected from customers, or considering a social service output, from beneficiaries and stakeholders, I dare say. The validation in a sense comes also from failures: adjustments depend on reactions to a product or service that may be also negative. Experimenting with them is therefore the way to move metrics closer to a goal. In the Lean Startup model every output or feature is an experiment to achieve validated learning (Ries 2011, p. 55). Failing fear is challenged and seen as an initial feeling closer to innovation.

Experimentation comes from scientific method: clear hypotheses on the future are tested empirically. Thus, a project should be treated as an experiment and its vision should be divided in component parts. Ries calls the most important assumptions *value hypothesis* and *growth hypothesis*. Value hypothesis tests whether a product gives value to the customers that use it. The experiments are conducted individuating indicators and not only relying on their opinions.

For the growth hypothesis, early adopters, who need the product the most, should be provided with a minimum viable product.

These two kind of assumptions are included in what Ries calls *leap-of-faith assumptions*. Before testing, assumptions must be selected. After this step, there is a quick *Build phase* to create an MVP, which is to say *"that version of the product*

that enables a full turn of the Build-Measure-Learn loop with a minimum amount of effort and the least amount of development time” (Ries p. 77).

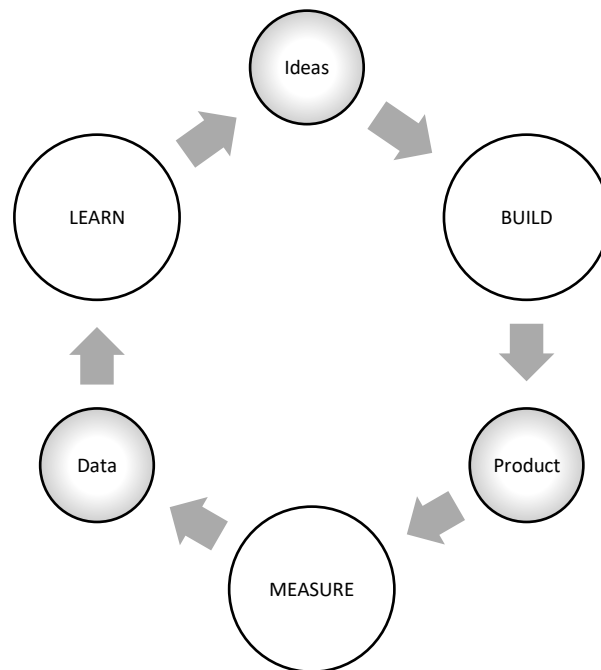


Fig. 4.2 Build-measure-learn feedback loop from *The Lean Startup* p.75

It is essential to be able to measure its impact: the *Measure phase* shows if there is a progress. In his work, Ries recommends innovation accounting method, which helps the process with learning milestones. Finally, there is the *pivoting*: the strategy changes. If a hypothesis is false, a new one has to be set.

Repeating this loop is not enough. It should optimize its time spending through first hand observations of potential customers to create an archetype. Analysis time must be followed by building an MVP.

MVP, as said, is an incomplete product that lets early users to fill its missing with (Ries 2011 p. 94). It must be simple and is not necessarily a high-quality output. It is important instead to keep in mind the learning one seeks and therefore remove any feature, process and effort that does not contribute to it (Ries 2011, p. 110). If it fails, it is easier to solve the problem.

Thanks to the MVP output is easier to establish the real data. This is the first learning milestone of innovation accounting. The second is *'engine tuning'* that consists in various attempts toward the ideal. The third is the pivot or persevere phase. (Ries 2011, p. 118)

Before the MVP, content production interest must be gathered to define a baseline. After MVP, the activation rate and involvement of new customers must be improved to demonstrate validated learning.

If there is no convergence to the ideal, then it is time to pivot. In this process, the traditional, or *'vanity metrics'*, used to judge startups, are less important than, what Ries calls, *'actionable metrics'*. Metrics can be changed by using split-tests, incorporated in start-ups directly into product development. (Ries 2011, p.137) Split tests can observe customers' behaviour changes or include their interviews or surveys. Metrics must be actionable, accessible and auditable.

Actionable means that the report must demonstrate evident cause and effect. Otherwise is a vanity metric (Ries 2011, p. 143). Accessible is the characteristic of the reports on metrics: they should be understood. Simplification and people-based reports avoid information bottlenecks. Auditable refers to the messenger's role. To avoid his blaming, data must be credible. Their veracity is based on talking to customers not only on analysts and managers' reports (Ries 2011, p. 147)

In the Lean Startup method, the change of strategy that might be necessary after data learning is called *pivoting*. Is it necessary a major change or are we making sufficient progress to fit in the strategic hypothesis? Pivoting is the answer to be sustainable business.

Pivoting is based on validated learning that must improve in shorter time and at lower cost (Ries 2011, p. 167). In Reis' words, "*a pivot is not just an exhortation to change*" but *'it is a special kind of structured change designed to test a new fundamental hypothesis about the product, business model, and engine growth'*" (Ries 2011, p. 178).

All these described elements and actions constitute the solid foundation for a start-up to prepare to race. Scaling up and growing challenge lean techniques that should be iterated to guaranty agility, learning orientation and culture of innovation. Ries' last chapters tackle these phases.

He underlines that just-in-time scalability does not concentrate on much investing on planning and design and that working in small batches ensures the minimization of time, money and effort expenditure. Then he explains that growth follows three engines, paid (with customers' contribution), viral (through customers' discussion) or sticky (engaging customers), which propose actionable and mattering metrics (Ries 2011, p. 209).

Lastly, the author suggests adaptive organization that handles rapid and often unexpected changes. These adaptive processes slow down the natural feedback loop of start-ups and help to prevent problems that are currently wasting time (Ries 2011, p. 229). Thus, he proposes the *'five whys system'*, a systematic problem-solving tool developed in the Toyota production system (Ries 2011, p. 230).

When a problem confrontation is urged, one can stop and ask why five times. In this way, the real cause of the problem comes to surface. This suggestion can be applied to adaptive organisations by making a proportional investment smaller, when the symptom of the problem is minor, and larger, when it is acuter. These inner aspects of a sustainable business combined must lead to seek for disruptive innovation solutions too. Ries continues suggesting the creation of an innovation sandbox to empower innovative solutions and understanding their impacts. In this way, constant innovation can be assured.

This method belongs to the business world. However, some concepts can be interpreted and applied to social realm too. In the following paragraphs, I will undertake a prevalently-social approach, Collective Impact, and I will consider both experiences concepts to introduce social impact evaluation of the pilot project.

4.2 The Collective Impact approach

On the previous paragraph, business management and entrepreneurship concepts were reported. Conversely, this paragraph will concentrate on the management social challenges, further exploring Collective Impact approach. Collective impact is *'the commitment of a group of important actors from different sectors to a common agenda to solve a specific social problem'*. (Kania and Kramer 2011, p. 36).

It has been defined by Kania and Kramer in their 2011 article and it has been operative in various experiences in the U.S.A. It is not a simple collaboration involving partnerships, networks or others' joint efforts. The starting challenge is a complex social problem that can be better tackled with cross-sector coordination rather than with isolated intervention of individual organisations.

In the social realm, the dominant approach is isolated impact: the *nonprofit* sector is oriented to finding and funding a solution within a single organization, with the hope of the following growth and replication of the most effective organisations. Despite this trend, *"no single organization is responsible for any major social problem"* (Kania and Kramer 2011, p.36). It does not imply that every social problem needs Collective Impact.

As the authors differenced in a previous article, on one hand, some social problems are technical, well defined and need one or few organisations only can implement their solution. On the other, there are adaptive complex problems that require learning by the stakeholders involved in the problem. Shifting towards Collective Impact is possible through a systemic approach to social impact that focuses on the relational aspects between organisations and on the ongoing learning aspect (Kania and Kramer 2011, p. 39). This systematization requires 5 constitutional elements: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organisations.

A common agenda represents the common definition of the problem, the understanding and the sharing of the vision and goals. Every participant need not agree with the others on all problem dimensions. However, they must agree on the primary goals.

The shared measurement systems help process to be goals-oriented. They increase efficiency and reduce costs, documenting the path and its achievements through a common vocabulary.

Mutually reinforcing activities do not mean that all participants do everything but encourage them to undertake a set of activities at which they excel in a coordinated and supporting way with the others. It is necessary a mutually reinforced plan of interdependent actions.

Continuous communication is based on trust. It must avoid favouring the priorities of one organization over another. So far, the Collective Impact initiatives studied held monthly or biweekly in-person meetings among the CEO-level leaders. Most of them followed a structured agenda and were supported by external facilitators. These activities testify learning and common problem-solving achievements.

Backbone support organisations offer a dedicated staff that plans, manages and supports the initiative through ongoing facilitation, technology, communication tools, data collection and reporting, avoiding bureaucratic and administrative bottlenecks. They boost adaptation in leadership by creating a sense of urgency, pressuring, framing issues and mediating conflicts (Kania and Kramer 2011, p. 40).

The Collective Impact initiatives funding depends on the funders' will to support long-term patient work that social change need. As Kania and Kramer wrote, "*it is no longer enough to fund an innovative solution created by a single nonprofit or to build that organization's capacity*" (Kania and Kramer 2011, p.40) Instead, funders must help collective cross-sector processes. The recommendations to funders are to take responsibility to assemble solution inputs; consider solutions

from the profit and surroundings; enable movement for change; and use actionable knowledge to influence behaviour and improve organisations performance.

Thus, how does collective impact work? For it to succeed, it needs some preconditions and conditions that are shared by the different successful examples analysed of Collective Impact. The figure 4.3 shows the fundamental elements and actions to pursue in timeline.

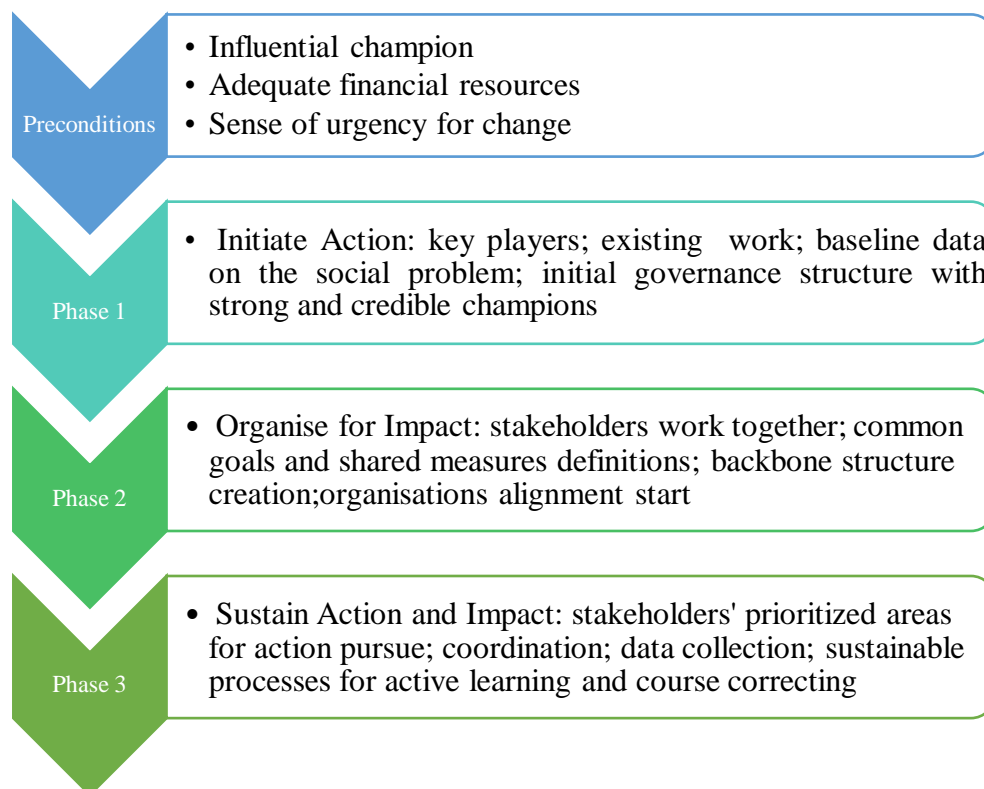


Fig. 4.3 Phases of Collective Impact adapted from Channelling change: making Collective Impact work p. 5

On the preconditions, influential champions need the authority to manage the CEO-level cross sector leaders' meetings and keep their involvement alive, in a dynamic leadership perspective. Adequate financial resources need to last at least two or three years. They may be embodied by an anchor founder from the beginning that can support and mobilise other founders. Urgency for change and a critical breakpoint can be testified by reports and research conduction on media for instance.

Starting from there, the three phases present the above-mentioned typical course of action. Timing is essential: the first two phases alone can take between six months and two years, however phase three can last a decade or more. In phase three, active learning and course correction towards goals is essential in this process. It is a necessary action that takes into account of set of goals of the common agenda and relies also on shared measurement systems, which both are laid out in phase two.

Setting common agenda and good shared measurement systems are an early win for participants (Kania and Kramer 2012, p. 4).

Setting common agenda involves two steps: creating boundaries and developing the strategic action framework. First step establishes the boundaries of the issue as a “*judgement call on each situation*” (Kania and Kramer 2012, p. 4). They can adapt in time and be flexible and loosely defined. In the second step a strategic framework for action is developed: it is not a rigid and elaborate plan but it must create a simple understanding of the activities for all the stakeholders and allow ongoing learning.

These strategic frameworks are not static: they present working hypothesis that are constantly tested and reflect new learnings, changes and new insights (Kania and Kramer 2012, p. 5).

This fluidity and flexibility is based on shared measurement systems and backbone organisations.

The shared measurements systems track progress through a common set of measures. It does not concern measurement of isolated impact: most organization do not even have resources to measure their own performance. Small but comprehensive set of indicators is a common language that support framework-oriented actions, common agenda goals and stakeholders’ alignment. As a platform dedicated to ongoing learning communities, this set increases the effectiveness of participation. Developing it requires trust and transparency, strong leadership,

funding, backbone structure dedication and data accuracy review. Sharing findings and data is the necessary follow-up.

Shared measurements are one of the six actions tackled by the so-called backbone organizations. They serve other five essential functions: proving overall strategic direction, facilitating dialogue between partners, communication, coordination and funding mobilization. They can be accomplished through a variety of different organizational structures, as one can see in table 4.1.

Table 4.1. Backbone organisations

Source: Adapted from Hanleybrown, Kania, Kramer Channeling Change: Make Collective Impact work p.7

Organizational structures	
Types of backbones	Description
Funder-Based	One funder initiates CI strategy as planner, financier and convener.
New Nonprofit	New entity is created, often by private funding, to serve as backbone.
Existing Nonprofit	Established nonprofit takes the lead in coordinating CI strategy.
Government	Government entity, either at local or state level, drives CI effort.
Shared Across Multiple Organisations	Numerous organisations take ownership of CI wins.
Steering Committee Driven	Senior-level committee with ultimate decision-making power.

All of them need adaptive leadership and long-term funding perception. The first balances and does not impose upon the predetermined agenda to stakeholders, letting them own their initiatives success (Kania and Kramer 2012, p. 6).

Long-term interventions are also the necessary mindset for funders. They should want to help open-ended process over the many years taken by large scale and sustainable social impact.

Backbone organisations need different levels of linked collaboration that act in a cascading trend. Similar patterns of Collective Impact interventions observed demonstrate that the passages include:

1. an oversight group which consists of cross-sector CEO level individuals from the key organisations engaged and, sometimes, the representatives of the single individuals touched by the issue. They set the common agenda that proposes the boundaries for the action framework and, then, they meet regularly. Once strategic framework is set,
2. working groups are formed on its points. If the latter are more complicated initiatives, also subgroups are involved. Even if the groups meet separately they coordinate and communicate continuously thanks to the backbone structures. The attitude in these groups must be *'planning and doing'* basically referring to constant feedback on what is working or not. Therefore, a validated learning accompanies all this process. The working groups develop their own
3. plans of action around specific measures and then they organize
4. meetings for data and stories sharing and activity communication.

The backbone structure provides

5. assessments on the groups work periodically and
6. syntheses to the oversight committee. Eventually the latter proposes
7. changes to common agenda.

As it is a continuous learning process all these levels and strategies can change according to the examination of what is working. Otherwise, as in Lean Start-up method, pivoting is necessary. Creating a culture of learning, trust and leadership identification and development are definitive to make Collective Impact work. Activities that guaranty these almost intangible values are welcomed in attempting the process.

In the following paragraphs, common features of learning validation processes will be outlined and matched with the existing Open RESOURCES project, checking what has been done and what is still to be done to fit these approaches.

4.3 Applying the methods

A preliminary test is necessary to understand what aspects can be gathered and applied to Open RESOURCES pilot project from these two approaches and to enable social impact evaluation. Does this project fit these two approaches?

From the Lean Startup, I will consider Minimum Viable Product, testing and pivoting concepts. The latter are common to Collective Impact and are embodied in a more structured way by the shared measurement system. Collective Impact social challenge input, preconditions and 5 conditions of networking will be checked too.

This verification has been conducted comparing the Open RESOURCES, Human Foundation and La Esse Social Cooperative interviews on the past, present and future intentions in the project. In the following tables the types of features are indicated as preconditions or conditions and they are followed by their relevant outputs (services or activities).

The selected features for each approach will be checked according to the Open RESOURCES and partners' experiences and intentions so far.

The verification of these elements will constitute the starting assumptions to verify validated learning and to propose a social impact evaluation, keeping in mind these two approaches.

Lean Start-up and Collective Impact present common features: learning validation and pivoting, expressed by different terminology:

Table 4.2 Learning validation in the Lean Satrtup and in Collective Impact

Approach	Common Features	E.g.
Lean Startup method	Learning Validation	Build-Measure-Learn cycle
	Strategy redefinition	Pivoting
Collective Impact approach	Learning Validation	Assessment, results synthesis spreading, culture of learning creation
	Strategy redefinition	Agenda implementation

The tables 4.3, 4.4 expose the intentional or actual situation of Open RESOURCES embryonal project verified in the interviews:

*Table 4.3
Matrix of pilot project preliminary validation in order to apply the approaches- (Learn startup)*

Approach	Types of features	Features considered to application	In Open RESOURCES	Done	Doing	To do
Lean Startup	Precondition	Situation of extreme uncertainty	Social innovation	X		
	Condition	Entrepreneurs are everywhere	Three young innovators	X		
	Condition	Entrepreneurship is management	Structuration	X		
	Condition	Validated learning	Partners' intention		X	
	Condition	Build-measure-learn cycle	Partners' intention		X	
	Outputs	MVP	1 flat/house (pilot project)		X	
	Condition	Innovation accounting	Partners' intention			X

*Table 4.4
Matrix of pilot project preliminary validation in order to apply the approaches (Collective Impact preconditions)*

Approach	Types of features	Features considered to application	In Open RESOURCES	Done	Doing	To do
Collective Impact	Precondition	Urgency for change	Urban regeneration; youths' employment; refugees' housing structural challenges	X		
	Precondition	Influential champions	La Esse Cooperative	X		
			Human Foundation	X		

			Stakeholders		X	
			Treviso Municipality			X
	Precondition	Adequate financial resources	Fundraising for the association for social promotion activities		X	
			Revenue activity to sustain transition from pilot project to second intervention and to finance			X

*Table 4.5
Matrix of pilot project preliminary validation in order to apply the approaches (Collective Impact conditions)*

Approach	Types of features	Features considered to application	In Open RESOURCES	Done	Doing	To do
	Condition	Common agenda	Shared vision with La Esse and Human Foundation	X		
	Output	Cross-sector coalition	Current partners' intention		X	
	Output	Steering committee				X
	Output	Boundaries establishment	Common vision		X	
	Output	Strategic Action Framework	Common vision		X	
	Condition	Continuous communication	Meetings and updating in the embryonal partnership	X		
			Further activities and contacts			X
	Condition	Shared measurement	Current partners' intention		X	

	Output	Dedicated staff				X
	Output	Dedicated funding				X
	Output	Small set of indicators				X
	Condition	Mutually reinforcing activities	Current partners' intention		X	
	Output	Meetings		X		
	Output	Plan of action			X	
	Condition	Continuous communication	Present and future intention	X		
	Condition	Backbone support	Association role		X	
	Output	Overall strategic direction	Association aim		X	
	Output	Dialogue with partners	Association aim		X	
	Output	Data collection and analysis	Association aim		X	
	Output	Communication handling	Association role		X	
	Output	Community outreach coordination	Association aim		X	
	Output	Funding mobilisation	Association and Human Foundation fundraising		X	
	Output	Facilitation				X

From the table, one can learn that most the current conditions of the Lean Start-up and of the Collective Impact approach are present or ongoing.

Narrowing the attention on the phases of Collective impact, it is possible to see that the Initiate Action first phase aspects are almost all present. This assumption leads to consider the possibility of applying Collective Impact approach completely to the future project.

Table 4.6 Phases of Collective Impact

Source: Adapted from Hanleybrown, Kania, Kramer Channeling Change: Make Collective Impact work p. 4

Phases of Collective Impact			
Components for success	PHASE I Initiate Action	PHASE II Organise for Impact	PHASE III Sustain Action and Impact
Governance and infrastructure	Identify champions and form cross sector groups	Create infrastructure (backbone and processes)	Facilitate and refine
Strategic Planning	Map the landscape and use data to make case	Create common agenda (goals and strategy)	Support implementation (alignment to goals and strategies)
Community Involvement	Facilitate community outreach	Engage community and build public will	Continuous engagement and conduct advocacy
Evaluation and Improvement	Analyse baseline data to identify key issues and gaps	Establish shared metrics (indicators, measurement, and approach)	Collect, track and report progress (process to learn and improve)

Key: Present feature: colour green. Intentional feature: colour yellow

Therefore, considering the applicability of Collective Impact and having seen the importance of continuous learning validation in both approaches, a social impact evaluation of the pilot project will be proposed combining their guidelines.

CHAPTER V

SOCIAL IMPACT EVALUATION: TOWARDS EU

5.1 Social Impact Evaluation proposal

This social impact evaluation proposal will follow the steps of Collective Impact Guide for evaluating and will make examples of possible indicators.

First, it is important to consider what lessons have been relevant so far to understand the future of the project.

Regarding the synergic development within the partnership, Open RESOURCES members are continuing to reflect upon the project together with Social Cooperative La Esse and Human Foundation. For the future, they want to organize moments of constant feedback, reported through very simple instruments such as social networks and a webpage. They want to share aspects of the project in assemblies with the neighbourhood, in management meetings, in beneficiaries' encounters, to have a positive story-telling of it. They think it is fundamental to have a feedback from the surrounding environment: the beneficiaries, the partners, the landlords, the construction firms, the institutions.

It is unthinkable for them to build a project that changes people's lives without discussing it with the beneficiaries. They will use questionnaires with deadlines to have official written data. Their attitude, as the experiences so far demonstrates, is open to project review and to restart, if necessary.⁴⁰

Human Foundation, on its side, testifies synergic development that their previous partnerships had and what has been learnt. The creation of third bodies, such as Social Value Italia and Social Impact Agenda, is the result of a path of meetings and debates. They treated aligned topics and then, they thought how to structure the governance process in new organisations. This formal practices join also informal exchanges. One learning is that, in the non-profit sector, there are often under-dimensioned realities: the problem is unagile information flow between

⁴⁰ Interview to Open RESOURCES 23/12/2016 – ANNEX I

these parts. In fact, communication has to be homogeneous and people-oriented, according to one's role and capacity of understanding. This function can be assumed by a dedicated staff too. A second learning concerns Open RESOURCES itself: it is important to understand the effort necessary to the project and the innovators have this awareness.

For Human Foundation, these learnings may be validated in the process thanks to constant evaluation. The innovators want this dynamic. The setting semester-based evaluations in reports according to a division of stakeholders into different typologies could be possible. Another important learning is to understand which stakeholders consider in the evaluation and how to disseminate results. The latter have to be adapted to the audience.⁴¹

Also, La Esse Social Cooperative and the Urban Innovation Bootcamp suggestions based on their experiences are relevant.

La Esse specifically outlined the importance of considering how a partnership was born, its historicity and the motivations that boosted its creation. Historical partnership work with defined roles. This can also be a risk of crystallisation. Further, there are often emergencies and exigencies of rapid solutions. This critical aspect can be overcome by stopping, rescheduling, verifying, realigning and redefining collaboration again. Another learning is to provide specific answers to beneficiaries, not only assistance services, boosting the activity of individuals.⁴²

Regarding the dialogue with the territory, the programme manager of the Bootcamp highlighted on several aspects. At the Bootcamp, they learnt how it is important to individuate the influencers in charge of some relevant functions, who can overcome bureaucratic obstacles, above all in public administration. This makes the dialogue more fluent, obtaining more information. Another learning concerns the selection of the topics of a project: they must be relevant also for the municipality administration. Other lessons were gathered on the specific experience

⁴¹ Interview to Human Foundation 23/12/2016 ANNEX II.

⁴² Interview to La Esse Social Cooperative 11/01/2017 ANNEX III.

of the Bootcamp, such as the importance of a follow-up and of migrants’ inclusion within the experience.

The following evaluation will consider these inputs too.

5.1.1 Open RESOURCES pilot project evaluation

The Collective Impact evaluation will inspire this proposal. It is important to keep in mind that evaluating Collective Impact is a complex intervention that requires a shifting mindset:

Table 5.1
Source: Collective Impact forum, FSG webinar

Typical Focus on Program Evaluation	Evaluating CI as a complex Intervention
Assessing the impact of a specific intervention	Assessing multiple parts of the system, including its components and connections
Evaluating effects and impact according to a predetermined set of outcomes	Evaluating intended and unintended outcomes as they emerge over time
Using logic models that imply cause and effect, and linear relationships	Evaluating non-linear and non-directional relationships between the intervention and its outcomes
Providing findings at the end of the evaluation	Embedding feedback and learning through the evaluation

I will consider the pilot project phase (co-housing and co-working phase) treating it as a ‘social’ MVP, defining social indicators to understand the pilot project impact, on the direct and indirect beneficiaries, partners and stakeholders of the cross-sector collaboration. The proposal of social indicators might integrate the future Shared Measurement Systems in a possible Collective Impact initiative.

When evaluating Collective Impact effort, and social impact, it is essential to look at four aspects of the work:

1. the initiative context;
2. the Collective Impact initiative itself;
3. the system targeted by the initiative;
4. the initiative impact. (p.7 FSG presentation)

The (1) context aspects have been considered in the previous chapters. To what extent the Collective Impact initiative might be put in place (2) has also been deepened in chapter III, verifying the five core elements of collective impact, the initiative’s capacity and the initiative’s learning culture intentions.

To fill the missing, system changes and initiative’s impact (aspect 3 and 4) will be considered providing social indicators based on learning questions. They will help to determine key findings and reflections on the future action of the partners. I will refrain the aspects (1) and (2), exploring also evaluation of aspects (3) and (4). To set evaluation in Collective Impact some learning questions must be proposed by the partners at the beginning of the intervention. Then for each question, outcomes and indicators are set.

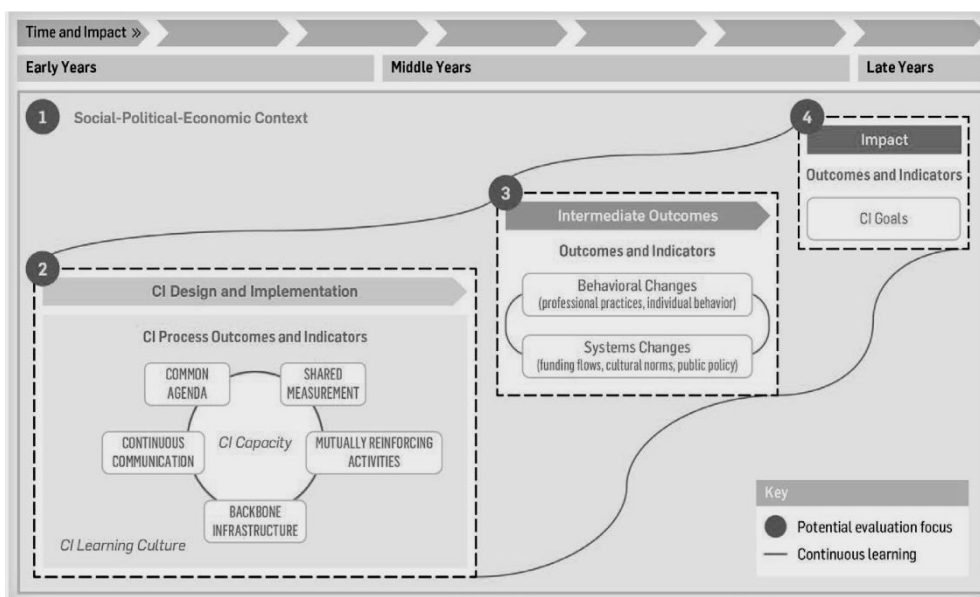


Fig. 5.1 Collective impact Theory of Change
Source: Collective Impact forum, FSG webinar.

Table 5.2 Learning question samples on Collective Impact aspects

Aspects of Collective Impact initiative and intervention	Learning questions sample
On the context of the CI initiative	What are the cultural, socioeconomic and political factors that may influence the pilot project success?
On the CI initiative design and implementation	<p>What are the new objectives that may be implemented in the project common agenda?</p> <p>To what extent is the backbone structure providing the planning, support and facilitation tools to guaranty the partnership co-ordination?</p> <p>To what extent have communication and dissemination been effective among all the participants of the project?</p> <p>To what extent are the social indicators of the shared measurement systems reliable and proportionally associated to the direct and indirect beneficiaries' feedback to the project?</p> <p>What are the most successful mutually reinforcing activities that may be reemployed in the collaboration path?</p>
On intermediate outcomes (on changes in systems)	<p>In what ways are flows of philanthropic funding shifting to support the goals of the collaboration initiative?</p> <p>To what extent is the perception of the people directly touched by the project changing?</p> <p>To what extent has the Collective Impact collaboration achieved its ultimate goals?</p> <p>What factors have influenced the success of this achievement?</p>

Learning questions on impact	<p>To what extent has the Collective Impact collaboration achieved its ultimate goals?</p> <p>What factors have influenced the success of this achievement?</p>
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As also performance measurement allows ongoing monitoring, I will fuse the cross-collaboration evaluation with a Minimum Viable Product-centred evaluation, providing social indicators that might help project implementation.

To the outcomes and indicators, I will add a *ratio* to explain the reason of the indicator choice and the source of verification, integrating the Collective Impact approach evaluation with some elements taken from mainstream evaluations.

The evaluation will consider the overview of the Open RESOURCES pilot project which can be read in the figure 5.2, the Business Model Canvas, in the next page.

Then every aspect will be tackled proposing one evaluation question sample.

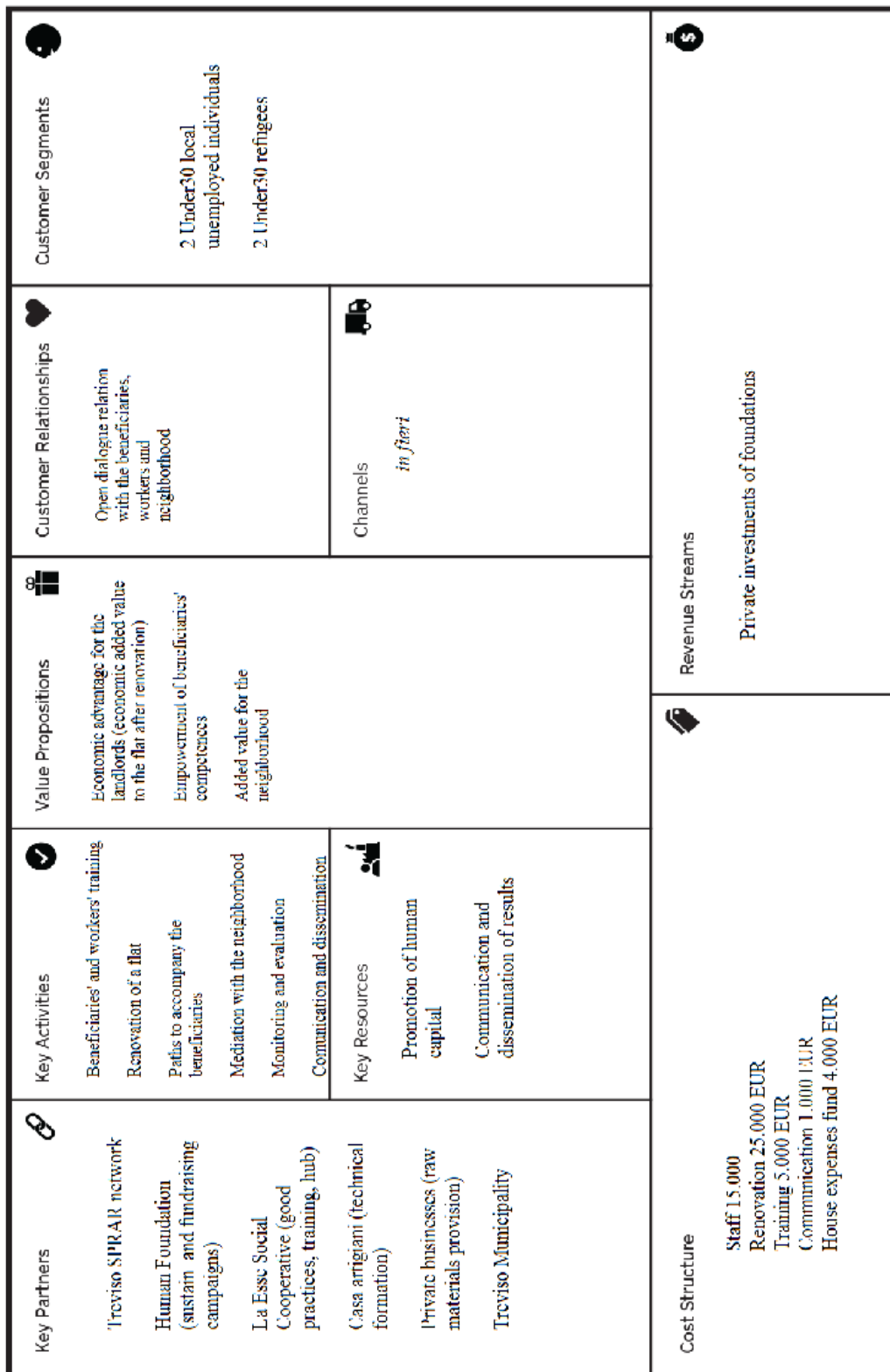


Fig. 5.2 Business Model Canvas of Open RESOURCES

Source: adapted from the Italian Business Model Canvas made by M. Cassano

The first evaluated aspect is the context. The sample question proposed is:

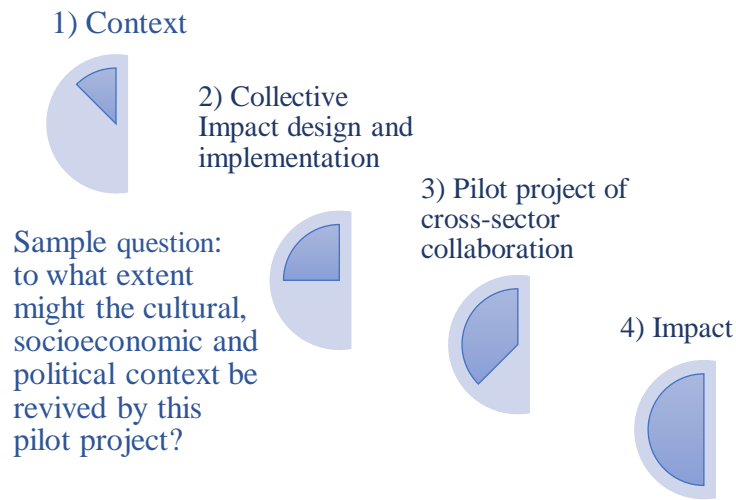


Table 5.3 Context

Outcome: Social engagement of profit sector	
Phenomenon	Businesses social involvement
Ratio	Donations until max 10% of business declared income is deductible. Business generosity joins fiscal convenience.
Objectively identifiable indicators (OVI)	Number of businesses engaged, considerably engaged or totally engaged considering money donations up to the deductible 10 % on business declared income per year (= max 70.000 EUR). Ranges e.g.: 0% = unengaged 0,1- 2,5% = partially engaged 2,6 - 5% = engaged 5,1 - 7,5% = considerably engaged 7,6-10% = totally engaged
Source of verification	Business register; registered letters to the Revenue Agency; Nonprofit association budget
Phenomenon	Construction experts' involvement

Ratio	Good experts' training/work proportion legitimates renovation and helps detecting experts' teaching attitude towards the project.
Objectively identifiable indicators (OVI)	Number of hours provided by experts for training on the total number of hours dedicated to renovation activities per working week (max 40 h from Mon to Fri). Training influence: 0 - 4 /40 h: insufficient 5 - 10 /40 h: sufficient 11 - 15 /40 h: good 16 – 20 /40 h: very good 21 – 30 /40 h: per week: excessive
Source of verification	Timesheet signatures; scheduling of renovation activities.
Phenomenon	Employers' associations interest.
Ratio	Data provision and sharing shapes network, if well addressed. Voluntary-based data provision demonstrates interest.
Objectively identifiable indicators (OVI)	Number of times employers' associations provided own data or new data collection in summarized reports or presentations during decisional meetings consecutively (every meeting) and voluntarily. Interest intervals: No. documents /presentation/reports provided: no interest. Complete documents/presentation/reports provided sporadically: low interest. Executive summary documents/presentation/reports provided sporadically: medium interest. Executive summary of documents/presentation/reports provided consecutively (if compulsory): interest. Executive summary of documents/presentation/reports provided consecutively (voluntarily): very interested.
Source of verification	Attendance registers; signatures; reports.
Outcome: Neighborhood urban regeneration	

Phenomenon	Increased economic value to the property after the renovation
Ratio	If there are more buyers the house is considered more attractive.
Objectively identifiable indicators (OVI)	Number of new clients interested in the house. E.g. number ex-ante renovation – number ex-post renovation.
Source of verification	E-mails to the association; calls to the landlord.
Phenomenon	Livability increase in the neighborhood.
Ratio	New comers identify good living areas.
Objectively identifiable indicators (OVI)	Number of new individuals that moved in.
Source of verification	Residence registry.
Outcome: Low-skilled youths' employment in Treviso	
Phenomenon	Participants' specific skills in renovation improvement.
Ratio	Time spent for each role can testify the maturity acquired in that mansion.
Objectively identifiable indicators (OVI)	Number of hours spent per specific role in the renovation activity per month.
Source of verification	Attendance and roles scheduling each week with experts.
Phenomenon	Participants' group soft skills development.
Ratio	Same outputs can be reached faster group with soft skills development.

Objectively identifiable indicators (OVI)	Number of hours an individual spent to end a work in group (a)- number of hours an individual spent to end a work alone (b) E.g. Indifferent soft skills development if $(a) - (b) = 0$ More group soft skills development than individual if $(a) - (b) = -c$ More individual soft skills development than group if $(a) - (b) = c$
Source of verification	Weekly scheduling; attendance resister to group works; time recording.
Phenomenon	Participants' new opportunity for job.
Ratio	Positive answers testify good CVs and personal presentations effectiveness and construction skills importance.
Objectively identifiable indicators (OVI)	Number of job interviews after CVs sent on construction topics.
Source of verification	CV e-mails; copy of printed CVs sent.
Outcome: Refugees' housing opportunity.	
Phenomenon	Refugees' awareness on the project.
Ratio	Prevention and awareness on the construction field are a good starting point.
Objectively identifiable indicators (OVI)	Number of correct answers in a test on job safety in construction realm ex-ante the project E.g. At least 60% on the total questions.
Source of verification	Test with true/false answer and open questions.
Phenomenon	Viral diffusion of this experience among other refugees.
Ratio	The viral diffusion involves other refugees.

Objectively identifiable indicators (OVI)	Number of other refugees' requests of participation that arrive at the association.
Source of verification	E-mails; SMS; messages; applications.
Phenomenon	Refugees' willingness for helping future project management.
Ratio	Proactivity is a sign of continuity and satisfaction.
Objectively identifiable indicators (OVI)	Number of possible hours per month that refugees want to dedicate voluntarily to the project (indicated in an ex-post questionnaire on satisfaction or in the future project planning).
Source of verification	Questionnaire on satisfaction; Work breakdown structure, Gantt, Roles Matrix of the future project participation.
Outcome: Neighborhood participation.	
Phenomenon	Neighbors' willingness for project replication.
Ratio	Vote involves personally people and underlines their opinion strength.
Objectively identifiable indicators (OVI)	Number of raised hands pro replication in a collective assemblies/the total of the presents. One vote per individual is possible (<16 years-old).
Source of verification	Video of the events of the 'election'-mode simulations; signatures in attendance lists; hands counting
Phenomenon	Neighbors' awareness on the project.
Ratio	Testing the knowledge demonstrates awareness on the topic.
Objectively identifiable indicators (OVI)	Number of right answers provided by the majority of the assembly in a test/quiz.
Source of verification	Report of the assembly; offline printed tests; online quiz tests (smartphones use).

Outcome: Social innovation welcoming.	
Phenomenon	Institutional recognition of the pilot project value.
Ratio	Institutions see what is happening.
Objectively identifiable indicators (OVI)	Number of institutional officers that visited the project for a day long.
Source of verification	Registry of the house signatures; pictures.
Phenomenon	Person-centered approach effectiveness.
Ratio	The achievement of a game, a project, an exercise for team building for increasing social awareness helps focusing on human beings.
Objectively identifiable indicators (OVI)	Number of collective activities on social themes completed by multiethnic and multi-background groups.
Source of verification	Living labs results; idea camps projects; participatory planning.
Phenomenon	Concrete alternative increased importance.
Ratio	The importance of the project as a good opportunity is spreading.
Objectively identifiable indicators (OVI)	Number of requests for housing ex ante are less than ex-post.
Source of verification	E-mails; applications.
Outcome: Territorial interaction.	
Phenomenon	Multi-sector stakeholders' fidelity.
Ratio	If the same sectors are involved is because they assume it is advantageous for them.

Objectively identifiable indicators (OVI)	Number of sectors maintained in the long term (at least after one year).
Source of verification	Enterprises attendance at meetings and in the project activities.
Phenomenon	Local partners' cohesion and trust.
Ratio	Dividing a visible output such as a presentation among partners oblige them to collaborate and trust in each other.
Objectively identifiable indicators (OVI)	Number of composite presentations or executive summaries compiled by several local partners.
Source of verification	Signatures; facilitators reports; reports on the working groups; presentations references
Phenomenon	Repeatability willingness.
Ratio	Leaders express the organization interest.
Objectively identifiable indicators (OVI)	Number of pro-replication CEOs votes in a final official assembly.
Source of verification	Reports of final meetings.

The second evaluated aspect is the collective impact design and implementation (table 5.4). The sample question proposed is:

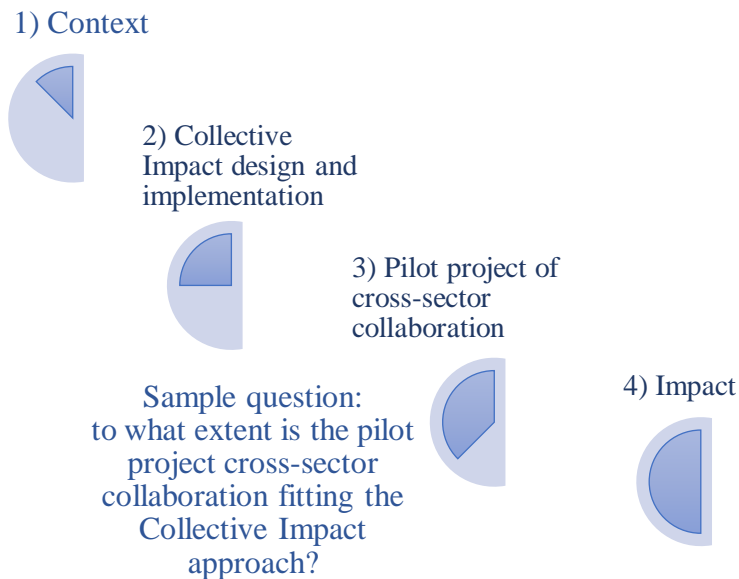


Table 5.4 Collective Impact design and implementation

Outcome: Common Agenda implementation	
Phenomenon	Cross-sector representatives' inclusion
Ratio	The direct involvement of the leaders in an advisory committee or leadership structure testifies all organizations interest: they spend time to share knowledge and discuss
Objectively identifiable indicators (OVI)	% of hours that CEOs attended in person at leadership structure meetings. 100% = total hours. E.g. <50 %: insufficient 51 - 65%: sufficient 66 - 80%: good 81 - 95%: very good 96 - 100% excellent
Source of verification	Attendance register with signature ex-ante the meetings and ex-post; pictures; videos
Phenomenon	Developed interaction during the meetings.

Ratio	Activities that allow switching roles and mixing the persons in the groups enable interaction and soft skills development
Objectively identifiable indicators (OVI)	<p>Number of scheduled group activities, allowing switching roles and groups mixing (such roundtables, world cafés; brainstormings etc.) that are completed during the meetings time.</p> <p>E.g. 100% of the scheduled activities completed on time= excellent</p> <p>75% of the scheduled activities completed on time: good</p> <p>50% = on average</p> <p><50% = insufficient</p>
Source of verification	Facilitators reports and evaluation; videos; common activities
Phenomenon	Partners have the same vision and share the challenge articulation.
Ratio	The majority of voters must be in favor of common initiatives proposals otherwise there is no cohesion.
Objectively identifiable indicators (OVI)	<p>Percentage of favorable votes on common topics (one vote per organization)</p> <p>E.g.</p> <p>76 - 100% favorable vote on common issues= important cohesion</p> <p>51 - 75% favorable votes on common issues = good cohesion</p> <p>50% favorable votes on common issues = sufficient cohesion</p> <p>0 - 49% = insufficient cohesion</p>
Source of verification	Reports of the meetings; voting representatives lists
Phenomenon	The current contextual factors are understood by all the partners.
Ratio	It is important to bring updated data to testify an re-elaboration of what has been understood so far and to

	underline the current influencing factors of specific context
Objectively identifiable indicators (OVI)	Date of data updating on the city of Treviso concerning the project main topics (urban regeneration, refugees' situation and youths unemployed situation) presented at the roundtable of a kick-off meeting. E.g. 2017 I semester elaboration: excellent 2016 II semester elaboration: very good 2016 I semester elaboration: good 2015 II semester: sufficient < I semester 2015: dated
Source of verification	Data reports provided at the meetings.
Outcome: Shared Measurement Systems updating	
Phenomenon	Partners' common measure use and understanding.
Ratio	The use of common indicators is essential to build a network.
Objectively identifiable indicators (OVI)	Number of common indicators of the Shared Measurement System (SMS) that are used in a single report during the implementation of the project (100%= all indicators) E.g. 96 - 100% of the report indicators from the SMS: excellent 81 - 95% = very good 66 - 80% = good 50 - 65% = sufficient <49% = insufficient.
Source of verification	Metrics and measures in reports.
Phenomenon	Participatory processes and activities guide the selection of common measures.

Ratio	Fostering moments to share information and opinions allows common decision-making.
Objectively identifiable indicators (OVI)	Number of hours dedicated to group works and to debate on the scheduled preparatory meetings. At 30% of the total number of hours of each meeting.
Source of verification	Work plans and common activities reports.
Phenomenon	Partners provide high-quality data.
Ratio	The legitimization of the data allows to set precise and accountable measures
Objectively identifiable indicators (OVI)	Number of websites, methods and theories quoted and used to implement the data provision in the preparatory meetings (towards SMS).
Source of verification	Data collection bibliography and websites.
Outcome: Continuous communication feedbacking	
Phenomenon	Partners' understanding of previous topics.
Ratio	Understanding trends can be detected by e-mail explanation content. In this way, it is possible to improve information spread.
Objectively identifiable indicators (OVI)	Number of e-mails asking for explanation on the topics to the association or organizational structure before (a) and after (b) the topics presentation. E.g. if $a > b$ perfect understanding If $a = b$ average understanding If $a < b$ scarce understanding
Source of verification	E-mails.
Phenomenon	Online and offline communication integration.
Ratio	Communication time spending testifies the linking aspect of a network.

Objectively identifiable indicators (OVI)	Number of hours spent in video calls from business accounts. Number of hours of meetings with the at least 50% presence of the scheduled attendances.
Source of verification	Video-calls timing; meetings scheduling and ex-ante and ex-post signatures.
Outcome: Backbone Infrastructure coordination.	
Phenomenon	Partners' respect towards backbone staff indications.
Ratio	Handle materials on time is a sign of respect towards the backbone structure and the other stakeholders.
Objectively identifiable indicators (OVI)	Number of works and outputs provided before the deadline.
Source of verification	Staff reports and feedbacks; outputs analysis.
Phenomenon	Backbone staff help to partners.
Ratio	The opinion of the target of help is important to understand its effectivity.
Objectively identifiable indicators (OVI)	Number of favorable answers on the facilitators' role during activities provided in an ex-post questionnaire. E.g. if the majority (51% of answers) is favorable, then the role is positive.
Source of verification	Questionnaires and evaluations on facilitators.
Phenomenon	Backbone action legitimation.
Ratio	Theories and consolidated practices legitimate work.
Objectively identifiable indicators (OVI)	Number and names of management theories and practices used in the backbone activities.

Source of verification	Bibliography; work cited; reports
Phenomenon	Data dissemination and sharing.
Ratio	The variety of instruments and outputs testifies the importance of the target-oriented approach.
Objectively identifiable indicators (OVI)	Number of different instruments and outputs used to communicate (each different version and output counts for one).
Source of verification	E-mails; brochures; sheets; videos; recordings; presentations; online platform accesses.
Outcome: Mutually reinforcing activities validation	
Phenomenon	Attention to each member's approach.
Ratio	Executive summaries can be read easily if there are visual results showed.
Objectively identifiable indicators (OVI)	Number of different executive summaries with at least 35% of schemes, infographics and images.
Source of verification	Reports in different languages and with pictures, flowcharts, schemes and common language. videos; infographics.
Phenomenon	Most of the meetings are fruitful.
Ratio	The majority can determine meetings efficiency and influence others' opinions.
Objectively identifiable indicators (OVI)	Most of participants (51%) in the meetings express good opinions on the activities proposed in an ex-post survey.
Source of verification	Ex-post survey on satisfaction.
Phenomenon	Partners' willingness to implement activities.
Ratio	Assuming the previous activities completion identifies the willingness to implement them in the future.

Objectively identifiable indicators (OVI)	Number of future intentions that rely on Action Plan actions completion.
Source of verification	Action plan; meetings reports.
Phenomenon	Working groups outputs alignment with the plan of action
Ratio	Repeating concepts helps understanding.
Objectively identifiable indicators (OVI)	Number of expressions, images, representations samples, repetitions in the documents.
Source of verification	Reports; infographics; schemes; presentations.
Phenomenon	Activities change according to the plan of action.
Ratio	Changing strategy helps learning how to tackle new challenges.
Objectively identifiable indicators (OVI)	Number of strategy pivots for overcoming problems.
Source of verification	Strategy reports
Outcome: Facilitation roles validation	
Phenomenon	There is a proportionate number of facilitators for working group.
Ratio	Facilitators' presence allows interaction and debate stimulation.
Objectively identifiable indicators (OVI)	Proportion between number of facilitators and people attending (at least 1/15 people).
Source of verification	Attendance registers.

Phenomenon	Facilitators neutrality guaranty.
Ratio	Neutrality is an essential feature for facilitation.
Objectively identifiable indicators (OVI)	The majority (51%) of participants to reunions and meetings express that facilitators role is neutral.
Source of verification	Survey; questionnaires <i>in itinere</i> .
Outcome: Partners' participation	
Phenomenon	Partners' disposition to new challenges, assumptions, changes.
Ratio	Proactivity channels change.
Objectively identifiable indicators (OVI)	Number of initiatives proposed from single partners in the preparatory meetings.
Source of verification	Initiatives descriptions; meetings reports.
Phenomenon	Partners' attention to the project.
Ratio	Partners' time dedicated to the project gives it value.
Objectively identifiable indicators (OVI)	Number of CEOs or CEOs representatives' day-long visits to the house in a month.
Source of verification	Host register in the project house.
Phenomenon	Partners' attention to direct beneficiaries.
Ratio	Interaction is a driver to integration.
Objectively identifiable indicators (OVI)	Number of hours dedicated to meet the beneficiaries in group activities.

Source of verification	Videos; pictures; reports; schedules.
Outcome: Local community engagement	
Phenomenon	Representatives of the community participation in the planning
Ratio	The project planning must involve different targets
Objectively identifiable indicators (OVI)	Number of local representatives from different interested groups at the planning meetings.
Source of verification	Attendance registers; e-mails.
Phenomenon	Increased interest in the project.
Ratio	Curiosity-led visits help common understanding of the project themes.
Objectively identifiable indicators (OVI)	Number of neighbors' visits to the pilot project in a month.
Source of verification	Guest book in the house.
Phenomenon	Viral informal communication activation on the project in the neighborhood
Ratio	Viral oral communication is a driver of updating of what is happening in a neighborhood.
Objectively identifiable indicators (OVI)	Number of new locals involved in proposed activities in the neighborhood.
Source of verification	Attendance lists to activities; video-recordings.
Outcome: Learning culture	
Phenomenon	Decision making processes transparency.

Ratio	Transparency helps good understanding and accountability on the project.
Objectively identifiable indicators (OVI)	Number of downloads of online materials available on the project decision-making phase.
Source of verification	Online website download data.
Phenomenon	Partners perception of inclusion in major decision-making processes.
Ratio	The partners must feel included to assure Collective Impact results.
Objectively identifiable indicators (OVI)	Percentage of positive feedbacks E.g. < 49% limited inclusion perception > 50% good inclusion perception
Source of verification	Questionnaires <i>in itinere</i> and <i>ex-post</i> .
Phenomenon	Partner's regular communication.
Ratio	Events allow encounters and doubts sharing that must be overcome to achieve good communication.
Objectively identifiable indicators (OVI)	Number of dissemination events per month.
Source of verification	Dissemination activities and outputs.
Phenomenon	Trust-building among participants.
Ratio	Evaluating interaction from the facilitator's perspective helps to overcome difficulties.
Objectively identifiable indicators (OVI)	Number of facilitators' e-mails that report difficulties in the working groups in itinere.
Source of verification	Facilitators' feedback e-mails.

Phenomenon	Beneficiaries' respect for the initiative even if from different backgrounds and nationalities.
Ratio	The inclusion of multicultural and multi-backgrounds perspectives brings value to a project of integration.
Objectively identifiable indicators (OVI)	Number of multicultural and multi-backgrounds events included in the plans.
Source of verification	Work plans; reports; multicultural events.

The third evaluated aspect is the pilot project of the cross-sector collaboration (table 5.5). The sample question propose is:

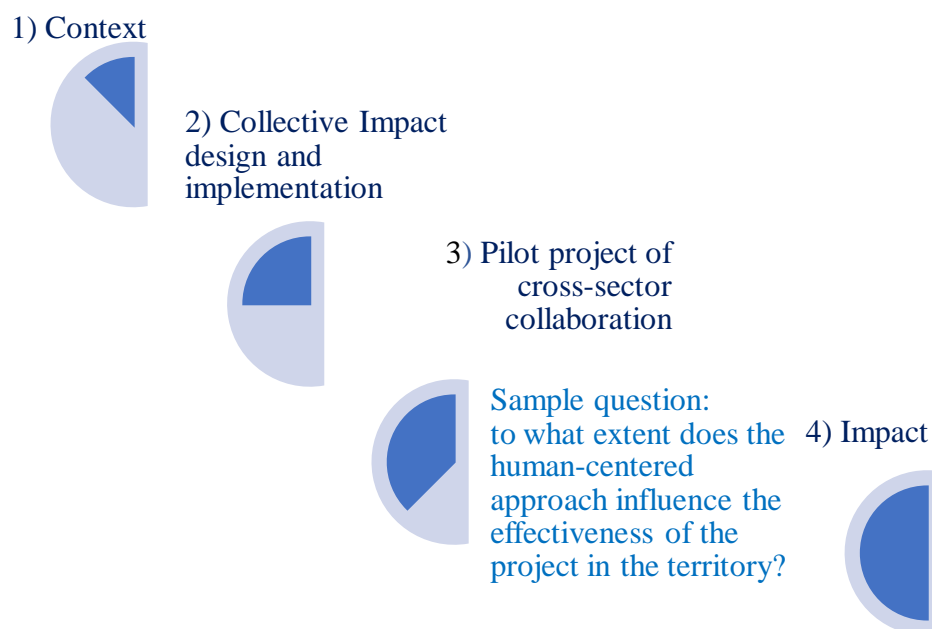


Table 5.5 Pilot project of cross-sector collaboration

Outcome: Direct beneficiaries' participation and responsiveness development in the pilot project	
Phenomenon	Individuals' increased responsibility
Ratio	Autonomy means also understanding the rules.
Objectively identifiable indicators (OVI)	Number of bureaucratically practices they do on their own in a month.
Source of verification	Questionnaires ex-ante and ex-post.
Phenomenon	Knowledge on construction and work skills.
Ratio	Competences on this field must be judged by experts and practically trained.

Objectively identifiable indicators (OVI)	At least 50% of participants passed a practical test judged by experts from construction field.
Source of verification	Technical experts' judgement and evaluation.
Phenomenon	Soft skills development.
Ratio	Participants want to share time together.
Objectively identifiable indicators (OVI)	Number of voluntary hours dedicated to group works or activity tasks in extra-scheduled time.
Source of verification	Meetings reports; facilitators feedbacks.
Phenomenon	Interaction without discrimination.
Ratio	Different cultures have different food and day-time habits. When they share this moments, they interact.
Objectively identifiable indicators (OVI)	Number of shared lunches per week.
Source of verification	Informal register with common spaces use in the house.
Outcome: Indirect beneficiaries' participation.	
Phenomenon	Involvement feeling in the issues even without being directly touched
Ratio	Time is the people's most precious resource.
Objectively identifiable indicators (OVI)	Number of hours of indirect beneficiaries' spare time (not working hours) spent helping voluntarily the project.
Source of verification	Pictures; videos; informal presence register of the house; donations flows.

Outcome: Local profit sector involvement.	
Phenomenon	Profit sector contribute to the renovation
Ratio	A renovation activity needs experts' supervision.
Objectively identifiable indicators (OVI)	Technical experts' working hours per week dedicated to the project.
Source of verification	Timesheets
Phenomenon	Profit sector cares of beneficiaries' new skills improvement.
Ratio	Beneficiaries' feedback is considered important.
Objectively identifiable indicators (OVI)	Quantity of donations (EUR) for data collection on beneficiaries' opinion.
Source of verification	Donations; beneficiaries' questionnaires.
Phenomenon	Positive opinion on the pilot project renovation and activities.
Ratio	Partners' opinion can steer project strategy.
Objectively identifiable indicators (OVI)	More than 50% positive answers in <i>in itinere</i> questionnaires.
Source of verification	Questionnaires and meetings feedbacks.
Outcome: Nonprofit sector involvement.	
Phenomenon	Nonprofit actors' social innovation priority.
Ratio	Social innovation is based on validated learning to pivot strategy if necessary.

Objectively identifiable indicators (OVI)	Amount of funding and time provided to monitoring the whole project (per year).
Source of verification	Monitoring activity schedule; money flows, budgets.
Phenomenon	Nonprofit actors' active engagement.
Ratio	Social networks and online instruments can demonstrate activity rate for the project.
Objectively identifiable indicators (OVI)	Number of personal contacts invited to each dissemination event.
Source of verification	Names of new stakeholders in the network; mailing lists.
Outcome: Neighborhood engagement	
Phenomenon	Locals' active participation.
Ratio	Proactivity testifies participation.
Objectively identifiable indicators (OVI)	Number of new initiatives activated by locals in a semester
Source of verification	Participatory planning documents.
Phenomenon	Interaction increase between neighbors and direct beneficiaries.
Ratio	Open days can stimulate curiosity to the project.
Objectively identifiable indicators (OVI)	Number of local participants to open days in the house.
Source of verification	Videos; pictures; signatures, host register.

Outcome: Beneficiaries' working skills improvement.	
Phenomenon	New skills development after the renovation and co-working period.
Ratio	A test helps definition of working competences in construction field.
Objectively identifiable indicators (OVI)	50% of beneficiaries pass the final practical test.
Source of verification	Experts judgement
Phenomenon	Growing awareness on working possibilities for the future.
Ratio	On-line job seek helps finding new work opportunities.
Objectively identifiable indicators (OVI)	Number of websites for job search consulted per month.
Source of verification	Websites.
Outcome: Building renovation	
Phenomenon	Technical experts' approval
Ratio	Construction needs standards and technical results achievement.
Objectively identifiable indicators (OVI)	All construction standards achieved in technical reports.
Source of verification	Technical reports.
Phenomenon	Legal aspects respect.
Ratio	Legality and safety are priorities.

Objectively identifiable indicators (OVI)	Law application.
Source of verification	Laws and reports comparison.
Phenomenon	Safety measures awareness and application.
Ratio	Legality and safety are priorities
Objectively identifiable indicators (OVI)	All beneficiaries pass formation courses tests on safety in working places.
Source of verification	Formation courses materials
Outcome: Landlord's satisfaction	
Phenomenon	Landlord's attention to the work of the beneficiaries.
Ratio	Landlord's attention is a sign of care.
Objectively identifiable indicators (OVI)	Number of hours he/she takes to visit the house project per week.
Source of verification	Visits to the house recorded by videos and pictures or hosts' book
Phenomenon	Cordiality and constant interest.
Ratio	Direct contact is a sign of interest.
Objectively identifiable indicators (OVI)	Amount of time spent in direct calls between landlord and beneficiaries per week.
Source of verification	Calls per week.

Outcome: Community interest	
Phenomenon	Active contact with the beneficiaries.
Ratio	Community involvement starts from its information
Objectively identifiable indicators (OVI)	Number of hours dedicated to assemblies on the topics challenged by the project before the project to start
Source of verification	Community preparatory assemblies
Phenomenon	Locals viral dissemination.
Ratio	New people involved testify also viral oral diffusion
Objectively identifiable indicators (OVI)	New comers to the project house every open day event
Source of verification	Guests' book
Outcome: Direct and indirect beneficiaries' integration-oriented change	
Phenomenon	Awareness on migration stimulation
Ratio	Awareness development is necessary
Objectively identifiable indicators (OVI)	Number of events and meetings on the topic per month
Source of verification	Report of the events and materials
Phenomenon	Less hostility towards refugees.
Ratio	Curiosity is a driver of integration

Objectively identifiable indicators (OVI)	Most of the inhabitants of the neighborhood
Source of verification	Meetings videos; reports; written comments
Phenomenon	Interest increase on the building renovation aspect.
Ratio	Landlords' interest testifies project good result.
Objectively identifiable indicators (OVI)	Number of new landlords' requests to replicate the model in itinere and ex-post
Source of verification	E-mails; calls; oral transmission; visits to the house
Phenomenon	Good opinion on the integration experience.
Ratio	Feedback helps integration
Objectively identifiable indicators (OVI)	Number of positive videos or interviews collected
Source of verification	Video interviews to some beneficiaries or community members
Outcome: Funding flows support	
Phenomenon	Donations increase.
Ratio	Economic sustainability is essential to reach social results
Objectively identifiable indicators (OVI)	Amount of money received per year
Source of verification	Money flows; budgets.

The fourth aspect evaluated is the impact in table 5.6 The sample question proposed is:

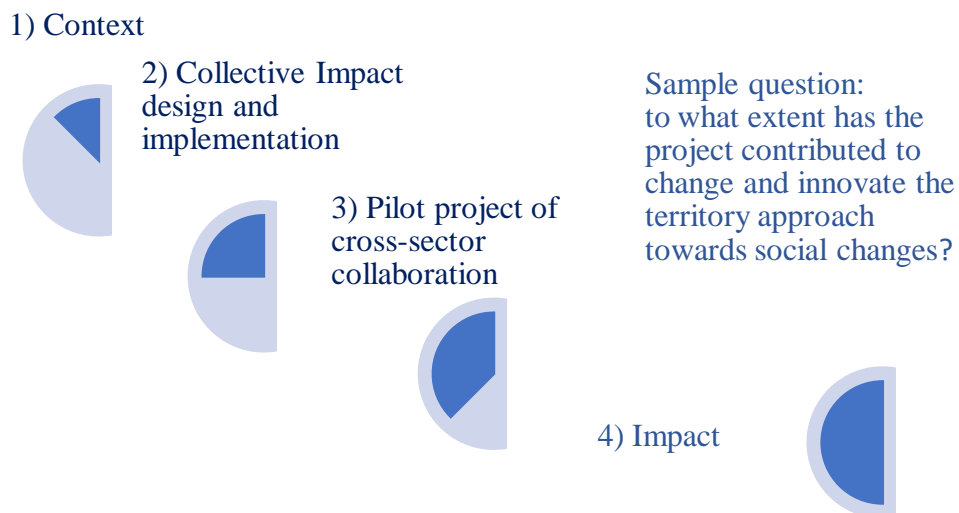


Table 5.6 Impact

Outcome: Individual behavior change	
Phenomenon	Individuals increased awareness on the themes tackled by the project
Ratio	Asking for written production helps to know beneficiaries' awareness and opinion
Objectively identifiable indicators (OVI)	Number of beneficiaries' internal articles, essays, written materials on integration topics and project activities written <i>in itinere</i> and <i>ex-post</i>
Source of verification	Interviews, surveys, questionnaires
Phenomenon	Individuals want to participate in future project organization
Ratio	Beneficiaries understood the integration logic and they want to help

Objectively identifiable indicators (OVI)	Number beneficiaries that confirmed availability to collaborate on voluntary basis during next projects planning
Source of verification	Written and oral requests; scheduled time availability
Outcome: Public funding involvement	
Phenomenon	Public actor interest to fund this project
Ratio	Participating in public calls is a way to strengthen private-public link
Objectively identifiable indicators (OVI)	The application approval
Source of verification	Call result and selection list
Phenomenon	The public relies on project data results
Ratio	The public sees the project as a good opportunity
Objectively identifiable indicators (OVI)	Positive data from the project are cited or implemented as an example in public speeches and reports
Source of verification	Official documents; press releases; internal reports; videos; recordings
Outcome: Policy change	
Phenomenon	Elevation of the issue: from piloting to common praxis
Ratio	The media spread the positive aspects of the project favoring awareness on the topics treated
Objectively identifiable indicators (OVI)	Number of favorable articles; TV news; online articles and in general

	media coverage during the project (<i>in itinere</i>)
Source of verification	Newspapers; TV programs; social networks
Phenomenon	Increase of public help for these initiatives
Ratio	Public financing often is given in tranches: it is important to achieve milestones to obtain it
Objectively identifiable indicators (OVI)	All public calls criteria must be respected and justified (E.g. proposing monitoring and evaluation system milestones)
Source of verification	Public calls text
Phenomenon	Social innovation paradigm inclusion in operational programmes
Ratio	Social innovation measures incentive interventions on this field
Objectively identifiable indicators (OVI)	Measures in regional operative programs refer to social innovation (more than in previous operative programs)
Source of verification	Programming documents of the region
Outcome: Urban regeneration	
Phenomenon	Better conditions for the building
Ratio	Construction experts' judgement and construction norms respect is fundamental.
Objectively identifiable indicators (OVI)	External construction experts (architects or engineers) must agree with internals on the safety and structural features of the building
Source of verification	Technical reports.

Phenomenon	Other landlords' attention
Ratio	Viral diffusion consent new clients
Objectively identifiable indicators (OVI)	Number of requests for information on the project
Source of verification	E-mails; calls; social networks comments; websites accesses
Phenomenon	Neighborhood livability increase
Ratio	Community engagement regenerate spaces and people
Objectively identifiable indicators (OVI)	Number young beneficiaries that want to reside in the neighborhood after the project or number of beneficiaries who want to engage for the community also after the project (e.g. in ageing friendly volunteer activities)
Source of verification	Interviews and questionnaires <i>ex-post</i>
Outcome: Youth unemployment decrease	
Phenomenon	Youth unemployment decrease
Ratio	Job guaranty is a starting point to autonomy
Objectively identifiable indicators (OVI)	All the beneficiaries of the project that found a job kept it for at least six months
Source of verification	Feedbacks from beneficiaries and contracts
Outcome: Refugees' integration	
Phenomenon	Proactivity
Ratio	Refugees feel at ease and are active protagonists

Objectively identifiable indicators (OVI)	Number of meetings and events scheduled by the refugees each month
Source of verification	Written projects roles repartition
Phenomenon	Participation in common activities
Ratio	Alternate decision-making and switching roles is a sign of equality
Objectively identifiable indicators (OVI)	Common lunch times, sports activities and work are scheduled respectively one month by refugees one month by local direct beneficiaries
Source of verification	Association reports and observation; common time scheduling and programmed activities scheduling
Phenomenon	Neighborhood interaction
Ratio	Contamination is possible through interaction
Objectively identifiable indicators (OVI)	Number of open days in the project house
Source of verification	Scheduling of neighborhood activities
Outcome: Scalability (regional, national and European scope)	
Phenomenon	Strong collaboration among the partners and the beneficiaries
Ratio	It is not a pyramid: it is a human-centered project
Objectively identifiable indicators (OVI)	At least one or two CEO-level committees with the participation of direct beneficiaries
Source of verification	Reports; common workshops

Phenomenon	Constant innovation
Ratio	Programming learning validation helps innovation paths
Objectively identifiable indicators (OVI)	Learning milestones validation meetings are scheduled
Source of verification	Work plans; programs milestones
Phenomenon	Constant reporting and strategy pivoting
Ratio	Rapid pivoting helps to check prototypal activities
Objectively identifiable indicators (OVI)	Number of short-term strategy changes that ended positively
Source of verification	Reports; milestones documents
Phenomenon	Appreciation of the intermediate results by all the actors
Ratio	Satisfaction trend is important to continue a strategy
Objectively identifiable indicators (OVI)	Most of the participants expresses satisfaction in evaluating achieved results from 0 to 5 (0 = unsatisfied; 5 = very satisfied)
Source of verification	Surveys
Phenomenon	Economic sustainability guarantee
Ratio	Revenue activity permits incomes
Objectively identifiable indicators (OVI)	Revenue activity income
Source of verification	Budgeting
Phenomenon	Compatibility with regional, national and EU standards

Ratio	Fitting the criteria and measures is essential to obtain attention from authorities
Objectively identifiable indicators (OVI)	Number of compatible measures with proposed solutions (explicitly quoted in the project)
Source of verification	Reports; work plans
Outcome: The community perception of migrants and unemployed change positively	
Phenomenon	Neighbors' and beneficiaries contact
Ratio	Mixed presence of migrants and locals helps mutual understanding
Objectively identifiable indicators (OVI)	Multicultural events see almost equal participation of locals and migrants 50% + 50% = excellent 40% + 60% = good 30% + 70% = insufficient
Source of verification	Attendance lists in events
Phenomenon	Positive public opinion on migration phenomenon
Ratio	Media can enable a positive perception on migrants' integration
Objectively identifiable indicators (OVI)	Number of positive news in local media on the project > number of negative news on it
Source of verification	Short-term: newspapers, TV news and online materials
Phenomenon	Political force change
Ratio	Public opinion influences vote
Objectively identifiable indicators (OVI)	Number of persons who declared to vote for pro-migration political forces (survey)
Source of verification	Survey results; political preferences

The data collection examples proposed belong to wider data collection methods that can be summarised as follows:

Table 5.7. Adapted from table 5 Collective Impact guide on evaluation 3 p.32

Type	Description
Records and documents	Participation rates; transcripts; election records; grantee reports, meeting minutes, annual reports, press releases; databases; census data
Observation	Full and partial participant; non-participant; written notes; videos; drawings; photographs
Surveys	Attitude or opinion surveys; behavioural or skill surveys; employee satisfaction or organisational climate surveys; knowledge surveys
Interviews	Individual in-person interviews; telephone interviews; Focus Group interviews
Tests	Paper; simulation exercise; computer-based
Social media	Blogs; wikis; Twitter
Social Network analysis	Questionnaires, interviews, observations and archival data
System mapping	Graphical representations

Focusing on the two aspects (1 and 2) concerning context and Collective Impact design and implementation that are more defined in the pilot project path, it is possible to formulate some evaluation questions and responses.

5.1.2 Key findings

To prompt reflection, dialogue, questions, assumption challenging and feedback, it important to focus on strategies to embed learning.

Focusing on the two former aspects (1 and 2), concerning context and Collective Impact design and implementation, it is possible to outline evaluation findings so far:

Table 5.8. Collective Impact design and implementation evaluations findings

Evaluation finding	Response
Context: social impact and innovation required	The pilot project action is essential
Engagement: shared and inspired participation from all the actors	The Collective Impact approach complete application can improve collaboration
Common agenda: vision alignment between partners	Continue meetings and constant sharing information
Common agenda: Cross-sector collaboration aim	Enlarge the partnership
Common agenda: strategy changes intentions	Pivoting when the strategy fails
Common agenda: steering committee required	Creating the steering committee
Backbone structure: Backbone Structure definition is still ongoing	Defining Backbone roles
Backbone structure: facilitators role vacancy	Creating a facilitator support
Shared Measurement Systems: establish common, detailed actionable data	Improving data collection and common metrics sharing

Continuous communication: systematisation needed	Better connections through newsletter, events, strategic communication plan
Mutually reinforcing activities are being planned	Adding experimental practices to involve participants

At this point, it is useful to focus on facilitation. As said by Barbara Scazzolo, facilitator junior, the participative process generates learning for all the involved actors because it is an open process and naturally free.

Usually the themes, projects and challenges have a public interest. Learning is generated because the involved actors are trained on the issues, on the project and on the challenges, they will discuss. Facilitators train them simply conducting the meetings but not expressing their own opinion. The decision and the results of the process come only from the involved actors. Participants are trained on the participative methodologies and they experiment.

This creates a learning that can be reiterated. The involved actors themselves could be and must ask for a participative process once they had such experience. Furthermore, learning is generated from the dialogue between the involved actors. It is a kind of learning that comes from dialogue and encounter. The result of the collective ideas is much higher than the single or the minority ideas. Facilitating the involvement since the planning phase is not a presentation of an already-made decision. In this case, there is no learning from the participative point of view, states Scazzolo. It is not a top-down decision-making. The actors are involved before and after the participation and they see the concretization of their contribution and not the application of other people's idea.

The methodology is strategic but it must be applied correctly. An example is the Bologna highway process. Many changes have been introduced in the top-down project thanks to the participative process. However, what are the factors for a successful participation? Scazzolo reminds openness: everyone can participate. Involvement: everyone feels involved and can participate. Considering that no idea is more important than the others. Critical aspects should emerge, otherwise it is

mere consensus on an intervention. Besides, the ‘zero option’ must be considered: the community could not accept the project and in this case, it should be stopped.

Facilitation techniques are several, and they prompt a continuous feedbacking and learning.

The responses proposed from the key findings are some of the possible answers to the current situation of the pilot project, if Collective Impact criteria are taking into account. Another response could be the EU direct participation in the project.

5.2 Open RESOURCES scalability and replicability in the EU

To what extent can this project contribute to the EU social response? And what is its potential European breadth?

In the final Report on Smart Cities and Communities possibility to wide scale roll-out, ordered by the European Commission Directorate-General for energy, key findings and recommendations present the successes and failures of these initiatives. According to the report, “*Smart Cities evolve along with new modes of value creation through the intermediation of public-private partnerships, cross-sectorial collaboration, city-led “open innovation marketplaces” and other forms of governance*”.⁴³

On small-scale projects, the report warns that common trends detected their difficulty to access the main funding and financing (the most common funding/financing approaches for them include crowdfunding, venture philanthropy and specific EU/national funds). However, districts and neighbourhoods are described as strong drivers of Smart City ambitions and the development of in the city or region. Inclusive innovation, developed for and/or by marginalized people (unemployed, poor, elderly people) excluded from the development mainstream is another means for city integration. The examples cited include energy efficiency

⁴³ European Commission, Directorate-General for Energy (June 2016) *Analysing the potential for wide scale roll out of integrated Smart Cities and Communities solutions*
https://ec.europa.eu/energy/sites/ener/files/documents/d2_final_report_v3.0_no_annex_iv.pdf

pilots in social housing. Yet, the report warns that, even if the *“social model is a clear added value for European integrated SCC solutions, evidence suggests that this is a difficult target group to work with, and that research shows mixed outcomes for the adoption of SCC integrated solutions and for the implied support of changing behaviour towards zero emissions”*.

These warning on integrated SCC solutions should not be a limitation but a challenge. Scalability and replicability are essential to European innovation to influence citizens, as Europe’s urban innovation strategies and initiatives mainly demonstrate.

After the beneficiaries, partners, stakeholders, community reactions on the pilot project and after its feasibility check, all Open RESOURCES current partners agree on the possibility of having a regional, national and European scalability and replicability of the project.⁴⁴ In the future Open RESOURCES might become a practice which influences other initiative in the EU and that gathers elements from EU networking to improve and learn constantly. For this reason I will consider EU funding opportunities.

EU funding can be direct (managed by the European Commission or its agencies) or indirect (managed by national and local intermediaries). I will propose solutions and possibilities, considering the different scenarios. Grants provided directly by the EC serve to co-finance; help a project financially and cannot be a profit to the beneficiary of the grant; cannot be awarded retroactively for projects already completed; and are awarded one-grant-per-project basis. Projects should give an added value and be transnational. However, each call for proposals express its specific requests. For the future Open RESOURCES could consider:

SCENARIO 1: transnational partnership.

FUND: Asylum, Migration and integration Fund (AMIF).

DESCRIPTION: For instance, the currently open Call for Proposals for integration of Third-Country Nationals (deadline 28/02/2017). It is compulsory to

⁴⁴ Interviews to Open RESOURCES, Human Foundation and La Esse Cooperative ANNEX I, II, III.

seek EU co-funding equal to or more than EUR 450.000 and equal to or less than EUR 750.000. Further, activities must not have started prior to the date of submission of the grant application. Due to the little available time before the call deadline, it is not realistic that this project applies to it. Nevertheless, quoting this opportunity encourages monitoring AMIF further initiatives and calls in the future.⁴⁵

SCENARIO 2: urban authority involvement (private-public partnership).

FUND: European Regional Development Fund.

DESCRIPTION: the initiative is called Urban Innovative Actions: it aims at providing urban areas throughout Europe with resources to test new and unproven solutions to address urban challenges. It is important to keep in mind that

“building on research and benchmarking, urban authorities should demonstrate that the proposed project has not been previously tested and implemented on the ground in the urban area, in the Member State where the urban area is located or elsewhere.”⁴⁶

It should involve key stakeholders for its implementation, expertise from universities, NGOs, businesses, citizens, other levels of government. It has to be measurable according to economic and social impact. The challenge addressed should be demonstrated to be a European challenge and therefore, the possibility to scale-up should be described. The implementation must last maximum 3 years and each action can receive up to a maximum of EUR 5 Million ERDF co-financing. The project should address the Thematic Objectives of the ERDF and related Investment priorities. The current annual Call for Proposals affirms that the eligible authorities are:

⁴⁵ European Commission, Directorate-General Migration and Home Affairs *Asylum, Migration and Integration Fund Call for proposals document* (December 8th 2016)

http://ec.europa.eu/research/participants/data/ref/other_eu_prog/home/guide/amif-call-proposals-ag-inte-16_en.pdf

⁴⁶ European Commission, (2016) *Urban Innovative Actions*

<http://www.uia-initiative.eu/en/about-us/what-urban-innovative-actions>

1. *“any urban authority of a local administrative unit defined according to the degree of urbanisation as city, town or suburb comprising at least 50000 inhabitants;*
2. *any association or grouping of urban authorities of local administrative units defined according to the degree of urbanisation as city, town or suburb where the total population is at least 50000 inhabitants; this can include cross-border associations or groupings, associations or groupings in different regions and/or Member States.”*⁴⁷

The ERDF co-financing for the project covers up to the 80% of the eligible costs. Payments are divided in four: first payment 50% of the ERDF grant, second payment 20%, third 30% and a final payment of maximum EUR 12 000 ERDF for *“project closure and transfer of knowledge”*.

The second Call for Proposals of the UIA initiative is now open until the 14th of April 2017 (14h00 CET). The UIA initiative invites applicants to develop and submit projects under three topics: circular economy, urban mobility and integration of migrants and refugees. An overall budget of 50 million euro of ERDF is allocated to this Call.

SCENARIO 3: Future access to finance:

FUND: European Investment Fund

DESCRIPTION: the European Commission’s Programme for Employment and Social Innovation (EaSI). It contributes to the implementation of the Europe 2020 strategy by supporting the EU's objectives aiming at fostering employment, guaranteeing adequate social protection, fighting against social exclusion and poverty. In particular, EaSI programme funds the EaSI Guarantee Instrument dedicated to microfinance and social entrepreneurship. It is not a direct financing

⁴⁷ European Commission, (2016) *Urban Innovative Actions Call for proposals* p. 10
<http://www.uia-initiative.eu/en/about-us/what-urban-innovative-actions>

of the social enterprise, but the EC enables selected microcredit providers and social enterprise investors in the EU to increase lending. It helps social enterprises access investments of up to EUR 500,000 via public and private investors at national and regional level. It is supported by European Investment Fund. EIF offers guarantees and counter-guarantees to financial intermediaries, providing a partial credit risk protection for newly originated loans to eligible beneficiaries.

Intermediaries are selected after an application under a call for expression of interest. Once selected, these partners act as EaSI financial intermediaries that generate loans to possible beneficiaries in the availability period. In the field of the social entrepreneurship, intermediary subjects can be financial institutions, guarantee schemes, guarantee institutions, foundations, family offices, social investment funds or other institutions authorised to provide loans/guarantees or risk-sharing structures according to the applicable legislation.⁴⁸ Organisations that can apply for funding are public and private bodies established at national, regional or local level and providing microcredit for persons and microenterprises and/or financing for social enterprises in these countries.

SCENARIO 4: direct incentives, services and microfinance

FUND: European Regional Development Fund

DESCRIPTION: ROP ERDF Veneto Region Axis 3. The Investment Priority 3a on the promotion of entrepreneurship, in particular, facilitating the economic utilisation of new ideas and promoting the creation of new enterprises, also through entrepreneurial incubators. The Action considered is the 3.5.1 on the interventions to support the birth of new enterprises through direct incentives; through service offer and through microfinance interventions. The sub-action A enables "Aid to Start-ups investments". The intervention typologies in this action aim at supporting the starting phase of the creation of new enterprises and, among the others, those with social content. This is prompted through services for the creation, consolidation, expansion and aggregation; through technologic, strategic,

⁴⁸ European Commission, *EaSI Guarantee Instrument*
http://www.eif.org/what_we_do/microfinance/easi/easi-guarantee-instrument/index.htm

managerial services (e.g. temporary managers) for the business development; through the development of strategic and innovative projects, the definition and actuation of investment plans (with incentives for buying material and immaterial goods) and the assistance through the starting, consolidation, expansion and aggregation phases of a start-up. For the social enterprises, the selection is on the following principles basis: incentives for entrepreneurial activities with social content put in place by young, female, unemployed, unoccupied or disadvantaged persons; and network projects concretisation that aim to develop models of inclusion with public entities, social cooperatives, profit enterprises, foundations or other non-profit subjects. This action has a budget of 24.239.776 Euro.⁴⁹

SCENARIO 5: public assets renovation and social inclusion.

FUND: European Regional Development Fund

DESCRIPTION: ROP ERDF Vento Region AXIS 6 Sustainable Urban Development. Through this axis, the Veneto Region wants to tackle economic, environmental, climate, demographic and social challenges in the urban areas, in a urban-rural link perspective. In particular, it focuses also on the housing access by the marginalised people and on the quality of the properties, in an inclusive and energy-efficient and environment-friendly perspective. The Investment Priority 9b refers especially to social inclusion promotion, fighting against poverty and any form of discrimination sustaining the physical, economic and social renovation in the disadvantaged communities of the urban and rural areas. In particular, action 9.4.1 focuses on the interventions to potentiate the existing public assets and to recuperate the public housing to increment the social housing availability and housing services for the economically and socially fragile categories (persons and families); and on infrastructural interventions to experiment innovative housing and social models for fragile categories. The first phase consists in urban areas selection. Urban Authorities (defined in Reg. (UE) 1301) guide urban areas. Then, selected areas must present an integrated sustainable urban development strategy (in Italian the acronym is SISUS). After the strategy, Intermediate Bodies choice is

⁴⁹ Veneto Region *Regional Operational Programme ERDF*
<https://www.regione.veneto.it/web/programmi-comunitari/documenti-di-programmazione>

undertaken. The strategy must aim at the long-term economic, environmental, climatic, social and demographic improvement in the territory and at integration of Thematic Objectives 2, 4, 9 sustained by the ERDF.

For instance, the Treviso SISUS proposal presents the E action description that refers to the 9.4.1 action of the Veneto ROP ERDF sub-action 1. It is on “public residential assets” extraordinary infrastructural maintenance and building recuperation, with also energy-efficient led actions to existing public residential buildings. Its budget is 2.684.666,67 EUR. The interventions could concern plants fitting to technological and normative standards such as floors, doors and windows substitution, bathrooms and kitchens remaking; thermohydraulic and electric plants updating. The evaluation criteria for the interventions will consider existing buildings renovation; energy-efficient and energy-friendly construction techniques demonstrating the achievement of a better energetic standard; materials and energy-saving oriented to sustainable construction, privileging green procurement; low-impact materials orientation; “design for all” approach; architectural barrier elimination. The intervention transversal principles must follow gender equality, non-discrimination and sustainable development and environment-friendly aims.⁵⁰

A sixth scenario, without the EU public funding intervention, relies on the existing possible economic features of the project already forecast by the innovators.

SCENARIO 6: only private funding

The feasibility of this project is based also on prevalently economic assumptions. The economic characteristics rely on different economic advantages for the stakeholders of the project:

1. fiscal advantages on income taxation (IRPEF or IRES) for enterprises or private donors which provide money donations or raw materials to non-profit organisations. Specifically, donations for social promotion associations leads to: privates’ 19% personal income deduction for a

⁵⁰ Comune di Treviso [Treviso Municipality], (November 11th 2016) “Strategia Integrata Di Sviluppo Urbano Sostenibile dall’area Urbana Di Treviso”
[http://comune.treviso.it/delibere/delibereweb/EE11FCFA2178844FC125806B003DA357/\\$file/All%20egato%20A4%20-%20Schema%20SISUS_09.11.2016%20rel%2018%20omissis.pdf](http://comune.treviso.it/delibere/delibereweb/EE11FCFA2178844FC125806B003DA357/$file/All%20egato%20A4%20-%20Schema%20SISUS_09.11.2016%20rel%2018%20omissis.pdf)

maximum of 70.000 EUR per year and tax credit of 26% of the donation amount to a maximum of 30.000 EUR per year; and enterprises 10% income deduction for a maximum of 70.000 EUR and donations deductions for maximum 30.000 EUR or 2% of the enterprise declared income.⁵¹

2. fiscal bonus for energy-efficient and renovation solutions. The Italian Budget Law confirmed the prorogation of 65% fiscal deductions to the energy requalification interventions on buildings made by December 31st 2017. For those involving the common parts of the apartment buildings, 70% deduction is set for interventions that interest at least the 25% of the building envelope and 75% deduction for interventions to improve the winter and summer energy performance that achieves the “average quality” of the envelope. In this case, incentives will be valid for the expenses from January 1st to December 31st 2017. Further there is a 50% deduction for interventions of renovation until the end of December 2017.⁵²
3. added economic value to the building after renovation. The ‘brick investment’ (investments in construction) is considered a ‘refuge’ investment. In a 2016 report AITEC (the Technical Economic Cement Italian Association), put forward an analysis based on the last Istat Census in Italy (2011). 20% of the entire Italian housing assets is in a mediocre or worst preservation condition. In the report, only hypothesising a 5% requalification of this amount of degraded housing, it would return to the Country 250.000 renovated houses per year and it would move for 20 years or so the resources to restart the traditional expansive function of the construction market, without using more soil.⁵³ Further, the private would gain from it some advantages. For instance,

⁵¹ Gazzetta Ufficiale, Italian Law n. 80 (May 14th 2005)
<http://www.camera.it/parlam/leggi/050801.htm>

⁵² Agenzia Nazionale Efficienza Energetica (ENEA), *Leggi incentivanti*
http://efficienzaenergetica2.casaccia.enea.it/?page_id=29

⁵³ Associazione Italiana Tecnico Economica Cemento (AITEC), (February 2012) “Il mercato immobiliare italiano: tendenze recenti e prospettive”, Nota di ricerca dell’ufficio studi AITEC
http://www.aitecweb.com/Portals/0/pub/Repository/Area%20Economica/Pubblicazioni%20AITEC/IL_MERCATO_IMMObILIARE.pdf

the compulsory certification of energy performance (in Italian APE)⁵⁴ is demonstrated that increases the property market value.

All these scenarios are oriented to outline the possibility of capitalization of the social actions, maintaining human-centred approach solutions.

5.3 Recommendations

This paper attempts to demonstrate that, applying to social innovation continuous, validated and collective – and not individualized – learning, fosters human-centred results that benefit socially project, direct or indirect, beneficiaries. Further, it endeavoured to link the bottom-up and the top-down interventions in the European Union, to build a dialogue based on good practice assumption, exchange and repetition of the project.

As learning is an ongoing action, I do not want to propose conclusions but recommendations. In fact, they might constitute partially future assumptions and be new challenges for the innovators and their partners. Therefore, suggestions will be oriented considering the different aspects emerged from the analysis, assuming its limits and opportunities.

The social impact evaluation proposed was conducted considering the partiality of the assessment proposal, due to its several limits (the author's competences; the still ongoing definition of the project; the continuous evolution of its partnership; the context cultural resistances and migrants' perception assumptions; the innovation uncertain background; etc.). Nevertheless, the proposal aimed at helping this project to find a good path to future intervention.

More specifically, concerning data collection of 'social MVP' experience, I would suggest to go beyond questionnaires and surveys and follow the Lean Startup method advice to learn from the direct contact with the beneficiaries through participating and role-switching activities. Local events, open-days and trust-

⁵⁴ Gazzetta Ufficiale, Italian 2017 Budget Law n. 232 (December 11th 2016)
<http://www.gazzettaufficiale.it/eli/id/2016/12/21/16G00242/sg>

building and capacity building initiatives for the beneficiaries and the locals together could be a good instrument.

On Collective Impact application, some features should be implemented. Facilitation and facilitators should be considered as a neutral and functional figure who may help the acceleration and constant feedbacking and communication in the project. Besides, mutual reinforcing activities (kick-off meetings, world café method activities; project issues-centred role-playing games; co-projecting and leisure time activities; buffets; etc.) could be useful to gather and evaluate reactions and share data information.

For the partnership strengthening, it is important to coordinate innovation time with institutional and bureaucratic time not to create a critical discrepancy between demand and service and information supply. Influencers and champions in each realm should be individuated. Time scheduling through instruments such as work breakdown structures; critical paths and Gantt charts should be integrated with failing prevention or B plan guidelines, when contacts research and information provision last more than expected.

Continuous communication systematization and common Shared Measurement System proposals should be set and discussed and adapted to new challenges.

For EU visibility, it is important to follow European Commission standards and principles, enlarging the vision via online and offline networks in order to find transnational partners in the future. Emphasizing the project added value to the EU level and to the local territory level is essential in attracting attention to the European Commission. Particularly for the Urban Innovative Actions I would suggest a rethinking in participating to the call even if the project is still in an nascent phase. To follow all the procedures, it would be useful to find experts on European Cycle Management processes.

All these suggestions may contribute to the project's feasibility.

This thesis started seeking the etymology of the word ‘crisis’ and asserted that it also means change. Through this thesis paper, change has been detected in its encouraging aspects. In innovation, changing may be sometimes forced. However, through learning it is easier to attuite fails and manage successes. Validated learning, especially, is a choice: it is not a way to manage the change but it is a conscious awareness of the opportunity for change. It is a way to see the positive side of life, to be hungry for new challenges, to improve one’s own personality and activities.

Innovation, and especially social innovation, should lead to a better future, taking into account tradition. It is moving to read an old popular Friulan song (from the North-Eastern-Italy region Friuli Venezia Giulia) called *L’emigrant*, written by Arturo Zardini in 1912. In its text, the emigrant before leaving says “*I have to go around the world*”⁵⁵ to its family, to its native land and to all its goods. The inevitability of departure is an external constriction, not a choice, and it is common to our emigrants and current immigrants’ situations.

For all these reasons, this multi-layered project proposes admirable objectives and principles. This evaluation might be an incentive for direct future involvement of the European Union in the current multilevel governance processes. It is also thanks to these hopeful solutions that Social Europe still exists. And by learning from its people, newcomers and local and international opportunities it has the potential to change and improve.

⁵⁵ Zardini A., (1912), L’Emigrant
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ANNEX I

Interview to Open RESOURCES

Transcription of the interview to the founder members of the Open RESOURCES pilot project, Marta Cassano, Said Chaibi and Jacopo Cassano (Treviso).

Interviewer: Gloria Pilutti

Date: 23/12/2016

Question 1: *“May you describe your organisation briefly?”*

Cassano M.: “Our organisation is currently formed by three members. We decided to constitute an Association of social promotion, in the perspective of a future evolution in a start-up with a social vocation when the project will be operative. At the moment, we have chosen the association shape because it was the type of organisation that seemed the most functional for us, and according to Human Foundation too, to fundraise. It will be operative from the beginning of January 2017”.

Question 2: *“What are the main activities you intend the association to do?”*

Cassano M.: “There will be several kinds of activities. There will be a first moment to focus on the prosecution of project design, from a preliminary and not operative yet point of view, and the fundraising campaign for sure, together with Human Foundation. The latter will be structured collaborating with them, and so we will be always together when presenting the project.

In a second moment, the association will deal with the real issues of its objectives, which is to say structuring a subject that concentrates above all on inclusion, through different actors and that can do a wide range of activities. Those activities are for instance looking for beneficiaries, projecting the building and renovating it or the economic activities and then project evaluation and monitoring.

Question 3: *“Currently, your field of action is the city of Treviso, isn’t it?”*

Cassano M.: “For the moment yes. We think that Treviso could be a good starting point because it presents some peculiar characteristics, such as a high number of asylum seekers’ requests and refugees that concentrated in the last two years. Thus, it is a young phenomenon for the city and it needs to be managed, because there are not consolidated but only in-evolution practices. Further, because there is a very rich and widespread private business reality and there is the possibility to achieve an entrepreneurial class that sometimes is sensitive towards social issues.”

Question 4: *“What are the motivations and objectives that guide you?”*

Chaibi: “The motivations are simple. We are three young inhabitants of this city that have tackled directly or indirectly the migration issues. Specifically, some of us see the issue from the inside in their jobs in direct contact with migrants every day, others see these issues externally with different activities, of institutional or associative nature. The thing we all share is the fact that there is a problem on the management of the migration process at different levels in the country. They are at an administrative, a legislative and a social level but, above all, an economic level. We see that many resources are used but they end in the garbage. There is no investment on the person. For this reason, we decided to challenge the paradigm of the immigration and welcoming theme.

Our objectives regarding this are simple: attempting to demonstrate how today we can give the opportunity to the people that flee from a series of situations (also with trivial purposes such as having better life conditions) without using public money to manage the primary activities of welcoming; a place and minimal services for social introduction, knowing that though the theme of migration and the theme of change forcedly imposed to the society, they also give answers to a lot of topics.

In fact, the scheme of involvement of the landlords was chosen and not randomly. As we read today in the news, in Treviso there are 450 persons out of

82.000 inhabitants that own the 50% of the private properties. At the same time, the rents are very high. Besides, inside the mechanism of welcoming for instance there are even 20 people per flat, whilst in other cases one person lives in 400mq and contemporarily there are working families of 4 people in 52mq. We attempt to call into question all these themes: starting from a social and also and economic point of view. However, we know that we want to network all these needs: the need of achieving wealth creation and particularly a good wealth spread on all citizens.”

Question 5: *“What is the vision behind your project and what role will the future association have?”*

Chaibi: “In general terms, our vision is to attempt – also thanks to our initiative and our experience – to question the welfare model as well. Trying to bring back to the vocabulary of public and private entities – because we think that also the privates have a social role – some words such as subsidiarity, generative welfare and rebuild a series of good practices that start from the bottom, involving all the actors and stakeholders, which are not only the institutions or the citizen who has relations in the neighbourhood and in the territory, but also the intermediate institutions of the entrepreneurial, manufacturing industry and syndicates world. We are doing this also because we are introducing a model that tries to use a range of good practices to create a totally innovative path.

Regarding the project, from a formal point of view the role of the association will be to orient the way to find financings, to develop relations and to find the first landowners, who are interest in using this mechanism to renovate their own property. Later, with a consolidated operative and commercial branch, an instrument which let us relate with the above-mentioned subjects, the association will maintain high values on themes such as social inclusion, welcoming and, as I said before, on the general change of the status quo on the social themes.”

Question 6: *“on this orientation, what are the potentialities and what the limits – if there are - of this project?”*

Chaibi: “the potentialities are namely: first, intervening in an economic sector that today has difficulties, as the construction sector, proposing a requalification mechanism and thus giving an economic value to the buildings. Second, lowering the welcoming costs: on this, we offer a substitution to the welcoming scheme we know today.

Evidently, with our project, we start from the last phase. Later, if things work and improve we can turn it back, starting from the end and finding the previous limits and attempting to overcome them and thus, proposing a new welcoming mechanism. Third, also thanks to this proposal, putting into question the public contributes towards citizens and then creating good practices to have a positive exchange.

On limits, instead: they are a lot. They are the same actor we want to include. They are the culture of this country. A culture, I would like to point out, considering the institutions as well. It will be hard to have relations with some realities that will comment against us ‘you are only an association! How much do you believe in this project if you are only an association?’”.

“I will add a question. You insist on work as a fundamental value of this society. To promote the project, what other values would you insist on?”

Chaibi: “we would insist on giving an opportunity to these people. We are neither being nice neither xenophobic. We value the people for what they are nothing more, nothing less. We try to give an opportunity to these people that flee from their countries or live difficulties.”

Cassano M.: “considering that, in any case, every person has their own inclinations, dreams and ambitions and needs, either migrant or not, to build a project of life. Our ambition is to prompt a person-centred reasoning, in a community.”

Question 7: *“What innovation does the project bring?”*

Cassano J.: “There are two main innovations: an economic and a social innovation. As far as the property, in a first moment we want it to exit the real estate market. For two years, we aim at obtaining properties with a loan for use contract, and actually during that period we take a property destined to rent or sale away from the market. And after two years, while the property did not exist, we put it back in the market with an added value and more tempting for the market itself.”

Chaibi: “on the social side, there is a change. The centrality of the person in this project is essential, therefore firstly we resolve the problem of housing autonomy: we give you a place that you renovate and it becomes your house. Secondly, we create a policy of labour and social reintroduction. This because we think that today people need to be responsible. And this cannot happen with the classic ‘first revenue, then risks’ mechanism. Conversely, if the person is already in a big risk, he can engage in his tasks. You are encouraged.”

Question 8, 9, 10: *“How would you foster the synergic development of the involved actors in the future partnerships? What activities and mutually reinforcing and learning meetings do you estimate there will be? SPRAR, Centres for employment, privates and cooperatives, what kind of relations and meetings do you think will open a dialogue with them?”*

Chaibi: On the synergy, we have given birth to this project in a synergic reasoning with other entities and realities. The one is the Social Cooperative La Esse, which has already tackled this theme and the other is Human Foundation. With these two actors, we are continuing to reflect on the project together.

We have looked for feedback with other economic and institutional realities and this brings our discourse back to the question on limits. Some of the limits are the terms of relation with these latter subjects. Honestly, there is a bit of myopia. What would we do to build this synergy and the collective growth through this project? We want to set up some moments of constant feedback, reported also through very simple instruments as social networks and a webpage.

There we want to tell about the project and the people involved in it, the meeting moments of the neighbourhood, the assemblies of management of the place and the assemblies where these peoples of the project meet, because we need a positive narration to tell.

As far as the relations with other subjects are concerned, with the SPRAR of Treviso (activated in 2016), we will not have big problems, I mean, because the Cooperative we are collaborating with co-manages the SPRAR and, the latter is a place of experimentation itself. With CPIs (centres for employment) we have not had any contact yet and any agreement, even if we do not know who will oversee the labour allocation and therefore, trivially, of the responsibility of having a register, a database with the NEETs people.

I mean, there is legally this big issue: the provinces do not count anymore, the centres for employment have no more their objective function of the unemployed reintroduction in the labour market. We will speak with the Region and the central State. Except for some specific initiatives, there are no other interlocutors. Then, of course, the local institutions are strategic for us, even if there are some limits. And obviously, later, we will have contacts with whom is governing the process, which is to say the Prefecture of the Ministry of Interior Affairs.

However, their emergency mechanism is very effortful for those who manage welcoming actions and for those who work in the institution itself, and therefore it is hard to tackle this challenge in the long term, as we want instead.

Question 11: *“Is there your intention to open the project to continuous feedbacking from the direct and indirect beneficiaries towards an ongoing learning and possible strategy pivoting? If yes, how?”*

Cassano J.: “Yes, of course. Because we talk of social innovation. And therefore, it is fundamental to have a feedback from the surrounding environment, the society in which we are in, the people belonging to the field of intervention. It

could have more levels and include of the partners who will operate in Open RESOURCES.

Thus, there is the citizen who gives the property, the firms that could furnish the materials, the institutions and last but not least the beneficiaries. As we are designing a project that cares of people's life and of their project of life, it is unthinkable not to discuss and review every phase of the project with them. Trivially, we will use questionnaires with set deadlines for all to value and have a fixed written data. We need to do this with beneficiaries and partners continuously.

The confirmation of this attitude is our participation to the Urban Innovation Bootcamp of Ca' Foscari University of Venice – Campus of Treviso with an idea. At the end, we were changed by the experience and we are doing the same thing collaborating now with Human Foundation. We are clearly open to dialogue, to review the project and, if necessary, to reset everything”.

Question 12: *“How do you intend to guarantee the financial sustainability in the long term?”*

Cassano M.: “On the financial sustainability in the long term, it is necessary to distinct two moments. A first moment consists in the fundraising phase and the project starting which will be sustained fundamentally by donations or investments of big foundations. In a second moment, considering the medium-long term, the idea is to link to the project a second phase when there will be a revenue activity, which we have not precisely individuated yet and which will be structured thanks to the path we will do with Human Foundation.

The role of this activity is to sustain the transition from the pilot project to a following intervention, and to refinance the latter. Thus, surely the model we aspire to is the social enterprise one, where profits are destined to reinvestment in new projectivity and not cashed or divided”.

Question 13: *“In this perspective, what role could the European Union have, what can it give to the project and what the project can give to it?”*

Cassano M.: “On what the EU could give us, it is for sure an inspiring network with other member states experiences, which we have already seen and from which we are starting to gather some elements, for what it concerns theory and good practice exchange. On the operational aspect, we consider the future possibility to participate in a European project, even not only in the perspective of the project financing but make some branches of the project start with EU financing.

On the other hand, what we could give to the EU is building a good practice in the territory that can be modified accordingly to changes and adapted and transferred to other countries and proposed as management model. Thus, for sure in the future, even if it is a local dimension and bottom-up initiative, it could be easily scaled up and give an European contribution”.

ANNEX II

Interview to Human Foundation

Transcription of the interview to Nicola Cabria, Social Business Officer of Human Foundation (Rome).

Interviewer: Gloria Pilutti

Date: 23/12/2016

Gloria Pilutti's introduction of the thesis aims: “The idea is to analyse learning validation, and therefore the possibility of testing the learnings that take place in a social innovation process. This will be tackled gathering elements from two American approaches, namely Lean Startup and Collective Impact approaches, which will be applied to the project Open RESOURCES (that you already know). Then in order to develop a social impact evaluation as a common and visible language among the partners of the European multilevel governance, a determination of social indicators will take place. The objective consists in being attractive also for the European Union itself, which may help the territory in what it needs through financing or scalability. this is the context.

Nicola Cabria's question on the topics: “I will ask a question to understand more and better the presentation in the document of the questionnaire. I understood you are attempting to give to your work the following direction: to comprehend how the process of evaluation detailed in a project of social innovation may determine the creation of standardized information flows which can be adopted in a multilevel governance, regional, national and European. This to attempt to make efficient changes in the bottom-up policy dynamic. Information starts from the bottom, arrive to the decision-maker, then the latter modifies his managerial approach and sets more efficient policy interventions. Have I understood, haven't I?”

Pilutti's answer: “Yes, there is also this aspect. And the aspect of collective and not individualised impact is also important. Therefore, the approach may target

a social impact and all the actors involved may obtain advantages. Every part should do an effort and every intervention can be individually determined however there should be also a good practice exchange, which is determinant for Collective Impact. There are some essential features in this approach such as a shared measurement system, a common agenda, a backbone bureaucratic structure and a continuous communication etc. These elements also appear in the theory of change. Beside this, I noticed in your document on different examples of impact evaluations, written by Filippo Montesi, that an evaluation-oriented culture oriented is animated by organisations that use learning models in their strategies and operations. They are ready to accept errors and they question themselves on the reasons why they happen. Indeed, testing and learning. Therefore, the thesis approach is aligned with your outcome-oriented approach”.

Cabria's reply: “Of course it is aligned with this kind of approach. We use it specifically with the subjects of the Third Sector. You are also researching on the policies shades and therefore on the decision-makers’ behaviour in the evaluation dynamics. This is important for us because 90% of the resources that Third Sector organisations use come from the public sector. It is very important to have several evaluation instruments both, at the policy level - and therefore at the decision-maker’s level - and at the project effects level to modify the policy, according to the system of evaluation of the individual project interventions. However, as you said it, and it is an effort on which we are exerting our pressure and advocacy, it is necessary to have shared instruments and evaluation systems, above all indicators and metrics. Because, if the evaluation instruments we use have no common lexis and no shared grammar, it is difficult to develop the learning approach you talked about, because there is no transferability and immediate comprehension of information. Now, if you want we can see the questions.

Question 1 and 2: *“First, general questions. Do you mind describing your organisation briefly? Which are your principal activities?”*

Cabria: “I will make a little overview on Human Foundation. It started as a foundation in 2012. Previously, there was a two-years term as an association. Our president is Giovanna Melandri, who was the Minister of Sport and Youth in the

Prodi's government. Then, she decided to interrupt her political career and she studied the dynamics of best practice for renewing the welfare models for one year. Particularly, she studied the Anglo-Saxon model, which has become the keystone of our methodologies.

She realised how an intervention to support welfare (the welfare system in Italy has always been very centralised on the public actor, as you may know) was necessary. Therefore, we are talking about this: how to introduce innovative approaches to welfare management, which is to say, putting it into practice - innovative systems to give concrete answer to the communities, territories and peoples' needs. The organisation structure is made by three areas of activities: an advocacy area, which lobbies (in positive meaning), and therefore diffuses awareness on the themes of social impact investments and private investments which follow a social result-oriented profitability dynamic. The latter is already present in the Anglo-Saxon countries and it could become an asset class of investment also in Italy.

Whilst doing this advocacy activity, we realised that there were some problematics towards two lines propaedeutic to the activation of these investments. As the return on investment is a social return, how can one value this result? How can one connect a return on investment to the impact I made? And therefore, afterwards there was a study on the social impact evaluation. The social impact evaluation was born in the 70s/80s, from international cooperation, and today there are several methodologies and vertical focuses which can be derived from the counterfactual.

One of the methodologies we apply is the Social Return On Investment (that we analysed also during the Bootcamp, do you remember?). The third principal activity of Human Foundation is capacity building. We realised that the demand system of those social impact investments, which is to say the Third Sector organisations, was not ready to receive these investments in terms of the language spoken around the investors' table and in terms of capacity of using equity-based investments, therefore internal to the organisations' social capital itself. Indeed, also from that point of view, we made and we are doing a range of actions of capacity

creation. How do we do that? With vertical interventions to accompany each organisation, with social innovation paths (4-days-long paths where all these themes are adopted and where there is usually a third entity which pays and sponsors these path typologies for the Third Sector). And finally, for the individual formation, there are two Master's degrees, the first with the Cattolica University of Milan and the second called MEMIS which has been recently activated at Roma Tor Vergata University.

Therefore, capacity building, impact evaluation and social innovation, and advocacy. These are the three activities on which we explicate our action.

Question 3: *“Where do they take place and at what level (local, regional, national or international) are they located?”*

Cabria: “We work a lot at the local level, which is to say, we have a structure that concentrated the first years in activities in Southern and Central Italy. This is due to our reasoning that considered the national areas with less coverage of interventions to accompany, or create capacity or social innovation. On the one hand regions such as Lombardia and Piemonte are advantaged thanks to the presence of great philanthropy players, namely bank foundations (for instance Cariplo, and Compagnia San Paolo); on the other hand these areas do not have these big players and therefore we concentrate there. Indeed, local, regional and national.

One of the first activities to expand our regional view was the Urban Innovation Bootcamp collaboration: now we are reasoning on North-Eastern Italy which is an interesting model of intervention for its productive structure. Starting reasoning on the capacity of small and medium entrepreneurship as a productive base, on the capacity of SMEs which together in a synergic context may produce a social impact for the communities, is one of the objectives and paths of interest, of research activity which we put in our pipeline for 2017/2018.

From the international perspective, we participate in two networks. The first one is Social Value Italia, the Italian spot of Social Value International, which is a network or organisation tackling social evaluation. Among them, the most famous

is Social Value UK, promoting at the global level the SROI model. And the second, Social Impact Agenda, which germinated from an association of juridical persons born after the path of the task force on Impact Investing. Giovanna Melandri was its spokeswoman for the Council of Ministers. James Cameron wanted this task force and, as a result, it produced the creation of meetings of advocacy and good practice exchange in the years of its activities. Last year, in the G8 it was closed and the subjects of the task force were constituted as juridical private entities in each of the nations involved, widening the action in countries such as Brasil, South Africa, India and Portugal. At the global level, they reason on the social impact investments, on how to integrate all the national systems in a typology of investment asset class which may have as a driver the social result of the financed project.

Question 4: *“What are the motivations and the objectives that lead your organisation?”*

Cabria: “I will sum them up. It is the ability to innovate the social intervention national programmes, from a resource perspective – not only with public but also private resources-; to create competences in the social private and also some competences in the investors, which have to understand who are the investing subjects to make an activity of advocacy to spread these themes, which have as a methodological fulcrum on evaluation. Because, in our opinion, evaluation is the instrument through which one can understand if an organisation that operates in the social realm is reaching its goals. These are not only economic ones (they have to be economic for sustainability reasons – that, as you know, has three dimensions: social, economic and environmental). We focus on the social and environmental ones. Several other players are good in economic sustainability and on the economic counts of the single organisation.

Question 5: *“Questions on the project Open RESOURCES. What is the vision behind the project? What theory of change does it incorporate? In the thesis I outline that local challenges are European challenges...”*

Cabria: “I will make an introduction on Open RESOURCES. We knew it at The Urban Innovation Bootcamp and we decided, in particular I prompted it, to do

a path to accompany them. This is significant and makes you understand that we care about its mission and vision. The vision that lays behind the Open RESOURCES project answers to a problem that, as you say well, is structural and will challenge us for all the following years and, in our opinion, it is a concrete attempt of a social integration action too. It is very innovative to use the working instrument in welcoming also in housing, in order to make two communities know each other and start becoming aware of each other's peculiarities, on the basis of an aspect such as work – very important in the North-Eastern Italy and particularly in Veneto. It means making an effort, working together and knowing each other more.

This should produce positive effects for both sides of the project. However, something else should be said: it is not the first nor the last project that presents this type of integration in Italy. It is very interesting that it is designed in the Treviso context, which is, in my opinion, a very contradictory city: immigrants, from the last data we have, say that they feel good there, even if talking about politics, the Lega Nord has been ruling in the region for years. It is a paradox. And the opening of this kind of process in a city such as Treviso seems very interesting to us.

On the theory of change: we use it as an organisation for the definition of our strategy. It is an instrument that, as you may know, is the more graphic evolution of the logical framework– even if I think the creators of this theory will not agree on it. It makes the connections of cause- effect between outputs and outcomes and project activities clear.

What is the tangible result that an activity creates and what is the change that a result creates in our beneficiary. The theory of change is not an instrument that closes or impedes the information flow. On the contrary, everyone can read it and it widens the capacity of information sharing among the subjects.

The theory of change expression in Open RESOURCES is visible in the social integration of the migrant subjects. With Open RESOURCES we are activating a process to find the resources, in a phase (that we are currently creating) to accompany them. This phase should produce a synthetic document of the theory of

change which will outline the project outcomes that will result from the activities of the organisation.”

Question 6: “*What is your organisation role in the project?*”

Cabria: “Our role in the project aims to accompany and accelerate the idea. Starting from our peculiarities as an organisation we decided this role: we accelerate not only the economic part, but we also read the needs of the context which the organisation operates, and from what we read in the main stakeholders’ needs, we define the activities on the theory of change and from these ones derives the economic part. Thus, we turn the logic of incubators, which starts from the economic sustainability, upside-down and then evaluates the possible impact. Firstly, we see the impact and after that we find the useful resources.”

Question 7: “*What are, in your view, its potentialities and limits?*”

Cabria: “They are embodied by the possibility of creating a replicable and scalable model where the public actor is one of the promoting subjects. It would be easier than the current model. Nowadays, the project regards private housing. We can imagine, as the project draft presented by Open RESOURCES said, that all the army property structures, the schools, the unrented places could be revalued on the one hand from a construction perspective – thanks to a low-cost renovation. On the other, restoring moments and situations of crisis: all the reception systems centres could be substituted by a widespread welcoming where the migrant is not put in single centres but is an integrated part of the community. Considering the theory of change briefly, all the question of diffidence of citizens could be lower as well, if they see them next to their own houses, living with them every day.

As far as the limits are concerned, I do not see them in the project proposal. I’d rather see them in the possibility of transforming this practice in a widespread practice. From this point of view, it is necessary to have a strategic engagement in the clear definition of the enlargement process of this activity. The suggestion I give, following the Lean Startup approach, is to prototype an intervention, verify on this intervention which are the critical aspects, modify those aspects and make a

strategic analysis, to talk with the public actor on the phase of scalability of the project later.

It useful to start with a narrow proposal, to pivot, after, and reproduce the service. On this, I based my proposal to them: we start from a flat, we identify the individuals who can live there, we individuate a model. Next, the model can be used in different types of prototyping: e.g. in youth context, university students who live in the same context of migrants or let's imagine the potentialities that it can have in the ageing context, with elderly people sharing their house with them. The capacity of innovation of the project is relevant.

Question 8: *“What innovation does the project bring?”*

Cabria: It is not a disruptive innovation. I saw similar projects. It is innovative if we consider the context where it acts. It is very permeable and flexible. This project can be a platform from where to solve the doubts on similar innovation projects. In Italy, there are similar intervention with the handicap or disabled people, followed by tutors and mentors who live with them.

There is a responsibility approach for the disabled considering what they can do after our intervention on their own. An element of innovation is to enable a platform from where answering to different social needs, taking into account on the fact that a part of innovation consists in including public and social private in the innovation model.

The goal that we have with Open RESOURCES innovators is to include the private profit which puts the initial resources; to refer to local policies, to help migrants with documents process or privates with property renovation; and involve the social private for what concerns operations.”

Question 8: *“On the partnership. How do you support the synergic development of the actors involved in the partnership? Do you insist on mutual reinforcing activities and good practice exchange?”*

Cabria: “On the process of the acceleration phase, the actors, who are currently involved, are territorial. The team has everyday meetings with a lot of exponents of the territory in an informal way. Us, we met at the end of November and we will meet twice at the end of January. At the end of November, we defined two steps of intervention and common strategy. In the meanwhile, they are constituting the association and after it we will start searching for resources and fundraising in a structured appointment.

This event will be divided into a two/three-days campaign, to move the profit actors of the territory to attempt to obtain the resources to prototype. The pipeline of the meetings and events we thought about consists in a involvement of the profit private, an involvement of the private profit for the living space for prototyping, identifying the social partner that can guarantee the flow of migrants entering the house and the management of theirs needs and only eventually, go to present an almost ‘service’ package to the municipal administration.

Question 9: *“And more specifically, what can you say on synergic development in the established partnerships of other projects you participate in? Considering meetings and good practice exchange?”*

Cabria: “The creation of two organisations, Social Value Italia and Social Impact Agenda is the current development of our necessity of, I dare say, team-building, of dialogue between organisations and exchange. Thus, ending in the creation of organisations and third bodies let us to have meeting, confrontation and debate places. Naturally, it was a path created unknowingly at the beginning, doing several meetings with a lot of subjects singularly. At one point, the process structuration presented an alignment of the treated topics of these meetings.

Then, when we realised this alignment, we were brought to think about how to structure the governance process and our answer were the organisations. Furthermore, informal European practices exchanges as well. However, as far as I am concerned on the profit and no profit private sector, today the big problem is that all the structures are under dimensioned considering the activities flows.

Therefore, the exchange of information among the various parts of the structures, where they exist, is scarcely smooth and efficient because it is discontinuous.

On the contrary, setting up the exchange in a structure that has rather some professional figures who dedicated their working time to the organisation, allows an information flow and a more homogeneous and structured exchange.

Question 10: *“This is related to the specific questions for Human Foundation for instance on communication. I dare say that there is an acknowledgement of the importance of facilitators or specific figures. So, how does communication take place among partners currently and how can it be better? You can also refer to other partnerships you have currently.”*

Cabria: “a professional and therefore paid or transversal figure is necessary, deputed exclusively to this task in the single organisation. Yet, fulfilling this need is difficult, because not all the organisations have this type of activity. For this reason, we decided to build a network where everyone can send a responsible person at this table, with monthly, semester, bi-annual deadlines, when we meet and we discuss on different topics. An efficient communication is made of responsibility towards the process of communication which is to say someone responsible for the information flows and their elaboration. E. g. if I give a 180-pages report to a person working 9 hours per day, the information flow objectively takes place but if we evaluate the result of this information, it may be none because this person did not have time to read it.

Thus, it is important to have people that, I dare say, ‘digest’ the information and let it be useable to everyone – also according to the level of information depth that every user needs to receive. E. g. the CEO needs two-slides presentation, the technical staff need the whole evaluation. Also in this sense, the information flow is prompted from a responsible figure, which is competent in the subjects we are treating.”

“Thus, currently some figures are quite committed to these flows...”

Cabria: “E. g. in Human Foundation we have a stakeholder officer, a person deputed to maintain the relations with our stakeholders, donors or people who attended our training courses or organisations we accompany and accelerated.

Question 11: *“What are the principal lessons learned from the project so far? With the Bootcamp the innovators have already had feedbacks from different perspectives...”*

Cabria: “I will consider both, Open RESOURCES and other experiences. Good ideas need not only economic but also material resources, in terms of time and willingness. The first question I posed to the innovators was “you had a good idea, congratulations, but do you have the necessary time for this idea?”. And the innovators answered that they are ready to offer a congruent number of hours to develop the idea. Thus, I dare say that the main lessons learned in a start-up phase consist in understanding what kind of effort the idea we have in our mind requires. The first important lesson that the innovators learned is the awareness of the necessary effort to make.”

Question 12: *“How can learning validation be assured? What evaluation model do you have?”*

Cabria: “Today the evaluation model of Open RESOURCES project is almost inexistent. They are in an embryonal phase of the project - even if they asked themselves questions on this aspect. They told me that they wanted the project idea to be based on this dynamic. I dare say that, following the theory of change, we set the work also on the creation of a ‘defence’ of information that can be detected referring to the changes that the single beneficiaries will have by the project activities. Which is to say that the evaluation will be an integral part of a model.

Once one defined the model of intervention through the theory of change one connects the more relevant outcomes of the indicators. Every semester or every year I detect those indicators, which is to say that one has to set some milestones of evaluation and monitoring and then, those data should become the data on which

you can write the reports of validation. Then the latter will be presented to the public sector.

The project idea is as follows: prototyping based on theory of change; analysing its results; go to the public actor with the evidence that we measured through a defined methodology and with only private resources. It is up to the public actor then to understand the right consequences. Therefore, the relation changes: it is not only assistance anymore, which sees the public sector in charge of my project, but the social private brings process innovation.

The public, on its side, absorbs it for reasons of efficiency and effectiveness and possibly, as you say, in a context of multilevel governance, it directs it to higher governance levels as, in our society, the European levels.”

Question 13: *“Thus it is a bottom-up approach that enables and inner development for its territory also through its institutions which are a fundamental subject. Do you have any shared social indicators already agreed among the project partners? Is it in your intention?”*

Cabria: “On the indicators, I would say something which has not been done yet. Instead, I can say that on one hand the stakeholders are the citizens, which will be divided in different typologies of stakeholders, according to community and territorial contexts, and the refugees, the direct beneficiaries of the intervention. For the community, on the other hand, the effort consists in identifying the stakeholders involved in the project activities the most.

“Thus, it is a network-based logic. What I notice in Collective Impact is that each stakeholder is important and the evaluation is relevant for all of them. The determination of the advantages should involve all the stakeholders in their language...”

Cabria: “In the evaluation one usually identifies all the stakeholders which could be touched by the project activity. Then one defines whether including them or not in the evaluation. Basically, should one send the questionnaire or not? If not,

one has to explain why not. Then all the pieces of information are synthesized in the evaluation process.

Thus, each flow of information, which derives from gathering the information of each stakeholder, eventually converges on the general evaluation model of the project. I agree with you but I think it is necessary to understand costs and returns of evaluation. For instance, considering the evaluation of this intervention benefit in a larger community, as the provincial reality, in a first phase, I would say not to do it.

This because if we work in three flats of a single neighbourhood, I will concentrate on the latter. I will not test the province effects. In this case, taking some concepts from the Lean Startup approach, we follow concentric circles widening always more the range of evaluation and therefore the number of stakeholders interested according to the depth of the intervention on the territory. What you say is very important considering dissemination.

The result of the evaluation, and all the learnings, have to be clear to everyone. As we said before, the evaluation products are not single but multiple to adapt to the typology of stakeholder interested (*some examples given*). One has to forecast to assimilate and digest all the learnings known by all the stakeholders.

Question 14: *“Therefore a communication plan that obviously considers the final user and the direct or indirect beneficiaries. On the project social impact what social indicators may be relevant a) for the welcoming system; b) for the city economic pattern; c) for the living of the neighbourhoods; d) for youths’ unemployment?”*

Cabria: “I will make a preamble on what a social indicator is and how to build it. It derives directly from the project outcome we identified: the change happening in the life of a person and how we measure it. Thus, we use this kind of indicators, especially in the starting phases of a project. On larger projects, we are opening also to quantitative methodology, or statistical and econometric research. Conversely in Open RESOURCES, in my opinion, the question is qualitative. On the side of the

reception system, for instance, interested indicators should be those oriented towards the experience of the single migrant.

Thus, with questions on the process lived before their introduction to the project activity, to understand the ex-ante phase before entering our activities. Another stakeholder to whom attributing an indicator of analysis is the public system. How the public system has relations with its welcoming interventions in terms of efficiency today: what it is the sensation of the public. On welcoming, it is also important to understand the privates: the private citizens' perception of welcoming activities in the Municipality of Treviso.

However, in this case, the quantitative question could be more relevant than the qualitative one. On the urban economic field, one could question stakeholders who could be Confartigianato, that could be affected by consequences related to this kind of projects, ANCE for the constructors, Confindustria and the productive system. And in this case the risk is to consider economic instead of social impact indicators.

There, the challenge is achieving the creation of a dialogue with those subjects that makes them understand the level and perspective change, because they often reason on other types of indicators, neither social nor environmental. On the side of livability of the neighbourhoods, as I told you on the welcoming activity, it is useful to understand how the territory perceives the action. On this, later one should also understand what the project activities are.

Currently, I do not know if there will be activities to accompany the intervention. I mean, if I have an activity to accompany the neighbourhoods to move the inhabitants before the people involved in the project arrive, then I would like to have two moments of measurability: one on ex-ante and ex-post dissemination and one ex-ante and ex-post on the introduction of migrants there.

At that point, even with no certainty on the methodology, I attempt to almost create a temporal counterfactual: what is the situation before and after. On the youths' unemployment, there are more statistical data. I would rather consider the

individual satisfaction on working for this kind of project instead of other more standard and traditional jobs. It would be very interesting to make one single measurement even if on few subjects with previous experience in the profit world and that work in this environment now, to understand to what extent they feel satisfied to work in a social impact project, tangible for the life of those in difficulty. It is important to measure the dimension of personal values.

“Is this possible through psychological qualitative methodologies for the single’s satisfaction as the diary?”

Cabria: “I would rather use more structured measurement evaluation sheets, because the information flow, if it is not previously structured does not allow an easy re- elaboration later. The diary is too free to fill for the individual and indeed, as you correctly said, it derives from more psychological rather than sociological approaches. In the former, the importance of the one-to-one approach is more relevant; in the latter, the one is the researcher and the multiples are the analysed subjects.

Thus, the sheets should have some parts for qualitative answer open enough in a sense, but they must conduct to data re-elaboration not too dispersive and expensive for the evaluation organism. Also, because, as you may know, evaluation is not seen as a strategic element for organisations yet: it is difficult to find calls that finance this activity and to make organisations invest their resources on this activity. If we are heavy at the beginning they could be scared and say no immediately. *(examples on the difficulty of finding calls for private sector)*

Question 15: *“and finally the question on European Union. Question 15: the European Union multilevel governance, what perspective may it give to Open RESOURCES?”*

Cabria: “There are two directions, what the project may give to the EU and What the EU may give to the project. I would say that Open RESOURCES - not now, but in a while- could become a best practice, if this idea becomes reality and an efficient solution in the territory.

We are considering a longer period, not immediate, that, as far as I am concerned, of about two or three years. Obviously, the European Union can influence the Open RESOURCES path at several strategic level. On the one hand, indirect financing through ROPs and NOPs, and direct ones, such as EaSI calls. On the other hand, what Open RESOURCES can do is starting mapping the developed networks also thanks to other projects of the EU that aim to propose advocacy and entrepreneurial activities on social issues such as immigration, and therefore entering the existing networks.

This would facilitate the information flow or the actual application of the multilevel governance. The question of multilevel governance is, indeed, a question of proactivity by all the subjects. If you are proactive and get information, there are many subjects that can help you and give you networking channels that are very important in this moment.”

Gloria: *“In the final part of the thesis, I will look for European calls and long-term proposals based on a more structured networking...”*

Cabria: “I would suggest you to introduce some scenarios, vertical, with the public sector involvement, and horizontal, remaining in the private field, confronting it with other European experiences that could be useful for the strategic elaboration of Open RESOURCES.

ANNEX III

Interview to La Esse Social Cooperative of Treviso

Transcription of the interview to Simone Schiavinato, responsible for the reception and inclusion sector of La Esse Social Cooperative (Treviso).

Interviewer: Gloria Pilutti

Date: 11/01/2017

Question 1: *“May you briefly describe your organisation?”*

Schiavinato: “the La Esse Social Cooperative was born last year from the fusion of two historic cooperatives of Treviso, both born in 1989: the Sestante cooperative and the Servire cooperative. The fusion was the result of a series of meetings and group work phases inside the above-mentioned cooperatives, which lasted for several years to verify what kind of collaboration that fits the most for these two organisations. At the end of this process, the assemblies almost unanimously decided to make the fusion and constitute a new subject of medium dimensions. We are about a hundred of employees with almost seventy/eighty associates”.

Question 2: *“What are your main activities?”*

Schiavinato: “the La Esse Social Cooperative consists of 7 sectors of intervention, among which there is the reception and inclusion sector, which deals with the welcoming of asylum seekers and refugees, all the social housing and supplies education and useful information; besides it includes the management of structures and projects for marginalised and homeless people and for those in difficult social and economic situations. There is a part dedicated to minors, and to the youths in general. We also have a sector for equal opportunities, a sector for enterprises, a sector for jobs, a sector for community work. We are also working on developing the social tourism branch as well, but it is still in an embryonal phase, because it belonged to the Servire cooperative and now we are planning and redefining its objectives and working schedule in this sector”.

Question 3: *“Where and at what level (local, regional, national or international) do these activities take place?”*

Schiavinato: “mainly they take place at the province level in all sectors. There are some projects that overpass the province context, however the most of the activities is developed in the province of Treviso. In the reception and inclusion sector and its linked activities, we operate exclusively at the province level in selected municipalities. Then, considering training and good practice exchange there is no territorial limit”.

Question 4: *“What are the motivations and the objective that guide you?”*

Schiavinato: “when we made the fusion and create this cooperative, the assembly part preceding the constitution was dedicated to the definition of a new mission and new strategic guidelines for the cooperative itself, which started from the several previous experiences and from the current reality analysis. In its fundamental elements, in La Esse we do not want to offer services for mere necessity, but we aim at promoting social change for a context or for the individuals, also boosting them to be protagonists and active subjects in changing their life conditions. Besides, we aim at facilitating the connection between people with similar problems and situations. The objective is promoting a change also into the institutional perception of the service organisation and work. Then, we also give value to the responsibility and the participation of the associates in the constants developing of the cooperative, in the work and in the management of the everyday life of the cooperative. This, in order to answer to the occupational needs of the associates and the territorial needs”.

Question 5: *“What is your opinion of the Open RESOURCES vision?”*

Schiavinato: “after they drafted the Open RESOURCES project, we welcomed the innovators proposal because it broke the traditional logic of the reception system (CAS, SPRARs and CARA). On the one hand, it wasn't a project made exclusively for asylum seekers and refugees, but I also created an interaction with unemployed youths, both Italian and foreign born, linking two groups with specific and similar needs. On the other hand, it proposed an alternative to the

current welcoming measures, attempting to give an answer to what follows them: in fact, they do not present many alternatives after the status recognition”.

Question 6: *“Now, what is your role in the project?”*

Schiavinato: “at the beginning, our role in the project consisted in sharing and redefining its final objectives and understanding the initial intention of the project. Today, the partnership is still to be built and a process of project construction and evaluation should begin. We need to define all the subjects’ roles”.

Question 7: *“In your opinion, what are the potentialities and the limits of the project?”*

Schiavinato: “the potentiality is the proposal of an alternative project regarding reception and intent to reintroduce unrented houses in the market, finding the way a landlord can have some guarantees to make his vacant of unrented houses available. The big limit, which must be explored, is understanding the economic sustainability of the project. It is a difficulty that we have faced from the very beginning. It is necessary to define and understand with what network, partnership and resources it can be economically supported”.

Question 8: *“What kind of innovation does the project bring and can it be considered a social innovation?”*

Schiavinato: “it is innovative not only because it does offer a person-centred service but also because it will be built by people. Not only has it a specific target, but also it has the possibility to widen the range of possible beneficiaries, such as unemployed and refugees youths, making them interact with different subjects who share specific or similar needs. Furthermore, it gives an answer to the welcoming needs also through an intervention to make the properties available. This will be advantageous both to the beneficiaries and the owners”.

Question 9: *“How do you facilitate the synergic development of the actors involved in your several partnerships?”*

Schiavinato: “this question can have different answers depending on how the partnership was born, on its history and on the motivations that boosted its creation. There are long-time partnerships that continue working thanks to each one’s role

clear definition. In new partnerships, we attempt to define the common objectives, the roles and each one's functions from the beginning, in order to integrate and connect them, which could lead to common changes. It is not always possible to do that due to practical and time difficulties, because we often work on emergencies and we need to find rapid solutions. Thus, we want to share common objectives, verify them and redefine our actions if necessary”.

Question 10: *“Are there partnership networks you collaborate with? What do you share and what are their limits?”*

Schiavinato: “as I said there are limits. The limit in the long-time partnerships can be the stabilisation, intended not in the objective perspective but in each one's functions. Or, another critical aspect, as I said before, is accelerating in a typology of emergency work. We must run faster to achieve specific goals. This does not mean that we do not have them. The risk exists everyday: it is important to schedule in order to stop, verify, realign, redefine and take the path and the collaboration again”.

“May you tell me of an existing partnership?”

Schiavinato: “the partnership I will report is not connected to reception. It is a new partnership that is actually a redefinition of a previous partnership. For all the services to support homeless people in Treviso, we attempt to structure a partnership between La Esse, Caritas and other cooperatives of the territory. The idea is to increment the relation with the formal and informal volunteers (associations and citizens) of the territory, attempting to monitor and support the people in a condition of psychological, material and social marginality. This happens not only during the service providing but also in everyday life. It aims to create both a public-private services, projects and activities system for homeless people or people in economical need”.

Question 11: *“What have you learnt from the projects experiences so far?”*

Schiavinato: “from the projects experiences with other subjects, the most important thing we have learnt is not to create projects and services that only provide specific answers. Yes, it is essential to give clear and specific answers in

emergency cases, but it is also important to help people to plan their own future, encouraging the activation of the individuals or of the groups towards the change of their life context is fundamental, in order to break the question-answer logic. We should not keep on giving assistance for the sake of it: the people we help should modify his life conditions, learn to face the challenges and solve problems.

Question 12: *“What kind of dialogue and relation will you have with the Open RESOURCES project?”*

Schiavinato: “we still need to define it. After the Bootcamp experience finished, during which we received a lot of information and indications on the project possibilities for its activation, we kept in touch with the innovators to maintain the attention on the project. Now, next step is to define the roles and individuate what other subjects are indispensable and can be interested in collaborating in this project”.

Question 13: *“How can the project be a real opportunity of development for your organisation?”*

Schiavinato: “it can be an opportunity in terms of economic development but in terms of new ways and activities of intervention. It is a way to propose new activities for real and evident needs. Today, the answers proposed are limited to an assistance point of view. Working on the everyday life of the people, for the provision of instruments of education and solid and fair housing solutions, boosts the relations of the subject in the project and with the cooperative. We aim at the growth of the project in its principles rather than an economic development”.

Question 14: *“How do you consider the figure of mediators and facilitators in the partners’ network of a project?”*

Schiavinato: “the role of the facilitator or mediator is necessary in a group of different subjects with different visions and objectives who however collaborate towards common objectives. Defining roles in a group is fundamental such as setting the group work methods, to not suffer of pulls and countertendencies. There are several methods of work, such as the interaction method that we use. We do not define the role of the facilitator subject but how the group of work organises itself

and individuates, according to the method of working chosen, how to carry out its activity, how to verify it, how to define and redefine it”.

Question 15: “*What European breadth can Open RESOURCES have?*”

Schiavinato: “it is a difficult question to answer. I mean, the first phase consists in valuing the repeatability rather than the territorial provincial, regional, national or international width. It is not a ‘classical’ start-up, with a defined project transferable to other territories. It is more a fact of understanding how the building of a sustainable and concrete network can be reproduced in another territorial context. It is necessary to understand what subjects should be involved and are necessary to the achieve the goals and in what measure they are present in other territories. First step consists in individuating them here, second step is understanding how to reproduce them abroad”.

ANNEX IV

Interview to the Urban Innovation Bootcamp 2016

Transcription of the interview to Alessandra Scroccaro, programme manager of the Urban Innovation Bootcamp 2016 (Campus of Treviso – Ca' Foscari University of Venice).

Interviewer: Gloria Pilutti

Date: 12/01/2017

Question 1: *“May you briefly describe how was the Urban Innovation Bootcamp born, what does it tackle and when does it take place?”*

Information present in the corpus of the thesis, taken from the 2016 internal report of the second edition of the Urban innovation Bootcamp provided by Scroccaro.

Question 2: *“What distinguishes it from other training courses?”*

Scroccaro: “Recalling the report on the Bootcamp, the distinctive element is the use of innovative methods that let collaboration among people from different studies backgrounds. This collaboration permits the solution of complex problems such as the city challenges. Additionally, objectives of the second edition of the Bootcamp differentiate it from other methods and they are namely: networking to accelerate the ideas that are oriented to solve urban challenges; transferring to the youths and the territorial subjects the competences and methods that the university usually does not convey.

The latter are not only technical skills linked to the Design Thinking approach or to a smart entrepreneurship, such as in the Lean Startup approach, but they are also the transversal or XXI-century competences or soft skills, which allow to the people and the youths to face the work world in a safer way. Some of them are empathy, working in multidisciplinary and multicultural teams, proactive listening, team building. These are competences that can be used in a transversal way whenever, both as an employee or as an entrepreneur. They are necessary skills.

The third objective of the Bootcamp is to develop solutions that bring to an improvement of the social and economic indicators of the city. The fourth objective that we wanted to give to this edition is social inclusion. In the Bootcamp we included 5 asylum seekers among the participants. This is an important feature that distinguishes the Bootcamp from the other Ca' Foscari and other universities offers”.

Question 3: “*Why do you elect social innovation and why in the urban context?*”

Scroccaro: “I’d like to point out that the Bootcamp wants to generate urban innovation. Thus, it is not a business-oriented but a city-oriented innovation. Why do it in the Campus of Treviso? Because the Campus of Treviso has dialogued with the territory for years.

Thus, it seemed interesting to us, beyond offering to the students a new way of learning several notions, to try to do urban innovation together with the city and dialoguing with the territory. This aspect is linked to university ‘third mission’. The first is to research; the second is the didactical transfer; and the third is the dialogue with the territory, with the opening of the research and of the didactic to the territory in order to create an impact for the city and the social realm”.

Question 4: “*What were the partners involved in the organisation of this experience and what the stakeholders?*”

Scroccaro: “The partners involved in the organisation were mainly Azzurro Digitale, for what it concerns the didactic organisation of the second edition experience and the selected ideas follow-up during the acceleration in the Bootcamp; and Human Foundation, for the part concerning the Social Business Model Canvas and the Social Return On Investment. Further, there were different typologies of stakeholders: public and private entities.

Among these I remember the Treviso Municipality; its councilmen, involved during their visits to the campus and the students’ work and interviews in the six weeks; the Prefecture of Treviso, for the selection and inclusion of the 5 asylum seekers among the participants of the Bootcamp; the business associations and the

cooperatives. With them we started a long dialogue. They were involved in the Bootcamp path: in its organisation and in helping the students during interviews that deepened the themes of the ideas acceleration”.

Question 5: *“What are the main didactic and working methods used during the Bootcamp and why have they been chosen?”*

Information present in the 2016 internal report of the second edition of the Urban innovation Bootcamp provided by Scroccaro.

Question 6: *“How many students were involved and from what universities? As far as it concerns internationality, were there students from which countries?”*

Scroccaro: Information present in the corpus of the thesis, taken from the 2016 internal report of the second edition of the Urban innovation Bootcamp provided by Scroccaro.

. Among the 5 asylum seekers, 3 came from Nigeria, 1 from Ghana, 1 from Pakistan. Then we had a girl from Philippines, a guy from Bosnia- Erzegovina and a student from Kazakistan. The rest of the students were all Italians but they came from different provinces, such as Treviso, Padova, Venezia, Vicenza in Veneto but also Pordenone and Udine, of the Friuli Venezia Giulia Region. In the second edition internationality and multibackground students prevailed.

Question 7: *“What were the ideas accelerated in the 2016 edition?”*

Information present in the 2016 internal report of the second edition of the Urban innovation Bootcamp provided by Scroccaro.

Question 8: *“Which students accelerated the Open RESOURCES idea?”*

Scroccaro: “The Open RESOURCES idea was accelerated by two groups of 5 and 4 students respectively. Both presented multicultural, multi-religious and multi-background and multi-experience characteristics. In particular, an asylum seeker took part in the second group”.

Question 9: *“How have they carried the dialogue with the territory and in your opinion, what have the two groups given to the innovators?”*

Scroccaro: “They interviewed people living in the territory and speakers and hosts that visited the Campus during the six weeks. In my opinion, the innovators have received a lot in six weeks. Their idea was deconstructed and reconstructed from different points of view. The ideas, the comments, the suggestions that came from the two groups were very useful to mature the innovators’ idea, from the project, the relations with the territory, the economic sustainability and the innovators’ proposal to the territory points of view. the two groups brought a lot to the idea structure. At the beginning of the Bootcamp, I conceived the idea as very fluid. On the one hand, fluidity is an advantage because the groups can gain a lot from it: they have no boundaries and they can be creative and innovative.

On the other hand, to accelerate is more difficult for the guys, because they do not have a structured and more precise vision. Equally, innovators were inspired to better structure their idea. Furthermore, and changing topic, Open RESOURCES gained a lot from the two groups’ work, from the Bootcamp contacts network and from the competences of the university. For instance, thanks to the Bootcamp it met new talents, it participated in an acceleration promoted by the Bootcamp and its innovators learnt Design Thinking, Lean Startup and Social Business Model Canvas techniques too. Because we must remember that also innovators took part in methods transfer first week and in the Blue Wave 24-hours-non-stop weekend.

Thus, in my opinion, they obtained a lot in terms of technical and project improvements and in terms of networking and contacts, such as the collaboration with Human Foundation”.

Question 10: “*What role can the university still have in the Open RESOURCES project?*”

Scroccaro: “In my opinion, the university can still have a role even after the Bootcamp in the Open RESOURCES project. A possible first activity could be conveying the contacts of the students who can work with it and who can be useful for the acceleration of the idea. A second activity could be conveying the contacts of public and private partners and stakeholders interested in collaborating and therefore investing in the project. a third activity concerns research and local,

regional, national, European and international level calls, which can be useful to finance the idea.

This question is relevant for me to develop the theme of the ideas follow-up. I mean, the Bootcamp has six weeks of acceleration. However, what happens after these ideas? The Campus of Treviso objective would be to create an incubator of social projects. After six weeks, the idea would be followed in it and would be developed more. This following development would consist in conveying useful contacts, creating a network that prompts the idea and calls fundraising”.

Question 11: *“In your opinion, what do you like of the project?”*

Scroccaro: “I like the contamination of the Open RESOURCES project very much. When I say contamination, I mean the encounter encouragement and the coexistence of target of people who lived different experiences. Because I am convinced that contamination can lead to new projects and integration. Open RESOURCES has a multiple target: on the one hand, there are the local unemployed youths; on the other the refugees. In my opinion they are both very fragile in the Treviso territory, and together, if guided, could find first a sense, an aim and a path of autonomy and then integration and reintroduction in the society. And I would add a second element that I like, namely giving responsibility to these two targets of people.

They challenge themselves, restructuring a property and becoming propulsion or engine of requalification for the neighbourhood. Besides, turning the points of view and the prejudices upside-down is a third characteristic that I appreciate: marginal targets can become an incentive for the territory development”.

Question 12: *“What are your expectations for the project follow-up?”*

Scroccaro: “Firstly, my expectations concern, at the local level, a new education on what is called the ‘diverse’. A cultural switching to avoid the peoples’ perception as numbers or costs but as values and propulsion for development. Secondly, I wish that Open RESOURCES requalify a vacant urban space. Thirdly, an ideal expectation is scaling up or repeating the project in other urban contexts, once consolidated in Treviso”.

Question 13: *“What would you change in the project?”*

Scroccaro: “I would not change anything but I would suggest more entrepreneurial competences instead. Because even a social project has risks and every entrepreneurial activity has to consolidate not only social and environmental sustainability – which they have in the project – but also economic sustainability. I would introduce more entrepreneurial competences, which can be learnt with experiences, and more professional competences. Lastly, a more strategic vision of the project as well. It is essential to go beyond the ideals that of course lead the vision, and set up a strategy with an entrepreneurial basis.”

Question 14: *“In general, what have your team learnt from this experience?”*

Scroccaro: “We have learnt a lot, from an organisational and from a didactic point of view. Here, I want to draw attention to the learnings obtained from the dialogue with the territory. In the second edition of the BootCamo, to dialogue with the territory, we have understood how much identifying all the influencers, the ambassadors of the champions is important.

They are the subjects who are in charge of forwarding the action and who allow to overcome the obstacles and bureaucratic limits, which are present, for instance, in the public administrations. I say this, because sometimes it was difficult to establish a contact with the municipality or the Prefecture, not concerning the asylum seekers selection or integration, but during the ideas acceleration. Indeed, I remind that 2 out of 5 ideas concerned asylum seekers and refugees and thus the contact with the Prefecture was necessary.

When I say dialogue with these entities, I mean making them understand the students’ work and obtaining useful information for the acceleration process. When there are influencer and champions in the public administration the dialogue is more fluent and the idea acceleration is successful.

Thus, one of the first lesson we learnt is to have a contact in the public sphere to dialogue openly with, to ask data and information and competences for the acceleration of the ideas. A second lesson concerns the chosen themes. It is very important for the Bootcamp to choose themes that are very dear to the urban

population and that are approved by the public administration. Urban innovation cannot start without the involvement of the municipality, because we have to dialogue with the territory and the neighbourhoods. A possible third edition of the Bootcamp will tackle common themes. As in the first edition, in the second edition the Bootcamp attempted to follow, help and support the accelerated ideas. However, we lack a structured follow-up with competences and expertise who can be useful also after the acceleration phase. Thus, another lesson is to design a point of departure after the Bootcamp, to have more efficacy in the ideas application. A fourth lesson concerns the social inclusion. Asylum seekers' participation was important and, in my opinion, a success.

I say this because some of them continued to study: one enrolled at the Ca' Foscari university and another is finishing the Italian middle school, is doing the driving licence and strongly wants to integrate and collaborate with potential future editions of the Bootcamp. From all of them we received a positive feedback. And also, the other students gave a good feedback because the asylum seekers brought a different point of view and different experiences, contributing to turning the prejudices towards these people upside-down. In my opinion, inclusion is a propulsion for the cultural change towards the other”.

Question 15: *“What are your future hopes for the Bootcamp?”*

Scroccaro: “On the one hand, I hope the Bootcamp will be taken into account from the Municipality even more and will become an urban innovation lab: an open laboratory that works all year round to accelerate ideas, services and products that answer the urban challenges. Thus, I imagine it in the city, not only in the Campus of Treviso, but spread around the city, using vacant places available and given by the city administration, to make youths and community together, to boost projects that answer to urban challenges.

I would like it to be a space to share, contaminate and follow-up the ideas beyond the acceleration phase. Thus, I wish the Bootcamp could be more formalised and visible in the university and in the territory. Furthermore, I would love it if other universities students participate, not only from the Region of Veneto,

but also universities from other regions, to create networks between different campuses, which can collaborate to create parallel and connected Bootcamps.

The idea would consist in, for instance, having interdisciplinary groups, hosted in different campuses, that work, in the same period, on the same topic but accelerating different projects. Then, at one point, they would collaborate or share what they are learning thanks to exchange visits or video-calls. Thus the idea would insist on more and more collaboration and experience sharing. This would be the 3.0 Bootcamp, an interuniversity Bootcamp! Another wish I have for the Bootcamp is to have more visibility also thanks to a web platform where you can communicate the accelerated ideas, as a channel for sharing experiences.

Furthermore, also having a website with a forum or social network part to share the social projects of different universities would be important. Lastly, I wish the Bootcamp could take part in national and European calls to acquire competences and networking thanks to this funding. To be in contact with other realities and to contribute to the experience of other academic contexts”.

ANNEX V

Facilitator's interview

Transcription of the interview to Barbara Scrazzolo, graduated from Political Sciences, European project Cycle Management expert, junior facilitator. She attends courses for facilitation in Milan and the Master's in "Participatory local action and public debate" at the IUAV University in Venice.

Interviewer: Gloria Pilutti

Date: 31/01/2017

Question 1: *"The capacity to generate learning it is an essential factor for the success of a public policy. How may facilitation favour the acquisition and elaboration of useful knowledge with this purpose?"*

"The participative process generates learning for all the involved actors because it is an open process and naturally free, open to all. It can't have limits. Usually the themes, projects and challenges in which the actors are involved have a public interest and for instance they can regard a neighbourhood, a city, businesses, urban development. Learning is generated because the involved actors are trained on the issues, on the project and on the challenges, they will discuss. Facilitators train them simply conducting the meetings. The facilitators must not express opinion on the themes. The decision and the results come only from the involved actors. It is not correct if facilitators intervene with their ideas and decisions. Participants are trained on the participative methodologies because they experiment them knowing the applied methodology in which one participates. This creates a learning that can be reiterated. The involved actors themselves could be and must ask for a participative process once they had such experience. Furthermore, learning is generated from the dialogue between the involved actors. They can be more or less prepared technically on the issue or they can propose research and data or they can say inopportune ideas that contribute anyway to the process. It is a kind of learning that comes from dialogue and encounter. The result of the collective ideas is much higher than the single or the minority ideas. And it

is a way to involve the community or the realm where one is intervening or on which the project has an impact. It is an involvement since the planning phase is not a presentation of an already-made decision. In this case, there is no learning from the participative point of view.”

Question 2: *“Relying on your experience, are participative processes considered strategic by all the involved actors? Why?”*

“From my point of view, the result of the participative process is strategic. Because it is not an all-for-all approach. The result that one obtains involving the community on its decisions is different. It is not a top-down decision-making. The actors are involved before and after the participation and they see the concretization of their contribution and not the application of other people’s idea. It is of course strategic, but I underline, it is strategic if the contribution is concretized. These participative processes are seldom present in politics. Regions such as Tuscany and Emilia-Romagna have had participative processes since for many years, also because there are dedicated contributes. However, administrations often enable these processes but seldom concretize the projects that emerge. These processes are not strategic. The methodology is strategic but it must be applied correctly. Example in the Bologna highway process. Many changes have been introduced in the top-down project thanks to the participative process.”

Question 3: *“Could you briefly present what factors help a successful facilitation happen?”*

“The factors for a successful participation are several. First of all, openness: everyone can participate. Involvement: everyone feels involved and can participate. No idea is more important than the others. Critical aspects should emerge, otherwise it is mere consensus on an intervention. The ‘zero option’ must be considered: the community could not accept the project and in this case, it should be stopped. Another factor is the concretization of the participated project that can become a regenerated neighborhood; a renovation of a public place or a social project as citizens want them. Therefore, they feel involved and collaborate knowing that their participation is concrete. Then they often ask for more participation if the project has been successfully realized”.

Question 4: “*What facilitation methods are used to mediate, stimulate and encourage participation?*”

“The facilitation methods I saw and used are brainstorming, Open Space Technology, World Café and its variants; the public debate; , the dragon dreaming; and the visual facilitation”.

Question 5: “*Do you know any Collective Impact or similar experiences that take place in Italy?*”

“Participative processes involved several projects in Italy: the neighborhood participative project "Case di Quartiere" [neighborhood houses] in Turin; the infrastructural intervention in the Bologna bypass of *Autostrade per l'Italia*. Facilitation is also present in the UTI [Intermunicipal Territorial Union] for instance UTI Riviera Bassa Friulana in the Friuli Venezia Giulia Region, with tables for different themes and group works and many other”.

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