



C H A N G E!



FORLÌ'S PLAN FOR HEALTH AND WELFARE 2018-2020 AND THE EUROPEAN NETWORK CHANGE!

OR

HOW A EUROPEAN PROJECT CAN ASSIST AND
SUPPORT A LOCAL PLANNING PROCESS

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URBACT III (2014-2020) has been developed to continue to promote sustainable integrated urban development and contribute to the delivery of the Europe 2020 strategy. URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies.

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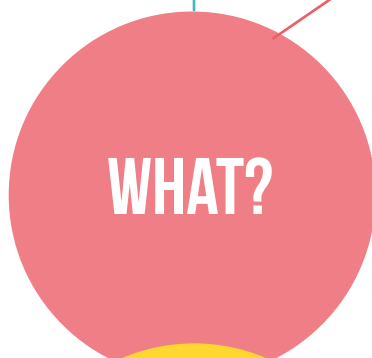
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June 2018

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Socio demographic overview and social and healthcare services in forlì district

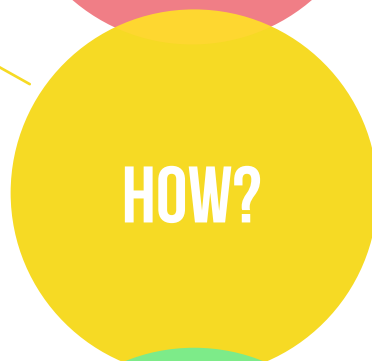
The first chapter defines the *state of art* of Forlì's territory, looking at the socio-sanitary context and the welfare services. It is a brief excerpt of the community profile drafted by the Ufficio di Piano during summer 2017. The drafting involved directly and actively the stakeholders, i.e. people and organizations engaged or experienced in the topics addressed by the profile.

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FORLÌ HISTORICAL CENTER

Piloting a community organizing process

The second chapter describes the methodology applied in the development of the Local Action Plan. The process was activated and supervised by Kilowatt Cooperative; they flanked the Servizio Politiche di Welfare proposing an original method based service design and community organizing methodologies. Between March and May 2018 about 45 people (the Local Support Group) took part in four meetings that outlined specific actions to be activated on the territory; the process started with the objectives proposed by the District, considering the impact of the actions too. This second chapter can be considered as an independent handbook for applying the methodology.



HOW?



NOW?

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PROJECT FICHES

And dissemination of the methodology

The third chapter lists the actions and projects developed by the Local Action Group. It deals with four projects addressing to two objectives: "Looking at the city as a place to take care of and that creates opportunity" and "Family, School and Community to favor the well-being and health of next generations".

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ADDENDUM

FOREWORD

WHERE DOES THIS DOCUMENT COME FROM?

The Municipality of Forlì plays a leadership role in its social-health Department and as other Districts in Emilia-Romagna Region, it drafted the “Piano di Zona per la Salute ed il benessere sociale 2018-2020” (Plan for Health and Welfare 2018-2020) following the directions contained in the “Piano Sociale e Sanitario della Regione Emilia-Romagna 2017-2019”. This new Regional Plan was approved on the 12th of July 2017 by the Legislative Assembly of Emilia-Romagna and it represents the tool to develop and innovate the regional welfare in the coming years. It also contains guidelines for planning in the Forlì’s District.

It represents the fundamental planning tool to build and define the integrated system of social services and socio sanitary interventions. Its goal is to build networks between various actors within the territory, therefore developing services consistent with the needs of the population.

WHAT IS A "PIANO DI ZONA"?

The "Plan for health and welfare" is a programmatic document through which the associated Municipalities and the healthcare service define the social and socio-sanitary policies targeting the population living in the district. It is the main tool of social policies, useful to build an integrated system of services and interventions.

It is based on the Regional Plan for Social Services and Interventions and it is linked to the healthcare planning at district level.

The Health and Welfare Department of the Forlì Municipality has handled the processing of the Plan for Health and Welfare on behalf of the whole socio-sanitary District, made up of 15 municipalities.

The first step was a research on socio-demographic and economic data of the territory; this phase ended during the summer 2017 and it is summed up in the first chapter of this document. The territorial reading is a fundamental stage in project planning from where we derive all the essential information to identify strategies and goals for the planning.

Bearing in mind the experience on participatory processes already launched in the previous Piano di Zona 2009-2011, this new plan has been elaborated through participatory methodologies. These methodologies aim at involving the territory through the establishment of a Local Support Group (LSG whose composition is detailed in chapter 2) formed by all public and private subjects involved in the socio-sanitary system, and by stakeholders who actively collaborate in the reading as well as in the drafting of some sections of the Plan.

We started reading the context and we implemented the described methodology, with different shared meetings organized all over the District in order to identify the main health and well-being goals for the next three years. Six major goals resulted from the above mentioned process carried out in the District of Forlì. They have a general and transversal relevance, they do not target specific groups, e.g. minors or elderly people, and contain the needs of the entire community:

1. Strengthening territorial networks and opening to community structured services
2. Promoting socio-sanitary integration through support of weaknesses.
3. Transforming citizens' capacities into support for projects in integration policies.
4. Involving families, schools and the whole community in order to favor the well-being and health of the next generations.
5. Involving young people in the planning in order to define their places and spaces.
6. Looking at the city as a place to take care of and that creates opportunities.

In the same period of the elaboration of Piano di Zona, the Municipality of Forlì participated in the European network CHANGE! financed by the URBACT III program. The goal of the project was to understand how territorial participation to local policies and projects can be a key element to improve services and to respond to the steady increasing complexity of common problems.

Participating in the European project enabled us to have both a glance and a link to Europe; in this regard Forlì had a constant comparison with European municipalities involved in the same network. Moreover, the opportunities provided by URBACT III (from "Urbact Summer University" to "Urbact National Training Sessions") involved some Local Support Group stakeholders in national and European training meetings.

Since the inclusion of the Change! project in the Piano di Zona, the path described in this document has a specific focus on the participatory method and the involving process of the territory in order to achieve the Piano di Zona per la Salute ed il Benessere Sociale 2018-2020.

The outcome of this pathway consists in a Social Action Plan (Piano di Azione Locale) which starts from the analysis of the territory and tries to give an answer to the identified needs by proposing:

- **A specific tool for the activation of a participatory pathway** with the objective of synergising ideas and plans. In particular, it was decided to follow a pilot project finalised at the application of this methodology in the city centre area of Forlì.
- **A training course** addressed to the public officers directly involved in the drafting of the Piano, with a focus on the methodology applied with the assistance of the Kilowatt Cooperative;
- **Four projects drafted during the process** and synthesized in four Project fiches (Schede Progetto). These project fiches were drafted by the components of the Local Support Group who took part in the process

This project has been mentored and supported by a team of experts, the Kilowatt Cooperative, also thanks to the financial support of the European project Change!.

The Chapter 2, describes the abovementioned methodology, can be considered an independent manual and therefore it can be used as a handbook in applying this method.

CHANGE!



CHAPTER 1: WHAT?

COMMUNITY PROFILE

**SOCIO DEMOGRAPHIC
OVERVIEW AND SOCIAL AND
HEALTHCARE SERVICES IN
FORLÌ DISTRICT**

FORLÌ'S DISTRICT SOCIO-DEMOGRAPHIC OVERVIEW

The District of Forlì is composed of 15 Municipalities: Bertinoro, Castrocaro Terme e Terra del Sole, Civitella di Romagna, Dovadola, Forlì, Forlimpopoli, Galeata, Meldola, Modigliana, Predappio, Premilcuore, Portico e San Benedetto, Rocca San Casciano, Santa Sofia, Tredozio.

The District counts about 186,330 inhabitants, and it is one of the most populous in the Emilia-Romagna Region. The most populous Municipalities are Forlì, Forlimpopoli, Meldola and Bertinoro.

From the late 1990s to the first decade of the 2000s, the population grew rapidly as a result of new migration flows and increased life expectancy rates. Between 2010 and 2013 there was a decrease in the resident population (low birth rate, almost stable mortality, reduced migration flows) due to the economic crisis.

Source: Emilia Romagna Region

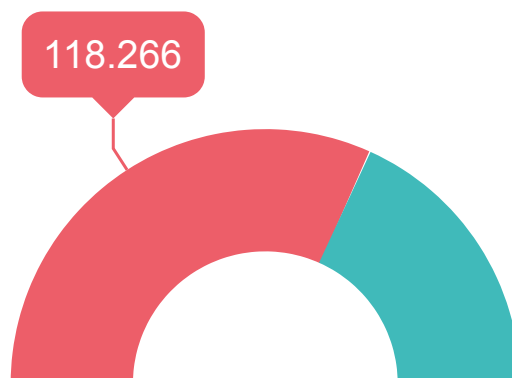
TOTAL RESIDENT POPULATION
+ 186.000

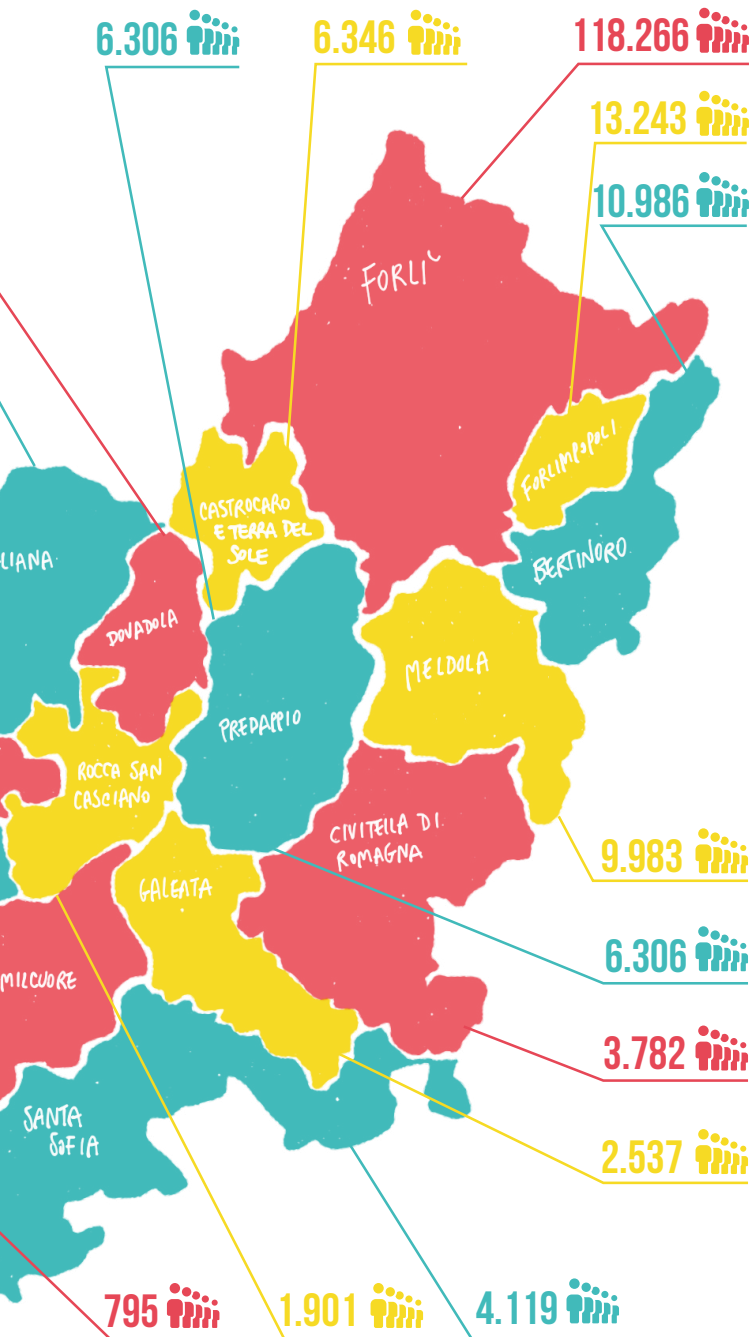
RESIDENT POPULATION IN FORLÌ
+ 118.000



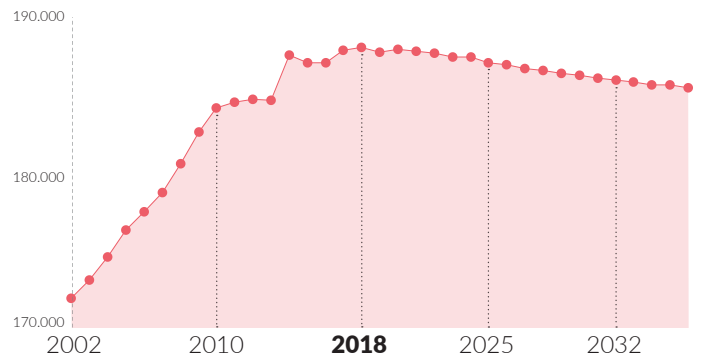
Resident population by 1.1.2017.

RESIDENT POPULATION IN FORLÌ
OUT OF THE TOTAL POPULATION IN THE DISTRICT





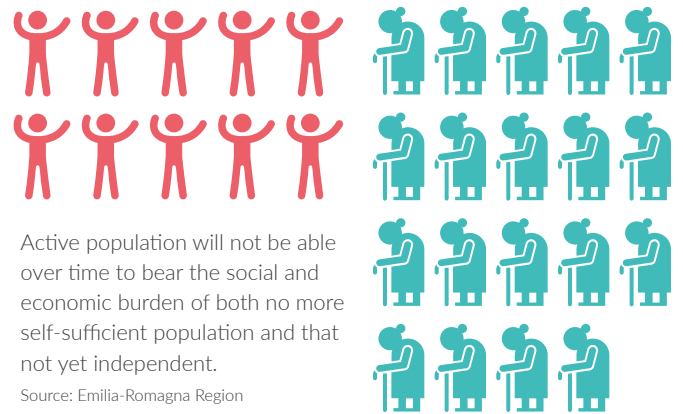
POPULATION IS DECREASING... AND WILL CONTINUE TO DECREASE



2015-2035 projections.

...AND IT IS AGEING!

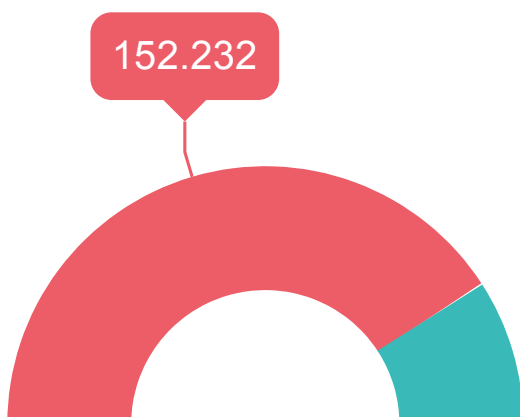
10 YOUNG PEOPLE (0-14) EACH 19 ELDERLY PEOPLE (+65)



Active population will not be able over time to bear the social and economic burden of both no more self-sufficient population and that not yet independent.

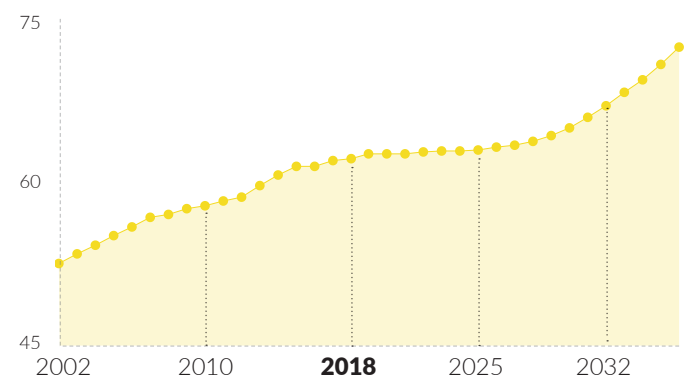
Source: Emilia-Romagna Region

RESIDENT POPULATION IN FORLÌ, FORLIMPOPOLI, MELDOLA, BERTINORO OUT OF THE TOTAL POPULATION IN THE DISTRICT



GROWING DEPENDENCY RATIO

It is calculated through the ratio between people in "non-active age" and those considered to be in "active age" (14-65 years). Dependency Ratio expresses the social and economic burden on active population: **values exceeding 50% point to a situation of generational imbalance.**



2015-2035 projections.

FORLÌ DISTRICT

SOCIO-DEMOGRAPHIC OVERVIEW

The foreign population of the District of Forlì is about 20,666 people and covers 11% of the total residents. The majority of the nationalities of foreigners resident in the city of Forlì are Romania and the People's Republic of China, followed by Albania, Morocco and Ukraine.

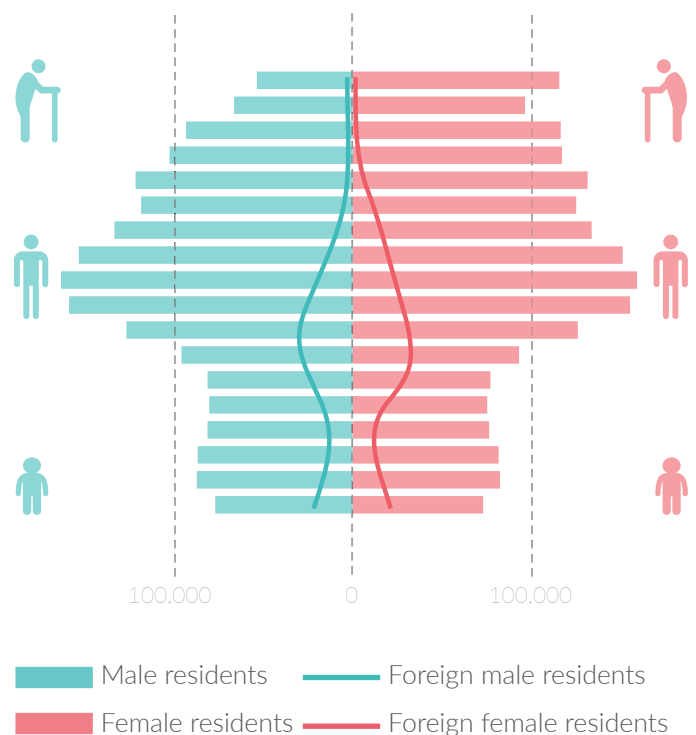
There are about 82.134 family units in the District. In 2017, about 52.644 of them live in the Municipality of Forlì. The average number of families in the District remains stable, but the average number of members per family is decreasing. Indeed, in 2005 the family unit was composed of 2.38 members on average, while in 2017 only of 2.30 members.

The number of single-person families is increasing: in 2008 it was 33.8%, in 2017 it reaches 37.4%. Also, the number of single-person families composed of a single elderly person is increasing. Only in the Municipality of Forlì there are 8.105 single-person families consisting of lonely elderly people, which consists of 15.4% of the total number of families.

Source: Emilia Romagna Region

POPULATION AGE PYRAMID

OUT OF THE TOTAL RESIDENT AND FOREIGN POPULATION IN THE DISTRICT (2016)



FOREIGN RESIDENTS IN THE DISTRICT

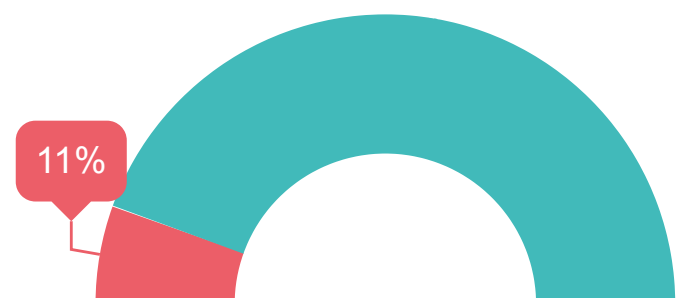
+20.000

PEAKS IN SOME OF THE MUNICIPALITIES

14% PREMILCUORE
15% CIVITELLA
22% GALEATA

FOREIGN RESIDENTS

ASYLUM SEEKERS ARE 3‰ OUT OF THE TOTAL FOREIGN RESIDENTS IN THE DISTRICT (2017)



TOTAL FAMILIES IN THE DISTRICT

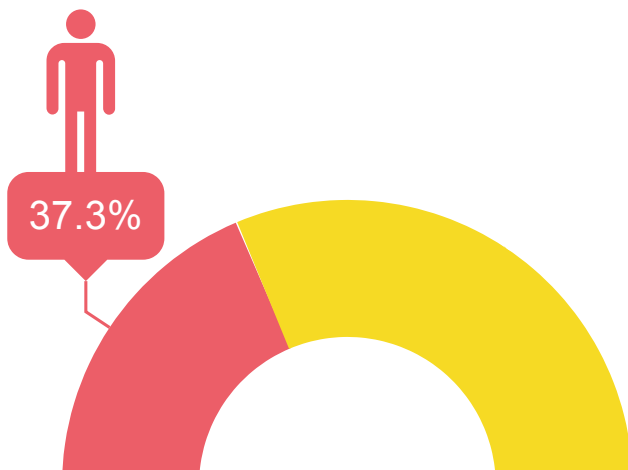
+82.000

AVERAGE NUMBER OF FAMILY MEMBERS IN THE DISTRICT IN 2017

2,32 

ONE-MAN FAMILIES

OUT OF THE TOTAL IN THE DISTRICT IN 2017



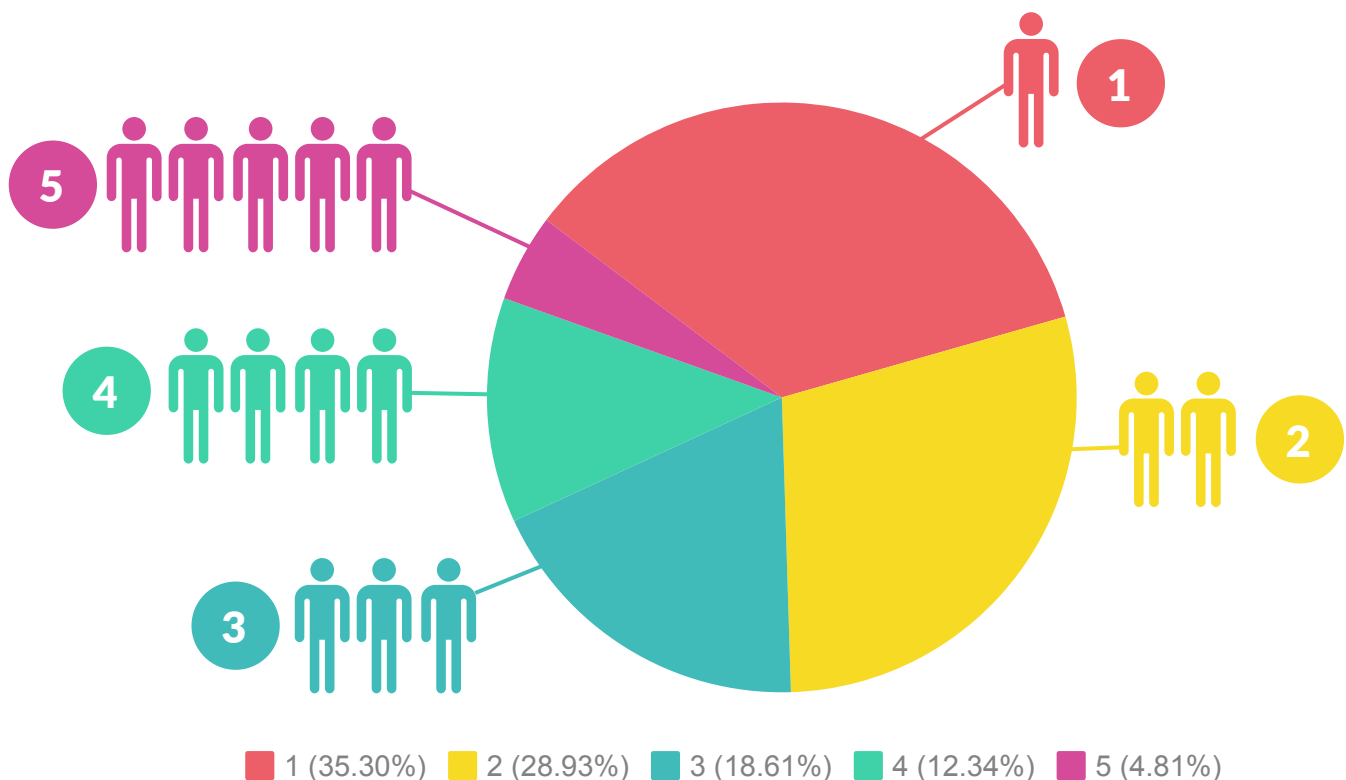
ONE-MAN FAMILIES COMPOSED OF AN ELDERLY PERSON

IN FORLÌ, IN 2017



Source : research by Antares Centre Forlì - Report on over 64 people in Forlì

AVERAGE SIZE OF FAMILIES IN THE DISTRICT IN 2017



FORLÌ'S DISTRICT HEALTH

Our health is influenced not only by clinical factors but also by those social, economic and environmental ones and by our lifestyle.

The control of leading risk factors (overweight, smoke addiction, alcohol abuse, inactivity) allows us to prevent and monitor the evolution of the most common chronic diseases (hypertension and diabetes).

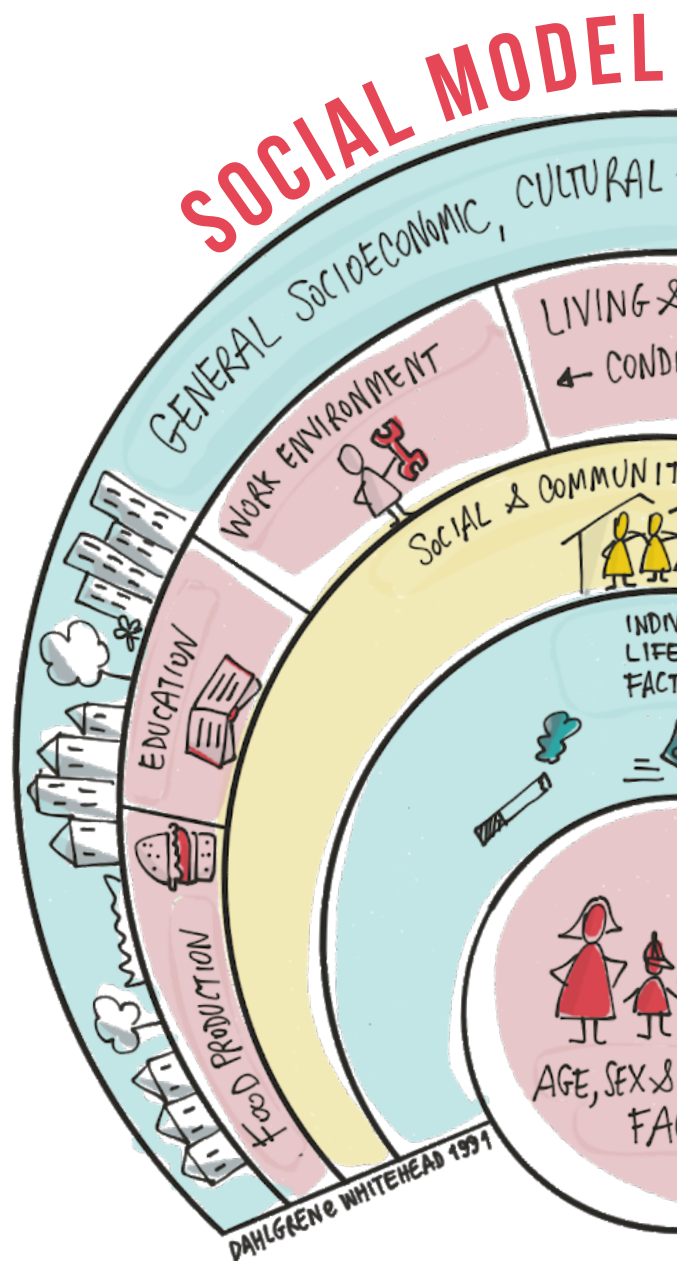
31% of people residing in the Emilia-Romagna Region are overweight, and 11% are obese. This mainly concerns Italian male citizens aged 50 to 69 with a low level of education and many economic difficulties.

In the district of Forlì, the percentage of regular smokers is 29%, in line with the regional data and above the Italian average (27%).

22% of inhabitants of Emilia-Romagna show an alcohol use disorder. Some behaviours related to alcohol are considered particularly dangerous: consumption of several alcohol units during a day (more than 2 for men, more than 1 for women), habitual consumption between meals or typical weekend "extreme drinking" (binge drinking). These disorders mostly involve the male population of Italian nationality ageing between 18 and 24 years, with a high level of education and without financial difficulties.

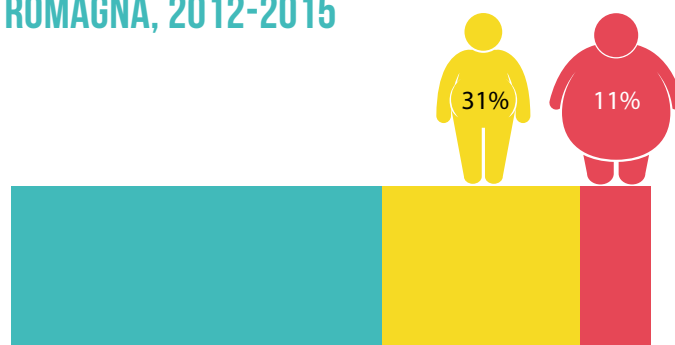
The sedentary lifestyle is most widespread among less educated people aged 50-69 years. Chronic diseases like arterial hypertension and type 2 diabetes affect chiefly people with a low level of education and economic problems.

Source: Sorveglianza Passi datas



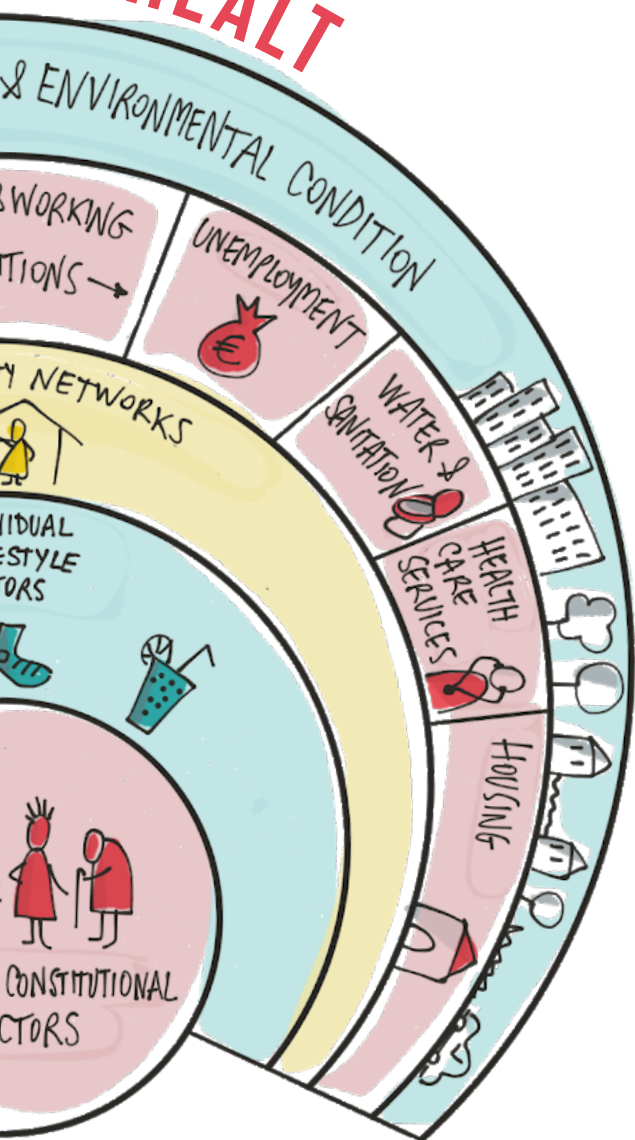
OVERWEIGHT

POPULATION AGED 18-69 YEARS OLD IN ROMAGNA, 2012-2015

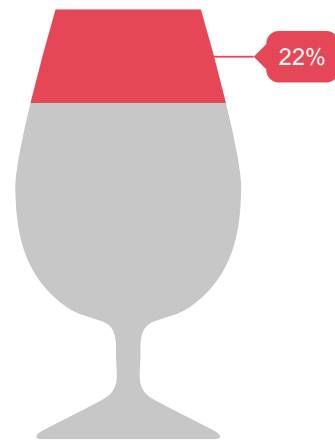


Overweight Obese

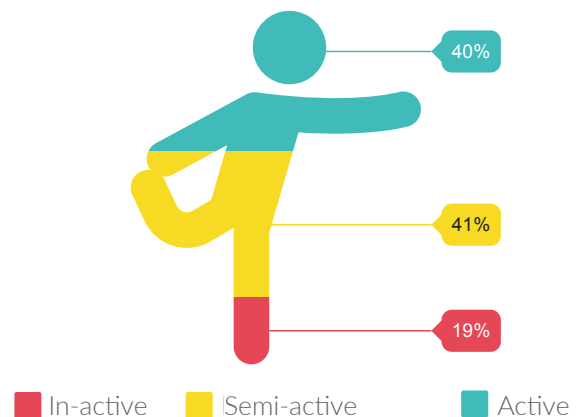
OF HEALTH



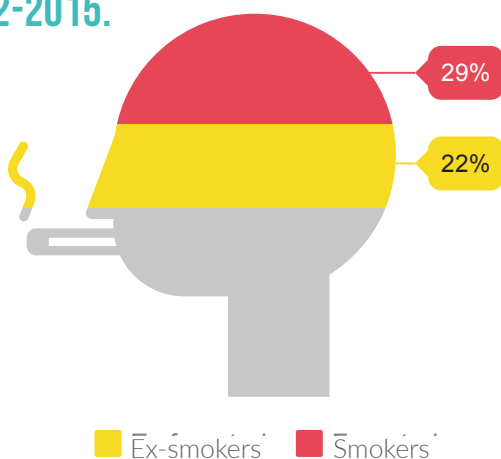
EXCESSIVE ALCOHOL CONSUMPTION POPULATION AGED 18-69 YEARS OLD IN ROMAGNA, 2013 -2016



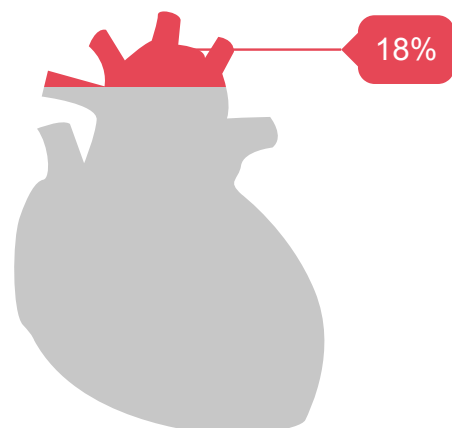
INACTIVITY POPULATION AGED 18-69 YEARS OLD IN ROMAGNA, 2012-2015



SMOKING HABITS POPULATION AGED 18-69 YEARS OLD IN FORLÌ 2012-2015.



HYPERTENSION POPULATION AGED 18-69 YEARS OLD IN ROMAGNA, 2013-2016



SOCIO-ECONOMIC OVERVIEW

EDUCATION AND EMPLOYMENT

The right to education is a fundamental right with which the quality of life can be improved. According to the data measured by the Invalsi tests, students from Forli have numerical and alphabetical skills above the national average.

Labour and economic development are key issues for social welfare. In 2016, the employment rate increased in the Province of Forli-Cesena (68.27%). The data show that men's employment rates are better and stronger than women's employment rates.

Also the unemployment rate is rising (7.49%) due to the increasing number of jobseekers previously inactive.

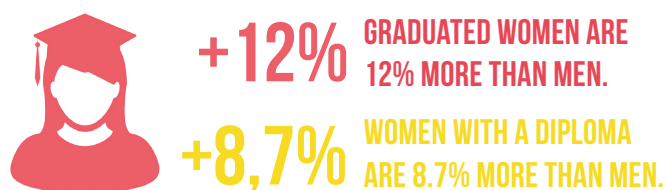
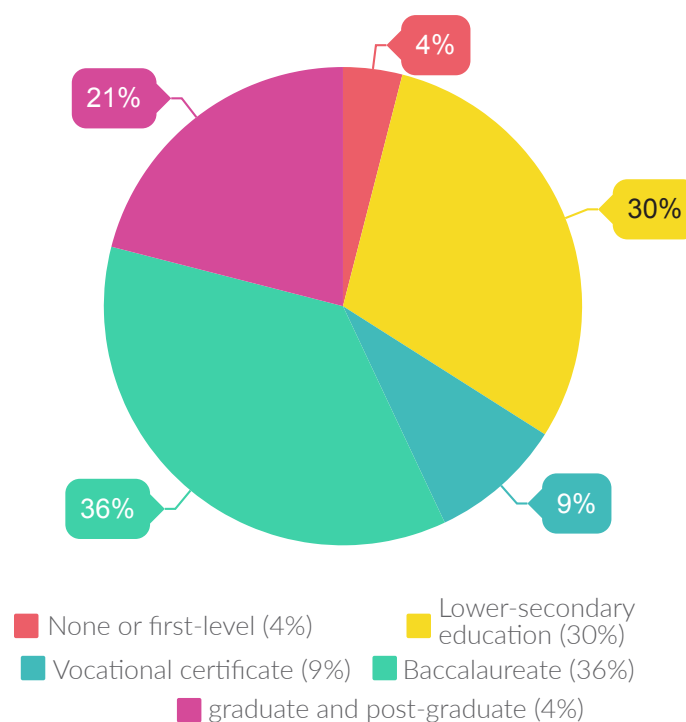
The province of Forli-Cesena is distinguished by the presence of numerous small and medium sized enterprises. The number of businesses in the Forli area has been decreasing since 2011, although a less rapid descent is evident from 2013.

Monthly consumption expenditure of families in the Emilia-Romagna Region is € 2,975 (450 € more than the national data).

In 2016, in the Emilia-Romagna Region, 4.5% of the total number of resident families were (affected by relative income poverty) in relative poverty, but without having problems in meeting basic needs necessary for survival.

EDUCATION IN 2016

EMILIA-ROMAGNA REGION (26-64 YEARS OLD)

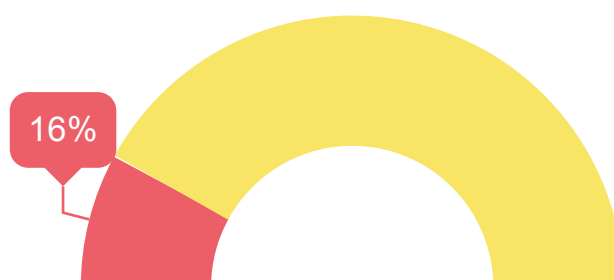


Source: Istat

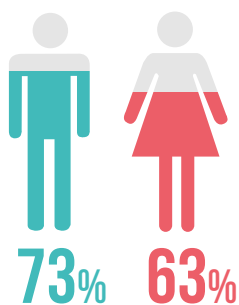
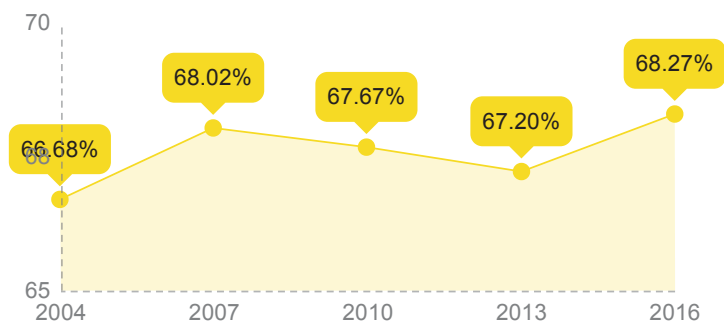
15-29 YEARS OLD NEET

NOT IN EDUCATION, EMPLOYMENT, OR TRAINING

Source: Istat



EMPLOYMENT IS INCREASING PROVINCE OF FORLÌ-CESENA

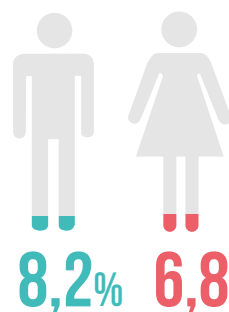
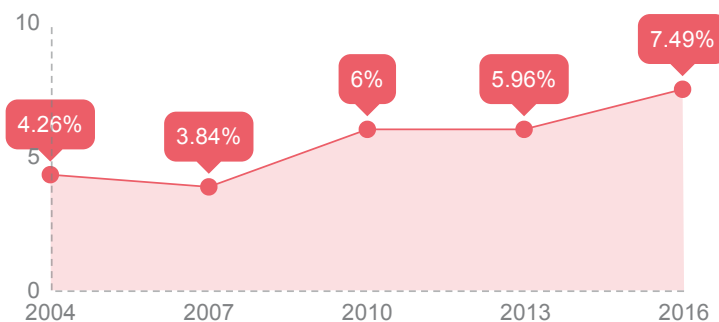


The employment rate is 10% higher among men.

Data refer to 25-64 years old population

Source: Istat

ALTHOUGH UNEMPLOYMENT IS GROWING AS WELL



Unemployment rate is slightly higher for men than for women.

Data refer to 25-64 years old population.

Source: Istat

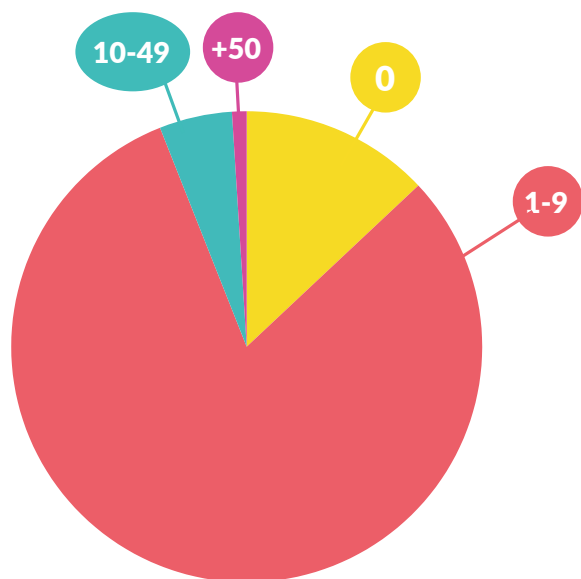
ACTIVE ENTREPRISES

Source : Forlì-Cesena Chamber of Commerce

+14.800

ENTREPRISES BY NR OF WORKERS PROVINCE OF FORLÌ-CESENA - 2015

Source : Forlì-Cesena Chamber of Commerce

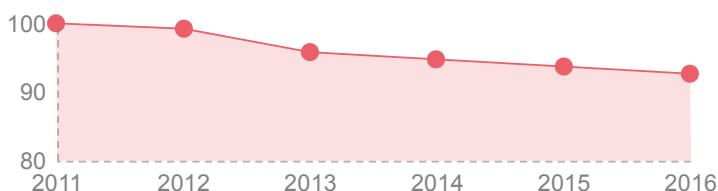


0 (13%) 1-9 (81%) 10-49 (5%) +50 (1%)

DECLINING COMPANIES

OUT OF THE TOTAL IN THE DISTRICT IN 2017

Source : Forlì-Cesena Chamber of Commerce



AVERAGE FAMILY EXPENDITURE

Source: Istat

2.975€

EACH MONTH, IN EMILIA-ROMAGNA, IN 2016

FAMILIES EXPERIENCING RELATIVE POVERTY ARE



Source: Istat

SOCIO-ECONOMIC OVERVIEW

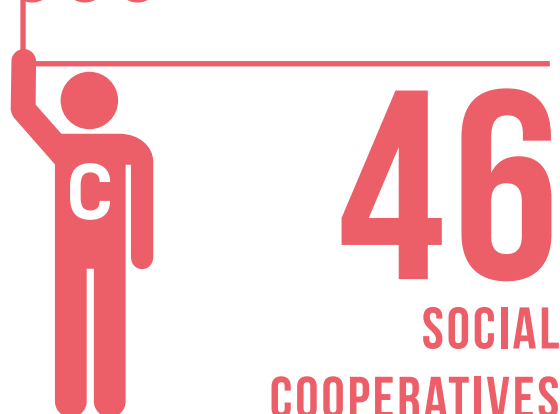
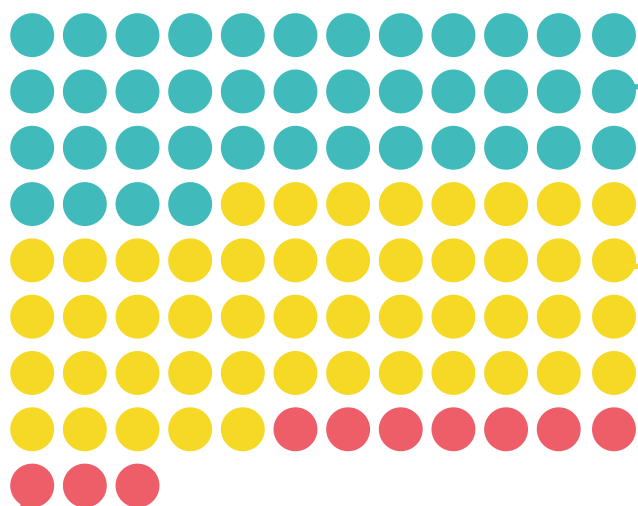
COMMUNITY RESOURCES

Source: Sorveglianza Passi datas

Voluntary work is an expression of participation and solidarity, facilitating therefore the pursuit of social, civic and cultural objectives. In the District of Forlì the associations registered in regional catalogues were 185 in 2016.

There are 46 social cooperatives in the district of Forlì. They are split in type A, involved in socio-medical services (30 in 2016); and type B, committed to the job placement of disadvantaged persons (8 in 2016).

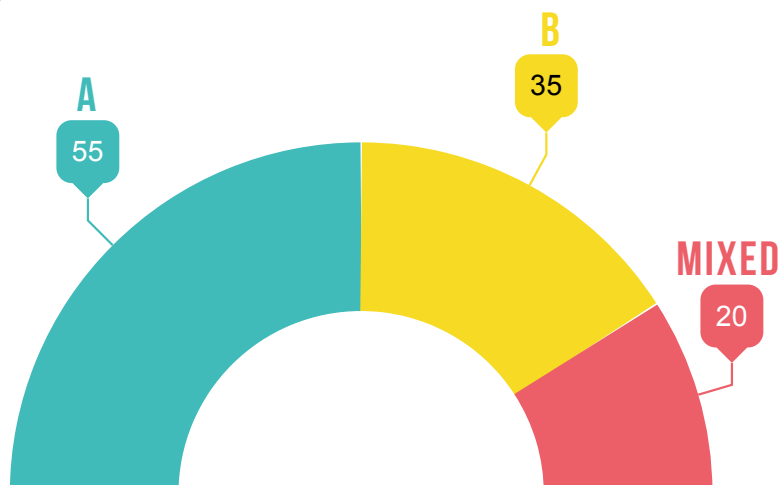
There are 226 associations of social advancement working in the district of Forlì. Together with social cooperatives and voluntary work they represent an essential community resource as they perform a non-profit activity of social utility.



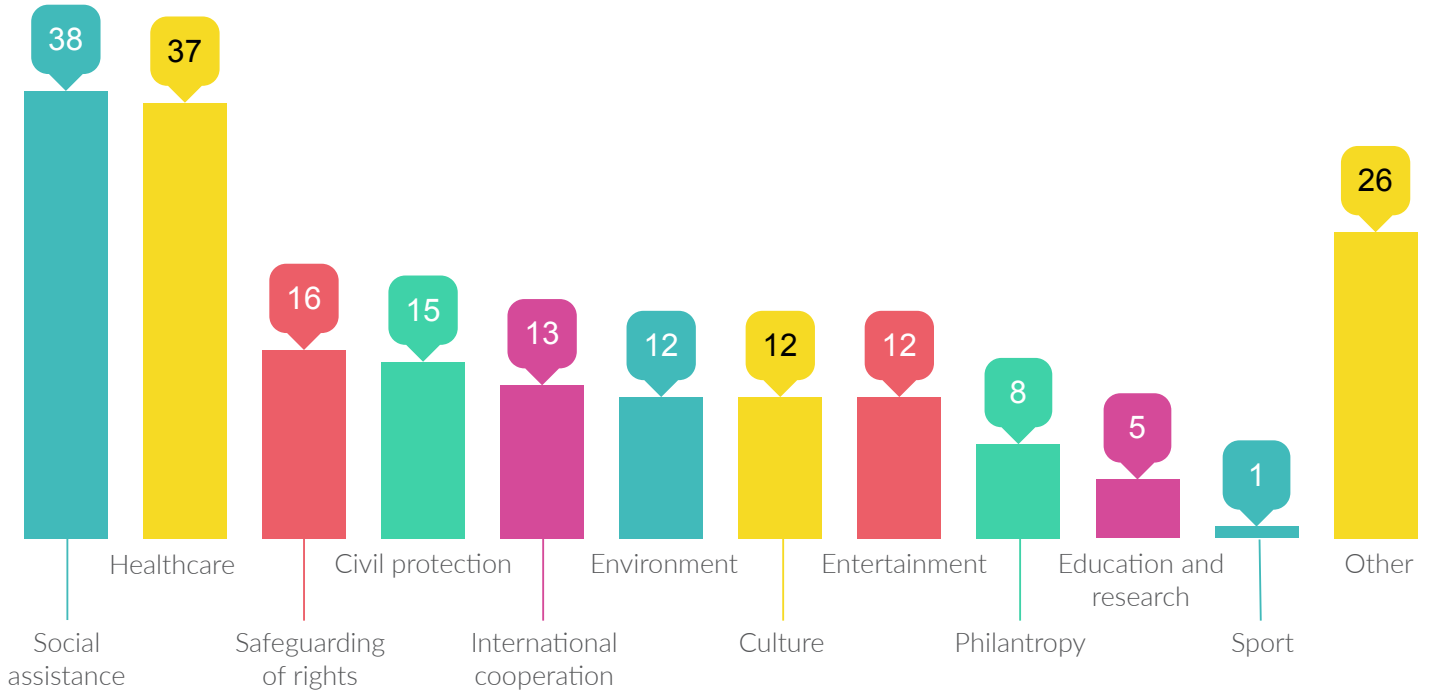
185
VOLUNTARY
ASSOCIATIONS



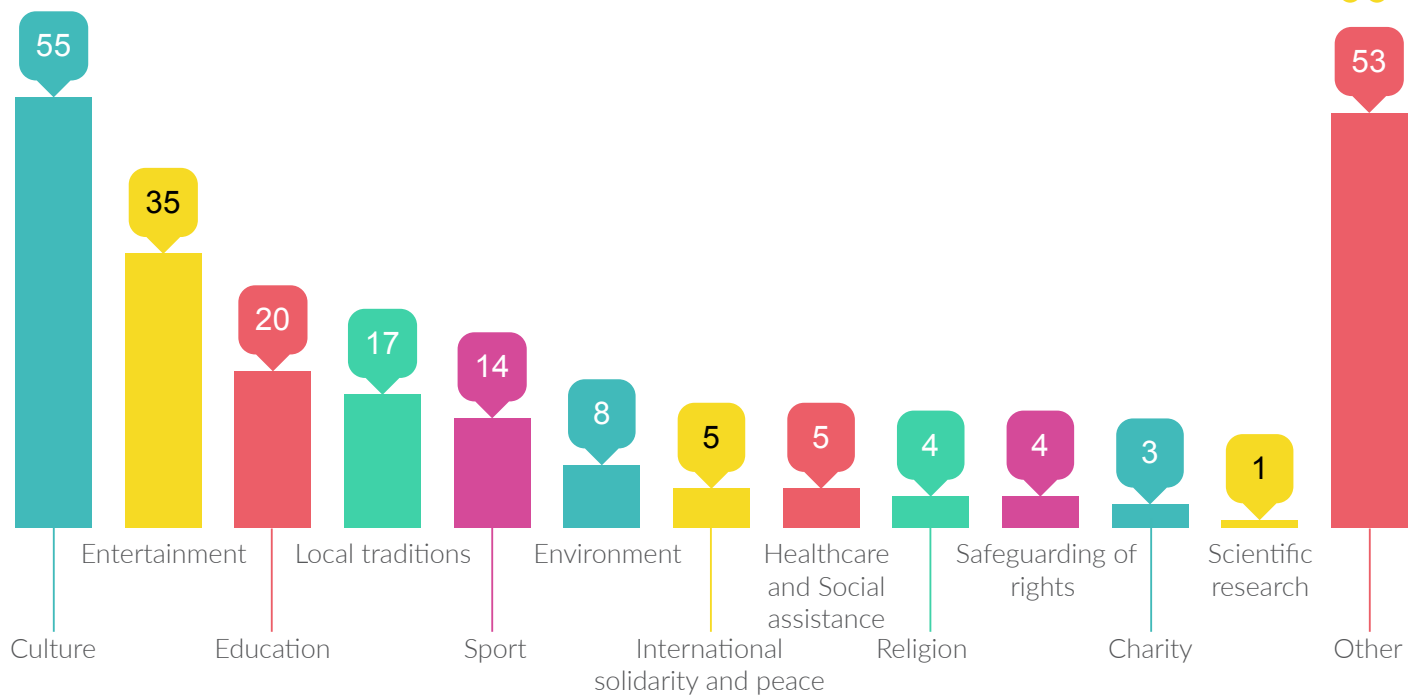
226
SOCIAL PROMOTION
ASSOCIATIONS



VOLUNTARY ASSOCIATIONS



SOCIAL PROMOTION ASSOCIATIONS

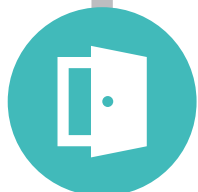


FORLÌ'S DISTRICT

SOCIAL AND HEALTHCARE SERVICES



HEALTHCARE: "HEALTHCARE HOMES"



SOCIAL SECURITY OFFICE



LOCAL SOCIAL SERVICES



**SOCIAL SERVICES
FOR CHILDREN, TEENAGERS AND FAMILIES**



**SOCIAL SERVICES
SUPPORTING THE MIGRANT POPULATION**



**SOCIAL SERVICES
FOR ADULT PEOPLE**



**HEALTHCARE AND SOCIAL SERVICES
SUPPORTING THE ELDERLY POPULATION**

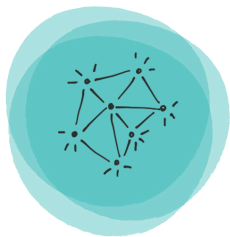


**HEALTHCARE AND SOCIAL SERVICES
SUPPORTING THE DISABLED POPULATION**

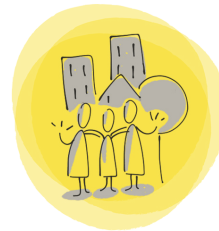
Starting from the context profile and following the methodology described above, various meetings for sharing and in-depth analysis organized throughout the district were held to identify the three-year health and wellness objectives.

From the participatory process six objectives - unrelated to specific beneficiaries (i.e. the elderly, minors, etc.) - emerged, in order to address the needs of the entire community.

THREE-YEAR HEALTH AND WELLNESS GOALS



STRENGTHENING TERRITORIAL NETWORKS AND OPENING TO COMMUNITY STRUCTURED SERVICES



TRANSFORMING CITIZENS' CAPACITIES INTO SUPPORT FOR PROJECTS IN INTEGRATION POLICIES



PROMOTING SOCIO-SANITARY INTEGRATION THROUGH SUPPORT OF WEAKNESSES



INVOLVING FAMILIES, SCHOOLS AND THE WHOLE COMMUNITY IN ORDER TO FAVOR THE WELL-BEING AND HEALTH OF THE NEXT GENERATIONS



INVOLVING YOUNG PEOPLE IN THE PLANNING IN ORDER TO DEFINE THEIR PLACES AND SPACES



LOOKING AT THE CITY AS A PLACE TO TAKE CARE OF AND THAT CREATES OPPORTUNITIES

CHAPTER 2 - HOW?

**FORLÌ HISTORICAL
CENTER:**

**PILOTING A
COMMUNITY
ORGANIZING
PROCESS**

INTRODUCTION

The participatory pathway triggered and managed by Kilowatt (between March and April 2018) was aimed at bringing ideas and projects to the surface and creating synergies in the historic center of the Municipality of Forlì. Compared to the process followed in the other districts of the Municipality, on the one hand the path followed in the historic centre intended to activate and involve the community, making it the real protagonist of the choices that will be included in Forlì District Social and Health Local Plan (2018-2020). On the other hand, it wanted to give a theoretical framework and operational instruments to the municipal operators and the third sector, in order to approach to a co-design procedure (capable of taking into account the impact generated on the territory). The objective of the Administration is to have a real permanent and sustainable local support group in the future.

“THIS METHODOLOGY COMBINES SERVICE DESIGN SKILLS, COMMUNITY ORGANIZING APPROACHES AND IMPACT-BASED DESIGN”

The process developed in the historic centre was therefore the occasion to pilot an experimentation process using a peculiar method. This method combines design skills aimed at complexity (service design) with the community organizing approaches to a shared design focus. The meetings were intended to create an involvement - and therefore greater accountability - towards a group of citizens who are significant for skills, interests, social commitment or

knowledge of the territory, with which build project proposals not only for the Social and Health Local Plan, but also replicable over time.

The theories and the methodologies that Kilowatt used in the community organizing and co-creation process were the following:

LEARNING BY DOING

It means to move from the logic of "transmission" to the logic of "appropriation" of knowledge. To stimulate active and interactive learning, it is necessary to organise the training through workshop moments, in order to arrive at a concrete application and prototyping of the learned concepts, so as to favour an integration of the notions within the cognitive context of the individual.

SOFT AND RELATIONAL SKILL

Nowadays, soft skills are increasingly important, i.e. relational, emotional and communicative skills that allow us to interact, for example in a group. Transversal competences are indicators of inclination and predispositions, and they have to be understood and valued in the individual path of orientation and self-confidence building of everyone. The development of relational competences, the mastery of co-design and co-creation tools, the ability to build and managing a community of interests are essentials skills for those who want to respond in innovative, inclusive and effective way to meet the social and environmental needs of our time.

COMMUNITY ORGANIZING

to bring social innovation to services, it is necessary to build processes capable of activating and strengthening communities of interest, and designing together with them. This method aims to create an involvement -- and therefore a greater responsibility

-- towards a group of subjects, with whom build a tailor-made but replicable proposal. The important thing is to put the user and the community at the centre of the operation.

SERVICES DESIGN AND CO-CREATION

there is a fundamental difference, in which additional value is hidden, between designing for the end user and designing with the end user. The second approach involves the end user (and/or the developer) in the process of design of the service, product or project, enhancing not only ideas, expectations and needs, but the real creative drive of everyone. The end result is therefore not pre-determined (as in the stakeholder engagement, for example), but emerges from a process “of maieutics” with the user or the communities for which it is designed, leaving a level of empowerment and sense of belonging not conceivable otherwise.

The process piloted in the historic centre allowed participants to move from a position of simple

services users to a position of protagonism thanks to the collective vision achieved on the topic. The first step was to create a vertical community, i.e. a working group strongly linked to a thematisation (the elaboration of project proposals to be included in the Social and Health Local Plan). The challenge -- experienced and verified in dozens of guided processes -- is to “get into the game” those who are included in the design of the initiative so that they can become pioneers or ambassadors of the project, to promote and make it replicable.

How this method was applied to the experimental process in the historical centre of Forlì will be the focus of the following paragraphs.

THE CO-CREATION METHOD DESIGNED BY KILOWATT IS BASED ON A CIRCULAR FRAMEWORK DIVIDED INTO 4 PHASES:

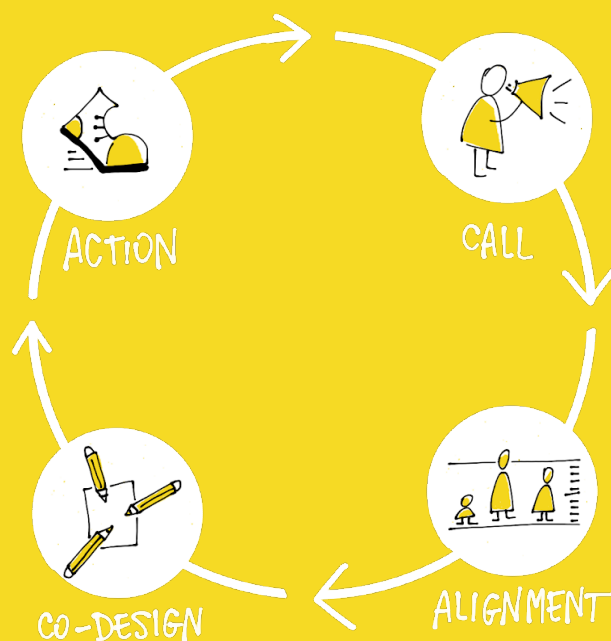
1 - THE CALL allows to start building the pilot group.

2 - THE ALIGNMENT consists in the construction of a thematic and semantic common universe.

3 - CO-DESIGN a solution.

4 - AZIONE consists in the verification of the hypotheses made and, then, in the implementation of the co-designed activities.

Once this cycle is completed, it can (and should) start again several times, enlarging the initial community by integrating activities and areas, and by activating monitoring and reporting of trends.



THE PROCESS

Proper preparation of a participatory process-path, with shared timetables and objectives, and its possible integration into the policies of the public authority, are fundamental elements needed to develop activities productively and to achieve effective results. Co-creation, as understood by Kilowatt, is not just a set of tools but a strategic approach and attitude in which the involvement of the different actors is not the end, but the starting point for reaching common choices and project proposals, with a more significant impact for the entire community involved.

The Ufficio di Piano of the Municipality of Forlì started this experimental process with the explicit goal of bringing out innovative ideas and transforming them into new services. This approach allows new needs to emerge and, consequently, to innovate the system of services, in line with the needs and requirements of citizens.

Another innovation was the capacity building approach adopted: it let skills emerge from the group and provided the experience of concrete tools and methodologies that may be reused in the future to build new projects or to deal constructively with the Administration. The development of relational skills, the mastery of co-design and co-creation tools, the ability to develop and manage a community of interest are skills that are necessary for those who want to respond inclusively and effectively to the social and environmental needs of our time.

These were the key steps followed in March and April 2018





CALL

The call is the first phase of co-design, which involves an "open" tool that allows future participants to "express interest" in the project. The call can

be made by completing a questionnaire or simply registering following a direct invitation. It is also the occasion to present the project.

Starting from a mapping of the territory which already existed, we tried to identify the territorial subjects that have interests, needs and skills useful for the Social and Health Local Plan. In this stage, it is important to identify potential "leaders" and "aggregators", to understand the relationships existing between these actors and to actively involve them in the project, through ad hoc calls. The communities are, in fact, guided by vertical interests, but are also networks of relationships.

In this case, a public call was made and then ad hoc invitations were issued, which allowed the creation of the first community of reference.

The community created must be nurtured and expanded over time, identifying thanks to participants, the most interesting actors to involve. To reach this goal, it is necessary to constantly do a "relational mapping" by asking participants to report new people to be involved.

The subjects/citizens reported are then contacted and invited to participate in the path.

To accompany, narrate and monitor the progress of the groups' work and also to strengthen relations between members, a Facebook group was created as a community management tool (<https://www.facebook.com/groups/197954790964459>), in which all participants were invited to register during the first meeting.

It is a tool that allows you to feed the community, to have a common repository of all the materials and to promote online discussion. To make it work, it is necessary to identify community leaders immediately, i.e. those who are available to stimulate discussion, share articles, news or reflections. In online communities, people often prefer to observe and not interact.

According to the 1% rule, the number of people actively creating content on the web (in discussion groups, on forums, etc.) are approximately 1%, or even less than the total number of people who use that material. For each person who writes, there are 99 people reading and only 9 of these actively contributing with comments. Only by stimulating members individually (even through the use of private messages, for example) new community leaders can emerge and guide the whole group.

 **★URBACT CHANGE!** 

Completed by

MAPPING SHEET

| | |
|--|--|
| THE CHALLENGE YOU ARE WORKING ON | |
| WHICH PERSON SHOULD BE INVOLVED TO MEET THIS CHALLENGE? | |
| WHAT COULD BE HIS CONTRIBUTION? | |
| WHAT IS HIS CONTACT? | |

MAPPING SHEET

It is used to gather further people to be involved.



ALIGNMENT

Alignment is a co-design tool that allows you to disambiguate keywords around a theme, i.e. to define a common meaning within the working group or

community of reference. Alignment is, therefore, a collective moment of rethinking and co-designing strategies. It is a tool of engagement which generates involvement and appropriation of the project. This usually occurs through workshops organised in plenary moments and small working group sessions. This is a phase that radically determines the success of the whole process.

For this reason, alignment was the subject of the first co-design meeting with the local support group. After the presentation the six objectives envisaged for the Local Plan, during the plenary session, the participants were divided into groups and chose an objective to elaborate a project proposal, using the alignment sheet.

The participants, divided into small groups, identified some concrete challenges to be analysed during the path. At a later stage, these challenges will represent the real change that is to be achieved through the



SCHOOL, FAMILY AND COMMUNITY TO PROMOTE THE HEALTH AND THE WELL-BEING OF FUTURE GENERATIONS



1 WORKING GROUP



THE NEED TO TRANSFORM THE CAPACITIES OF THE CITIZENS INTO CAPACITY OF ACTION TOWARDS SOCIAL INCLUSION OBJECTIVES



1 WORKING GROUP



THE CITY CONCEIVED AS A PLACE TO TAKE CARE OF, AND THAT CREATES OPPORTUNITIES



3 WORKING GROUPS

★URBACT CHANGE!

Completed by

ALIGNMENT SHEET

| | |
|-------------------------------|--|
| META-OBJECTIVE | |
| IT IS NOT... | |
| ...BUT IT IS | |
| WHAT IS THE CHALLENGE? | |

ALIGNMENT SHEET

It is used to share the meaning of the terms used to define the challenges and ensure that the group is "aligned"

project proposals. However, these challenges must be targeted at real people and based on clear and demonstrated information, without relying on world-views, beliefs, prejudices or conditioning which might be very dangerous.

To maintain the focus on the specific target, a further moment of alignment was organised, using the personas sheets.

The “Personas” are profiles of people created to represent needs, aspirations and behaviour of a particular segment of real citizens. Usually, the Personas are outlined on the basis of information collected through both qualitative and quantitative research activities. In this case, participants were asked to think to citizens who meet in their work on the territory every day. This exercise allows you to give a human face to a set of data and information that would otherwise remain abstract and ensures constant reference to the real needs and requirements of users during the design. This stimulates empathy, facilitating the understanding and the search for appropriate solutions.

Personas Sheets can be filled in not only at the beginning but during the entire path. It would be better if the information described emerged from real interviews or periods of observation of a particular public/target.

“ALIGNMENT ALLOWS YOU TO DISAMBIGUATE KEYWORDS AROUND A THEME TO DEFINE A COMMON MEANING WITHIN THE WORKING GROUP”

PERSONA SHEET

It is used to delineate in a tangible way the profile of a specific segment of citizens to whom the project or service will be addressed

DEFINITION OF TARGETS AND ELABORATION OF A VALUE PROPOSAL FOR EACH TARGET

During the second meeting, the groups were supported in outlining potential targets and identifying the different project missions. Service design tools were used to identify in detail the needs of the public that are at the base of the Plan objectives.

“WHAT MEDIUM-LONG TERM CHANGE WE WANT TO ACHIEVE FOR THE BENEFIT OF THE MAIN TARGET GROUPS? AND WHAT ARE THE BEST PRECONDITIONS FOR DOING IT?”

The groups worked together to define the value proposals of the projects/services to be implemented and the impacts to be achieved. Instead of asking the participants the classical question "What actions should we take to achieve our goals?", they were

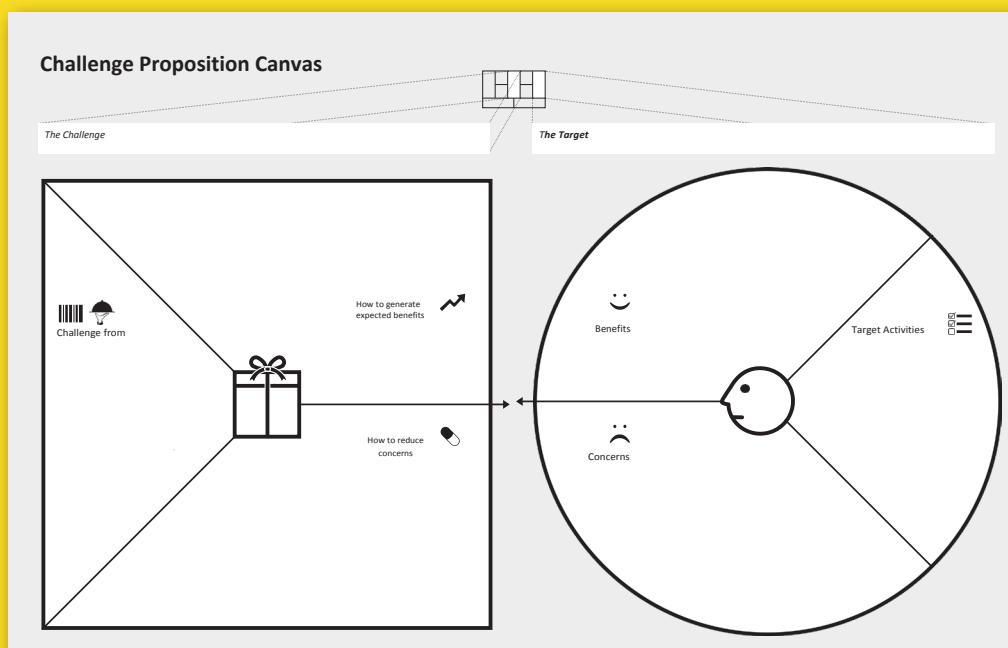
asked "What medium-long term change we want to achieve for the benefit of the main target groups? And what are the best preconditions for doing it?". This is a substantial difference which draws a clear dividing line between two completely different modes of intervention.

Once identified the needs for specific targets, through the Personas Sheets, we moved on to co-design the most suitable design solutions to respond to each target.

Using the "Challenge Proposition Canvas", a tool borrowed from Business Design, groups were helped to think in terms of "value production" by describing the solution imagined in terms of "benefit generator" or "concern reducer" for the target.

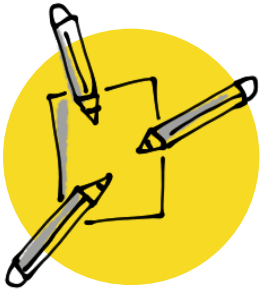
Thanks to this Sheet, the participants collectively set in motion the creative thought to structure an analytical pathway capable of designing the services that the citizens (the personas) need.

Visual thinking helps participants to immediately focus on the core of the issue. Through this process, five Canvas were realised. They all focused on the objectivenumber 2 ("See the city as a place to take care of, and that creates opportunities") and 1 ("Family, school and community to promote the health and well-being of new generations").



CHALLENGE PROPOSITION CANVAS

it is used to design services based on "value production", "benefits generation" and "concernes reduction".



THE CO-DESIGN OF THE INTERVENTIONS USING THE THEORY OF CHANGE

Once this phase is completed, it is necessary to enter into the executive design of an initiative or solution. In this phase, the groups worked on the application of the principles and tools of the Theory of Change to build projects with a strong impact and consistent with the Plan's objectives.

The Theory of Change is a methodological approach that is becoming increasingly common in the Third Sector and in social planning, because it helps organisations to plan and evaluate their initiatives more effectively, with a view to lasting and measurable change.

The Theory of Change accompany the organisations in focusing their intervention, measuring and continuously enhancing the real change, correcting inefficiencies and waste, and capitalising the relationship with the main stakeholders, moving away from self-referential logic.

The Theory of Change is a useful methodology, above all, to show the path of causality that links the individual steps, specifying what you need to

do to get the objectives you want to achieve. It goes straight to the heart of the value proposal of a project, indicating the path to be followed to achieve the desired change.

For each proposal, therefore, five levels should be outlined: the material and human resources employed (input); planned activities to prepare the real action (activities); services produced (output); short-term and medium-term results (outcome); the general objective or long-term change generated (impact). When using the Theory of Change as a design and alignment tool, it is essential to identify the assumptions underlying our beliefs. The fact that an action will generate an outcome over a given time period, is an assumption that we must convert into a thesis.

The participants have initially elaborate seven Project Sheets targeting three objectives: young people and migrants, children/young people and families, elderly and non-self sufficient people. In order to simplify the networking of resources and to make actions converge, the participants have been driven through a process of bargaining of the ideas emerged and they later integrated those ideas in three planning macro-sheets, one for every identified target.

Completed by:

| | | | | |
|---|--|--|---|--|
| input <i>resources deployed</i> | activities <i>preparatory activities</i> | output <i>projects and services produced</i> | outcome <i>results for direct beneficiaries</i> | impact <i>changes generated in non-direct beneficiaries and in the community</i> |
|---|--|--|---|--|

The actors involved:

PROJECT SHEET

DEMONSTRATE THAT IT WORKS: IDENTIFYING MONITORING INDICATORS

Moving from a definition of expected results to measurement of impacts generated is the evolution of the paradigm which we are observing.

Understanding the needs of the territory and how our activity can contribute to solving them, thinking and planning with an impact logic is no longer a methodological choice, but a real need because it helps to identify the strategic levers to focus on in order to strengthen the relationship with the communities and to report on our work. This is a very important moment in the planning because it involves the discussion of the impacts that the projects identified want to generate on the territory. To measure and evaluate the impact created, several indicators for monitoring the progress of projects have been identified.

Impact indicators measure the quality and quantity of long-term effects generated by the intervention; they describe the changes in people's lives and the development at global, regional and national level, taking into account the exogenous variables that influence it (OECD, 1991).

**“THINKING AND PLANNING
WITH AN IMPACT LOGIC IS NO
LONGER A METHODOLOGICAL
CHOICE, BUT A REAL NEED”**

IMPACT INDICATORS

Impact indicators measure the quality and quantity of long-term effects generated by the intervention; they describe the changes in people's lives and the development at global, regional and national level, taking into account the exogenous variables that influence it (OECD, 1991). The characteristics of a good indicator are:

QUANTIFIABLE

they may be presented as numbers.

PRACTICALITY

they integrate well with the project.

DIRECTIONALITY

they help determine the progress of a project.

OPERATION

they can be related to the practical context for measuring actual change.

CHAPTER 3 - NOW?

**PROJECT FICHES
AND
DISSEMINATION OF
THE METHODOLOGY**

The local action plan of Forlì is, therefore, the result of a joint path encouraged by the European CHANGE network! and from the need of the Forlì's Plan for Health and Welfare to share a participated path with its territory for the identification of needs and projects.

The resulting LAP - Local Action Plan is composed by the following actions:

- **A participatory pilot process** carried on within the area of the Forlì's historical centre, based on the methodology described in chapter 2 and conducted between March and May 2018;
- **Four projects**, (described in the project fiches below) identified and elaborated by the ULG members during the above-mentioned pilot process;
- **the extension of the participatory process to the whole Forlì District;**
- **A training curriculum** aimed at preparing the staff of the Municipality and some ULG members to extend the participatory process and to identify new projects in the whole District.

A brief comment about the projects identified during the participatory pilot process in the Forlì historical center. The whole process carried on in the center of Forlì permitted to aggregate ideas born from different subjects, thus allowing the work of networking and activation of synergies.

The projects ideas identified and described in the project fiches reported in this chapter were built from the premise of foreseeing concrete actions through the optimisation of resources

already used and active in the Forlì's context. For example, the sheet "The neighbourhood: a meeting place as a contrast of human frailty" provides a system of resources coming from local authorities (neighbourhood operator, municipal police, etc...), elderly services managers, private parties and from the community in general. An attempt has therefore been made to design interventions that can be however sustained from an economic and human resources point of view.

The estimate of the financial resources needed for each project is, therefore, to be considered as a lever for further development, growth and implementation of actions identified to be implemented over the two-year period 2019-2020. We consider this element an added value of our local action plan as the projects emerged can be kicked-off anyway, seeing in a possible additional economic financing the possibility of their further development.

The role that the Municipality takes in this project framework is twofold: on one side to sustain these projects through methodological support and coordination, and on the other to help them and assist them in the identification of possible additional financing channels. The economic estimate for the realisation of this LAP is shown in this chapter (page.

As mentioned in the introduction of this document, the pilot process carried on has had several objectives, including training for the Municipality staff and part of the local support group in order to be able to replicate on other areas of the territory what was done in the Forlì center area.

The training session is composed by:

- the methodology learned on the field trial during the historical center pilot process, during which the Municipality staff and ULG members were able to concretely experiment the methods and tools proposed to identify the needs and to draft the projects;
- the organisation of two face-to-face training meetings for Municipality staff and a part of ULG members, aimed at developing social skills and at improving the ability to co-design and co-create: basic skills required to respond innovatively, inclusively and effectively to the social and environmental needs of our time.

For this training objective that the LAP proposes to have, it is possible to consider chapter 2 as a learning module, which can also be used independently from the rest of this LAP. Its contents describe how to apply the co-creation method designed by Kilowatt in other future community organising processes through the development of the circular model divided into four phases and described in chapter 2.

CITIZENS OF TODAY

CITIZENS OF TOMORROW

CONTEXT

Forlì, Historical Center

CONTACT PERSON

Melissa Ficiarà - Coop.va Paolo Babini

Nadia Bertozzi - Responsible of the District's Family Center

NON FINANCIAL RESOURCES

Human Resources: Volunteers from associations and neighbourhoods, high school trainees, University trainees.

Available spaces: Space managed by Associazione Welcome, Space managed by Associazione Dinamica, Free school spaces, Spaces of the Municipality of Forlì and of the Homeowners' Association

ACTIONS

- Mapping of stakeholders.
- Settlement of a working group for the feasibility study of training courses for children, teenagers and families to be done in new spaces of the historical centre of Forlì.
- Design and launch of experimental paths for sharing spaces and resources with the actors of the work group, also aimed at promoting relationships of trust between the different realities.
- Sharing of actions and results of the Family Hub project: "Mondi per crescere
- " (Worlds to grow).
- Network of social actors involved in the experimental paths in order to enhance the exchange of information and good practices and promote trust relationships.
- Integration of existing mappings.

PROJECT DESCRIPTION

This project consists of paths and opportunities for children and young people of different ages and their families in the historic center of Forlì. The integrated paths of the network actors are as follows:

1) Family Hub: Worlds for growth (Cooperativa sociale Paolo Babini)

The project involves the construction of a Children and Parents Centre (CPC) in a school located in the historic center of Forlì, aimed especially at families in vulnerable situations or at risk of social exclusion, with children from 5 and 4 years not enrolled in the Children's School. Objective : to propose an experience of training, development of skills to children and their parents in anticipation of access to Primary School.

There will also be a "Help Desk for listening and itinerant orientation" through which to propose taking charge / accompaniment of vulnerable families through the construction of a network of relationships and trust around the family. A programme of cultural activities for young children (readings, workshops, ateliers...) will also be implemented, integrated with the CPC and with also other local Centers for families.

2) Percorsi sperimentali di promozione e supporto alla genitorialità e accompagnamento alla crescita attraverso attività di gioco all'interno del centro educativo Welcome (Parrocchia Ravaldino) per bambini nella fascia di età 6 - 11 anni e loro famiglie (in gran parte immigrate), da realizzarsi anche in collaborazione con il Centro per le Famiglie e associazioni che si occupano di tematiche connesse alla salute, al benessere relazionale, all'inclusione

Experimental pathways of promotion parents support and accompaniment to growth through play activities within the educational center Welcome (Parish Ravaldino) for children in the age range 6 - 11 years and their families (mostly immigrants), to be realized in collaboration with the Center for Families of the Forlì Municipality and local associations that deal with issues related to health, wellness, inclusion.

3) Experimental educational and training courses for First and Second grade secondary school children within the sports space managed by the association Dinamica (a local Sports Association) aimed at overcoming the concept of sport as an end in itself and initiating a reflection of social utility of the latter, capable of nurturing the empowerment of children with multiple problems, activating them in a process of awareness of their creative skills as well as relational and sporting skills.

4) Elaboration and experimentation of possible paths within the spaces of the "Free School" of Forlì centre, to enhance the creativity of women and children and support children in extracurricular time with weekly opportunities to support the development of relationships and skills that facilitate learning, well-being, self-esteem and participation.

OUTCOMES

Children aged 5 who have attended the CPC will start primary school with a good linguistic understanding, appropriate behaviour in the context, and the necessary teaching materials. Their mothers will express sufficient care with regard to the necessary materials, they will know the rules of the Italian school and the main contents of the primary school (adequate

CONTINUE FROM "CITIZENS OF TODAY CITIZENS OF TOMORROW"

expectations) and they will have a minimum vocabulary to understand the demands of the school (homework, notices, interviews, evaluation forms, participation in school life ...) feeling sufficiently ready to support their children in the new experience.

- Families in a vulnerable situation in the historic centre will know and make use of the "Sportello di informazione e orientamento itinerante" (Information and itinerant guidance desk), intended as a non-stigmatising service to which they can turn for emerging needs and need for orientation/support.
- Increase of projects/paths that are realized thanks to the collaboration and integration of resources between different realities and worlds (educational, cultural, social, recreational/sporting).
- The Municipality of Forlì guarantees forms of support and collaboration aimed at facilitating the full implementation of the various actions provided.
- A network composed of realities of the historical center will be formalized. It will be able to share information and exchange good practices.
- Greater attention will be paid to the spaces of the historic centre, investing in their social and relational potential.

IMPACT

- To reduce the sense of insecurity in order to give autonomy to children who grow up and attend more places and contexts (sports, educational, cultural) in the historical centre.
- Families re-appropriate the spaces of the centre and an increase in the sense of social, cultural and relational belonging is highlighted.

BENEFICIARIES

The integrated actions are aimed at children, teenagers and families in the historic centre of Forlì:

- Pre-school children (0-6 years) and their families
- Children 6-11 years and their families
- 11-16 year olds (approximately in Secondary School) and their families

INSTITUTIONS/ SOCIAL ACTORS INVOLVED

Municipality of Forlì: School and Sport Department, Welfare Department (Family Centre, Minor Units, Participation Unit and Plan Office).

Schools of District 4, Schools of District 1, Social Cooperative Paolo Babini, "Scuola del Gratuito" (Free School), Welcome Educational Center, Dynamic Sports, Association, 4 Neighborhoods, "Rete Adolescenza" (Local Adolescent Network), Associazione Caracol (local parents associations), Buon Pastore/Caritas.

THE NEIGHBOURHOOD: A MEETING PLACE AS A CONTRAST OF HUMAN FRAILITY

CONTEXT

Forlì, Historical Center

CONTACT PERSON

Elderly Social Services - Forlì Municipality

Antonella Bandini

NON FINANCIAL RESOURCES

Casa di Riposo Zangheri (retirement home) and Istituto Prati, Social services, Neighbourhood operators, Public works Department and Public green Department of Forlì Municipality, Municipal Police, family members and carers, business organisations, general practitioners (health homes), Building managers, Welcome Association- Ravaldino Parish, Parishes of the Forlì historical centre, Time bank of the Family Center, 'natural antennae': means professionals and others who work/live in the historic centre and who, for their profession/personal sensitivity, can pay attention to what happens in the neighbourhood.

ACTIONS

- mapping of meeting places in the historic centre
- implementation of new proximity services by residential facilities for the elderly in the historic centre towards the community home support (e.g. neighbourhood operator of the Zangheri nursing home)
- development of a mailing list to circulate information for the activities carried out in the historical centre
- networking of the various associations operating in the historic centre, providing a physical space for meetings, which could also be at the Zangheri nursing home and the Prati Institute
- Activate a widespread port in the district at Istituto Prati and/or Casa di Riposo Zangheri aimed at responding to concrete needs related to the domiciliarity
- attention to urban furniture in order to facilitate communication and the socializing
- activation of the neighbourhood operator to identify/stimulate the meeting between the elderly
- implementation of public leisure and entertainment initiatives in the neighbourhood (e.g. "Stayed with us", evenings organized by Istituto Prati and Casa di Riposo Zangheri for next July)
- Involve the directors of condominium, the neighbourhood committee, trade associations including patronage, cafes, trade unions and possibly operators and citizens in order to

PROJECT DESCRIPTION

identify possible natural "antennas" in the area in order to promote activities on issues related to fragility within its district

- organize socializing and animation activities in the courtyards, gardens and other places with resources of the historical center

The old town is characterized by a high concentration of elderly people without parental and friendship references at risk of marginalization and isolation (also not known by the local social service). Such conditions can facilitate people's cognitive regression and increase the risk of developing non-self-sufficiency. The aim of this project is to:

1. Create a more responsible community promoting the construction of better pathways for social service interventions, ausl etc. in order to overcome existing resources and act more quickly.
2. to counter the loneliness of elderly and frail people
3. to support the development of positive relations between the inhabitants of the neighbourhood
4. develop greater social cohesion

OUTCOMES

1. mapping neighbourhood resources
2. implementation of the mailing list
3. a doorman service (a doorman in a recognised place where local residents can find help and support for small difficulties)
4. implementation of social support services to fragile people with health problems
5. activation of natural antennas
6. organisation of cycles of training/informative meetings
7. organise public events for recreation and socialisation
8. construction of an impact assessment questionnaire

IMPACT

- increasing the sense of belonging to a community of people
- reduce loneliness and support elderly and frail people
- preventing non-self-sufficiency

BENEFICIARIES

1. Elder people, almost self-sufficient but also non-self-sufficient (with reduction of autonomies), pensioners, frail invalids
2. Neighbourhood communities: inhabitant, traders and practitioner of the historical centre

INSTITUTIONS/ SOCIAL ACTORS INVOLVED

Forlì Municipality Social services, retirement home Casa Zangheri, Istituto Prati, general practitioners, law enforcement agencies, social worker, parishes of the Forlì historic center, condominium administrators, trade unions, clubs, family members, caregivers.

OUTREACH EDUCATION

CONTEXT

Forlì, Historical Center

CONTACT PERSON

Pastorale giovanile Diocesi di Forlì-Bertinoro – Associazione ONLUS PIGI

Elena Annuiti, Fabio Tesser

NON FINANCIAL RESOURCES

2 social worker for young people
1 Coordinator-supervisor
1 administrative employee
1 project coordination hub as meeting point for different local actors (Assipro, Welcome Centre, Comitato per la lotta contro la fame, Municipality of Forlì,...)

ACTIONS

- Training for the team involved in the project, particularly for two operators
- The two operators will map, observe, get in touch with young people, to connect adult world and the teenage world
- Connect the Teenager Network with other actors dealing with adolescents for new projects and collaborations.
- Creation of a working group aimed at raising awareness of the project, sharing objectives, actions, future goals and able to monitor the progress of the project (so far 3 meetings of the table have been held)
- Coordination with public institutions in order to collaborate, in particular for situations of hardship

PROJECT DESCRIPTION

the aims of the project are:

- offering support and trust to young people
- opening a dialogue with them
- understanding their needs
- listening to them
- promoting healthy lifestyles and a support them in a positive use of their free time
- introducing young people to services and opportunities available for them in their context

OUTCOMES

- Create relationships with adolescents
- Offer to young people an educational and positive adults' support
- Activate micro-projects -based on their proposals and needs- that make them protagonists

IMPACT

Long term impacts foreseen are:

- Healty lifestyle and positive use of free time among young people gathering in the streets
- The local community is open to recognise and accept young people and their proposals
- Adults and the local community take care of young people.

BENEFICIARIES

- Young people from 14 to 17/18 years who informally meet in public places in the historic center
- Teenagers and young people who need to meet with peers in places that are recognized by the groups
- A group formed by young people from North Africans and another formed by East European teenagers (Romania, Albania) who live in Forlì.

A total of 100 youngsters have been observed so far. An engagement/dialogue with 36 of them has already started.

INSTITUTIONS/ SOCIAL ACTORS INVOLVED

Pastorale giovanile diocesana, Associazione Pigi, Parishes of Forlì historic center, Assipro, Welcome center, Comitato per la lotta contro la fame, Municipality of Forlì.

Meeting with the Police Headquarters has been scheduled to share information.

MANDALÀ 2.0

CONTEXT

Forlì, Historical Center

CONTACT PERSON

Mandalà Center

Marika Gribaudo, Martina Piffer

The rail station mosaic project

Alessandro Fabbri

NON FINANCIAL RESOURCES

- From 1 to 3 operators, depending on the activities to be carried out
- External expertise for meetings
- Volunteers
- Facilitating artists
- Physical location & materials
- Mandalà Centre
- ExATR hub
- widespread places
- materials of various kinds depending on the activities proposed

ACTIONS

- To set up a team able to promote the success of the events already planned and to be planned in the next future
- To set up a communication plan for social media and/or flyers
- To plan and identify spaces

For a good organization it is necessary to create a working group active on the territory and in direct contact both with asylum seekers and Italians to act as a mediator with the various associations that manage the CAS (welcome centres for asylum seekers), to schedule events and communicate with citizens.

PROJECT DESCRIPTION

- Activities/laboratories
- Self-training/training
- Events (Flashreading, concerts, multicultural aperitifs)
- Micro-entrepreneurship
- Training courses

The idea we came up with is to design the activities listed above - some of them are already active in the Mandalà Centre (e.g. Flashreading, creative workshops, training, concerts and courses) - but also some new one, to be carried out with experts (e.g. micro-enterprise, self-training, other courses, concerts, multicultural aperitifs) to create more activities for the Mandalà Center users.

OUTCOMES

To create a network of different people (Asian applicants, migrants and Italians) and support them to work together to suggest and create activities thanks to an incubator in a physical research space.

IMPACT

This project aims to actively and truly involve the cities of the Forlì District by creating a "MIXED" community more and more growing, awakening consciousness and creating:

- Meetings between different people, highlighting their qualities;
- supporting continuous cultural exchange;
- achieving self-sustainability and the awareness that peace between peoples comes primarily from small, multi-ethnic cities in harmony with each other

BENEFICIARIES

- Asylum seekers
- Migrants and Immigrants
- Italian people

INSTITUTIONS/ SOCIAL ACTORS INVOLVED

Cultural associations, Forlì Municipality, managing bodies for the reception of asylum seekers, schools, universities, social services, foreign centres, associations in the area (especially those working with migrants)

FINANCIAL RESOURCES

PROJECTS

CITIZENS OF TODAY CITIZENS OF TOMORROW

€ 30.000,00

Experimental training and educational pathways in local schools.

THE NEIGHBOURHOOD: A MEETING PLACE AS A CONTRAST OF HUMAN FRAILTY

€ 15.000,00

€ 10.000,00 Training for stakeholders involved in the project

€ 5.000,00 communication and dissemination

OUTREACH EDUCATION

€ 20.000,00

Outreach education expert

MANDALÁ 2.0

€ 40.000,00

€ 20.000,00 workshops and training +

€ 20.000,00 goods and events

TRAINING AND DISSEMINATION

TRAINING AND ENLARGEMENT OF THE PILOT COMMUNITY ORGANIZING PROCESS TO THE WHOLE FORLÌ DISTRICT

€ 25.000,00

ADDENDUM



CHANGE!



Completed by

MAPPING SHEET

**THE CHALLENGE
YOU ARE WORKING
ON**

**WHICH PERSON
SHOULD BE
INVOLVED TO MEET
THIS CHALLENGE?**

**WHAT COULD BE
HIS
CONTRIBUTION?**

**WHAT IS HIS
CONTACT?**



C H A N G E !



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ALIGNMENT SHEET

META-OBJECTIVE

IT IS NOT ...

...BUT IT IS

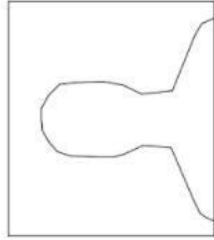
WHAT IS THE CHALLENGE?



★URBACT CHANGE!



PERSONA SHEET



*Job position/
more info*

Completed by

Name and surname

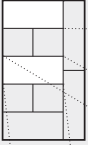
What does he/she like?

And what does not he/she like?

What does he/she need?

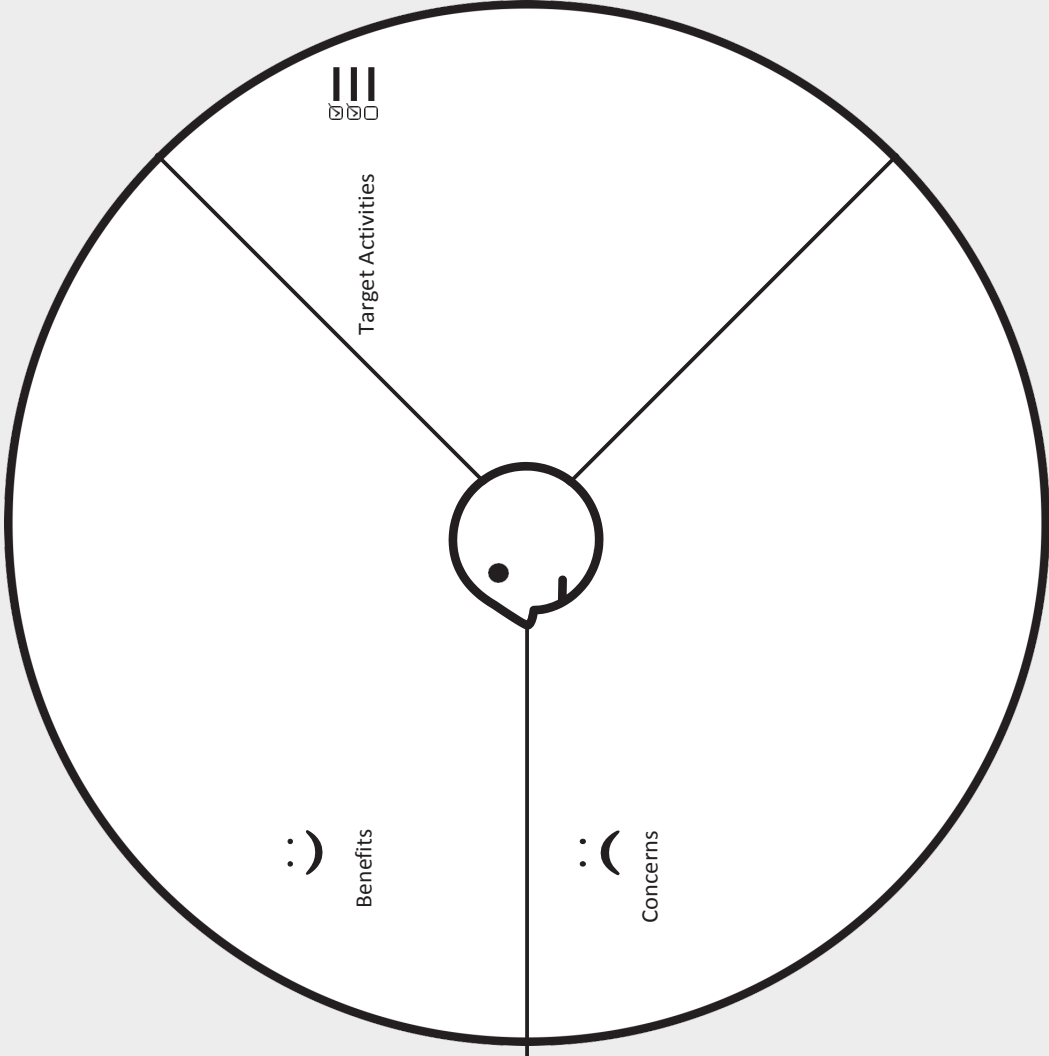
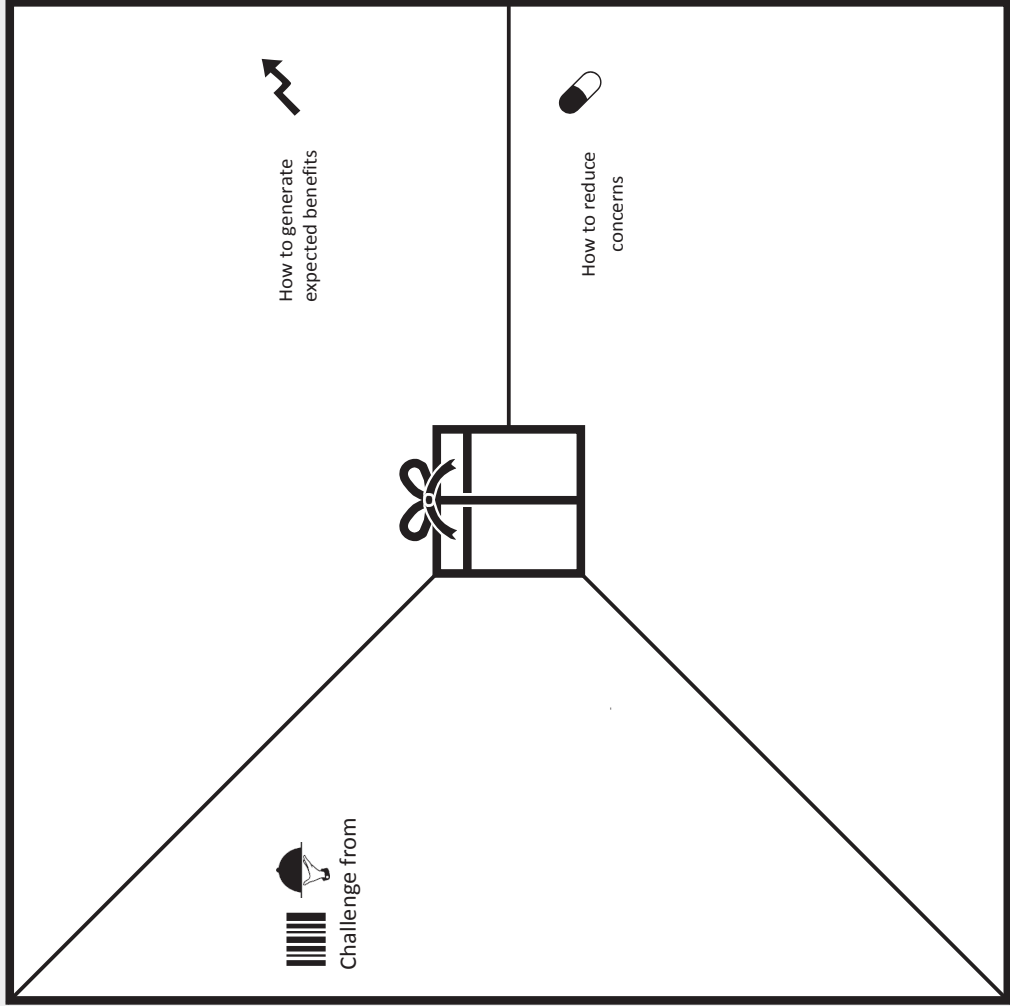
And what can he/she offer?

Challenge Proposition Canvas



The Challenge

The Target



Completed by:

input
resources deployed

activities
*preparatory
activities*

output
*projects and
services produced*

outcome
*results for direct
beneficiaries*

impact
*changes generated
in non-direct
beneficiaries and in
the community*

The actors involved:

