

OPERATIONAL IMPLEMENTATION FRAMEWORK



City of Naples

June 2019

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1. CONTEXT

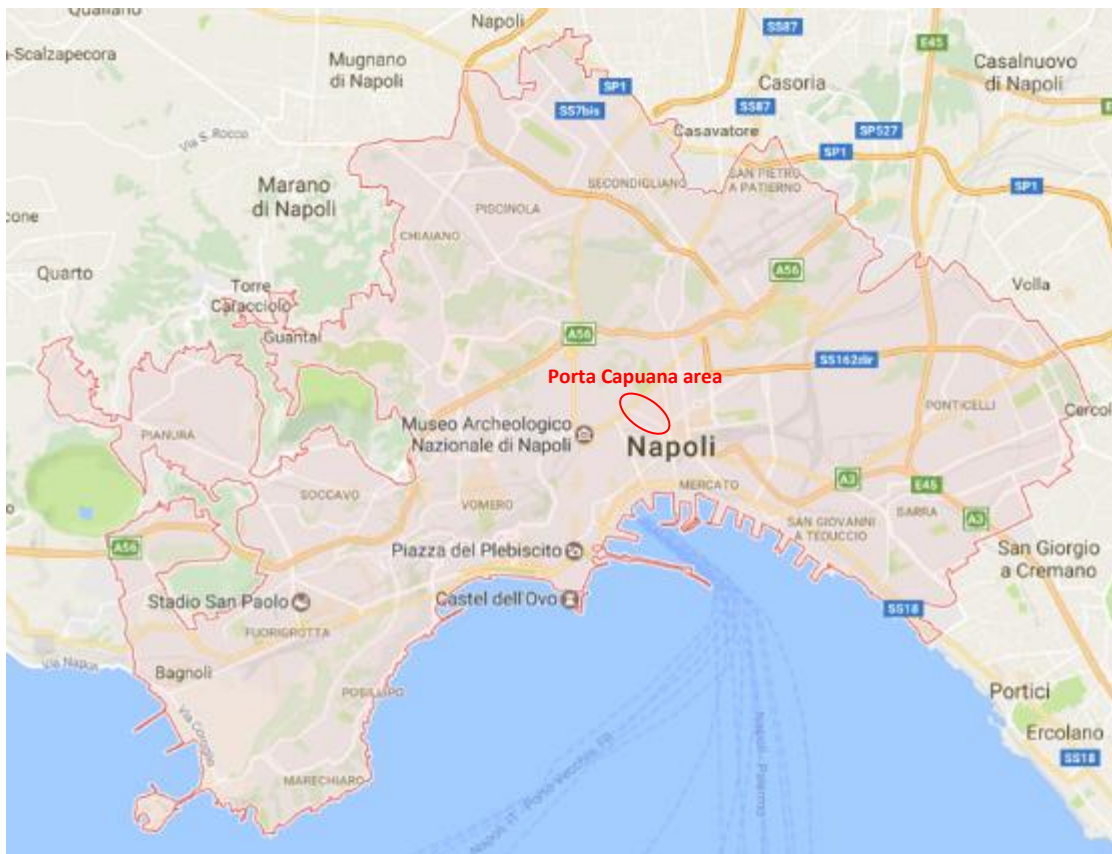
1.1 City portrait

URBAN DIMENSION AND DEMOGRAPHIC PROFILE

The Municipality of Naples is the Capital of the Metropolitan City of Naples, established by the Law 56/2014, that includes 92 municipalities and has a population of 3,128,700 inhabitants, distributed over 1,171 km², with a density of 2,700/km² (2014). Basically, the Metropolitan City was conceived for improving the performance of local administrations and to slash local spending by better coordinating the municipalities in providing basic services (including transport, school and social programs) and environment protection.

The Municipality of Naples, in particular, covers an area of 117,27 km² and, according to national census data, its urban population has decreased from 1.200.000 inhabitants in 1970 to 974.074 in 2016, with a current density of 8178.2/km².

1. Administrative boundaries of the city of Naples



Latest data highlight that 52,3% of the population are women (509.088), while 47,7% are men. Demographic data per age are:

- range 0-14, 145.282 inhabitants (15%);
- range 15-65, 643.851 inhabitants (66%);
- range 65+, 184.941 inhabitants (19%).

Foreigners residing in Naples at January 1, 2016 are 52.452 and accounted for 5.4% of the resident population. The largest group of foreigners is from Sri Lanka, with 28.9% of all foreigners in the area, followed by Ukraine (16.4%), China (10.3%), Romania (4.8%), Pakistan (5.1%), Philippines (3.7%), Bangladesh (3.3%) and Poland (2.6%).

2017 largest resident foreign-born groups	
Country of birth	Population (n. of residents)
 Sri Lanka	15,195
 Ukraine	8,590
 China	5,411
 Pakistan	2,703
 Romania	2,529
 Philippines	1,961
 Bangladesh	1,745
 Poland	1,346
 Nigeria	1,248
 Dominican Republic	1,091

ISTAT. 2018. Retrieved 3 October 2018.

ECONOMIC PROFILE

Under the economical point of view, the GDP per capita registered in 2014 was €15,838 (national value: €23,870) .

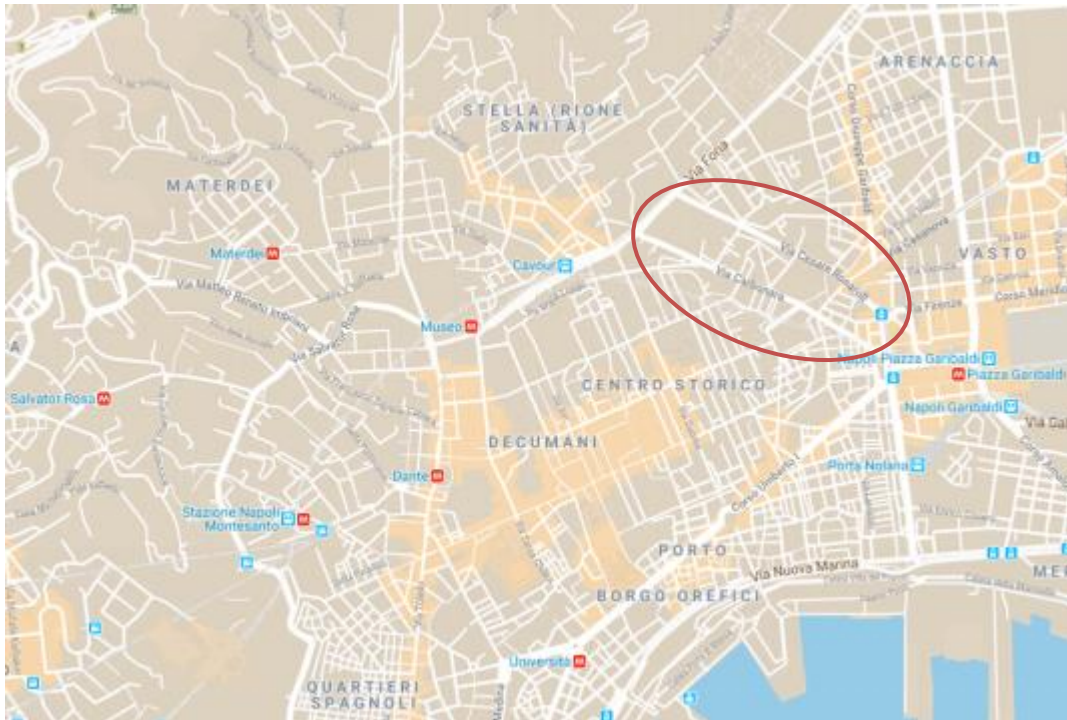
The economy of Naples and its closest surrounding area is based largely in tourism, commerce, industry and agriculture; Naples also acts as a busy cargo terminal, and the port of Naples is one of the Mediterranean's biggest and most important. Moreover, Naples used to be a busy industrial city, though many of the factories have been closed since the early 1990's and relevant signs of economic reconversion are not yet to be found.

In 2003, employment in the province of Naples was distributed as follows:

	Public services	Manufacturing	Commerce	Construction	Transportation	Financial services	Agriculture	Hotel trade	Other activities
Percentage	30.7%	18%	14%	9.5%	8.2%	7.4%	5.1%	3.7%	3.4%

"Rapporto sullo stato dell'economia della Provincia di Napoli". Istituto ISSM. 8 January 2008. Archived from the original on 27 September 2011.

The high unemployment rate (22,1% in 2016) and the low annual average growth rate (+0.2 between 1950-2000) testify the lack of city's economic dynamism. Naples was infact included in "the list of the 100 slowest growing large cities 1950-2000" (http://www.iied.org/urban/Urban_Change.html).



2. Core of the *Porta Capuana* area

Naples is suffering financial instability and has been declared in *pre-bankrupt* emergency state in 2013. The difficult economic situation is leading to relevant cuttings in public expenditure, which produces a sort of impasse in public investments, not only for the valorisation of the built heritage but also for the investments in social policies.

1.2 Focus on *Porta Capuana* area

For the challenge of the *URBinclusion* project, the city of Naples has chosen to focus the attention on the area of *Porta Capuana* that takes its name from the ancient East-Side gateway to the city (*porta*, infact, means door). The gateway and the defensive walls were built starting from 1484 under the Aragonese domination and *Porta Capuana*, which faced the route to *Capua* and Rome, was the most important access to the city at that time.

Porta Capuana neighbourhood is part of the “Municipality IV”, fourth administrative district of the city of Naples and its core is delimited by *Via San Giovanni a Carbonara*, *via Foria*, *via Rosaroll*, *Piazza San Francesco* - and includes the remains of the Aragonese walls and two large complexes, once convents (*San Giovanni a Carbonara* and *Santa Caterina in Formiello*).

Therefore, *Porta Capuana* neighbourhood corresponds to the Aragonese expansion of the city started in the late 15th century, at the east side of the historical centre. Around the remains of the Aragonese walls, a dense and highly populated neighbourhood has developed, inhabited nowadays mostly by people belonging to

the marginal sectors of the society - local poor people and immigrant groups. Nevertheless, the area is also characterized by the presence of a vibrant network of associations and private actors (especially merchants, creative people, professionals and cultural institutions) who are activating urban regeneration projects. As an example, two large complexes, once convents (*San Giovanni a Carbonara and Santa Caterina in Formiello*), have been partly reused and are undergoing interesting regeneration proposals.

The area is very close to the most touristic area (*Via Tribunali, Via San Biagio dei Librai*, and the rest of the old town, the greek-roman foundation town) and to significant buildings and monuments of great cultural value and touristic interest (*Castel Capuano, Madre Museum, area of SS. Apostoli and Donna Regina*). Moreover, *Porta Capuana* area is highly accessible, since it is next to the central station and to metropolitan rail transport hubs (metro lines 1 and 2 in *Piazza Garibaldi*, metro line 2 in *Piazza Cavour*).



3. *Porta Capuana* gateway

Porta Capuana gateway is the monumental entrance to the area. With its two *piperno* stone towers and renaissance marble decorations, it directly overlooks two large squares (*piazza Enrico De Nicola and Piazza San Francesco*) and open spaces, where also the ancient fountain of *Formiello* is to be found. From there, the ancient underground aqueduct entered in the city and guaranteed the vital water supply to its inhabitants. Just beyond the monumental gate, immediately to the right, the elegant church of *Santa Caterina in Formiello* is seated, a renaissance jewel, just next to the wide cloisters, the former convent and the woolen mill (*Lanificio*) built under *Borbonic* domination. This space has been recently restored and reconverted through a private urban regeneration project led by different subjects: *Lanificio 25, Made in Cloister, Dino Morra Gallery* and many other private investors and artists, who began buying parts of the complex and slowly turned the *ex-Lanificio* into a hub of arts and music.

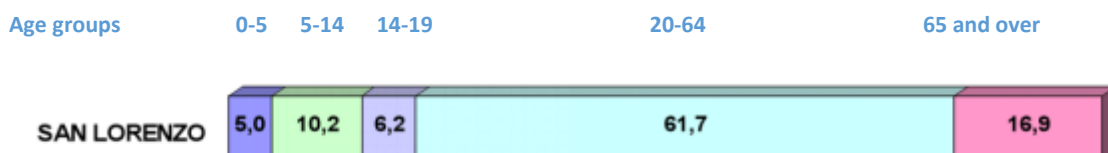
4. Overview of Porta Capuana



1.3 Indicators related with the *URBinclusion* topics in *Porta Capuana* area

The IV Municipality has a density of 8178.2 inhabitants per km², higher than the city average and, in particular, the area of *Porta Capuana* (*San Lorenzo* District) with 32.926 has the highest population density in the city - over a surface of 1,4 km² - followed by the neighbouring *Vicaria* District with a density of 22.711 inhabitants per km².

46.755 people live in the core area of *Porta Capuana*, 53% of them are women - 47% are men, the distribution of population by age groups is shown in the following bar:



Foreigners residing in the district are 4.087 and accounted for 8.5% of the resident population. The largest group of foreigners is from China, with 20.8% of all foreigners in the area (852 people), followed by Ukraine (14%), Srilanka (8.8%), Dominican Republic (4.9%) and Romania (4.1%). Anyway, the presence of Chinese is estimated to

be almost four time higher than the official data, when compared to the birth and death register.

Other indicators related with the *URBinclusion* topics (social inclusion and urban poverty) in *Porta Capuana* area (IV Municipality), are:

- Life expectancy (age): men 77,6 / women 82,6
- School dropout rate (City): 21,8%
- Children and young people (0-18) beneficiary of assistance from the Social Services aimed at combating early school leaving
City of Naples: 1027
IV Municipality: 114
- Children and young people (0-18) “marked” by the Judicial Authority:
City of Naples: 466
IV Municipality: 59
- Minor accepted by a single parent:
City of Naples: 1425
IV Municipality: 143
- Growth rate (births –deaths + migration): -4,4%
- Migration rate:
City of Naples: - 4,7%
Porta Capuana: + 1,3
- Unemployment rate (City): 22,9%
- Users of shelters for homeless (City average): 866 (Men: 652, Women:214)
- Green Areas (average):
City of Naples: 5,4 sqm/inhabitant
Porta Capuana: 0,3 sqm/inhabitant

2. BASELINE POSITION

2.1 The USEACT - Local Action Plan strategy

The city's action plan elaborated within the USEAct project (URBACT II), focuses on three deprived urban neighbourhoods of the historical centre, identified within the plan as "*Porta Medina*", "*Porta Capuana*" and "*Porta del Mercato*". In spite of their very central location, just at the borders of the city centre corresponding to the greek-roman foundation town, these neighbourhoods are considered among the most degraded areas of the city according to major urban, social, environmental and economic indicators.

The local policy challenge that the city's action plan addresses is social inclusion and combating poverty in these deprived urban areas. The reuse and re-functionalization of inner urban areas, such as the recovering of urban public spaces, is considered a key strategy to achieve different – but interrelated - objectives at the same time: reinforcing social interaction and stimulating social initiatives to solve community challenges; enhancing social entrepreneurs, social economy and the employ-ability of young people and long term unemployed; promoting sustainable urban growth and innovative land-(re)use management models by reducing land consumption. All these themes are among the European key strategies for the cities' sustainable development and their growth.

In spite of having the same policy challenge, each of the three areas interested by the strategy has its own physical characteristics due to a different historical background and a unique social mix, with a diverse dynamic in the participatory process. All this is leading to a different timing and challenges in the implementation phase. Therefore, Naples' city council decided to focus the URB-Inclusion project only on one of these areas: "*Porta Capuana*". In this neighbourhood, the designed actions are already being implemented and the local community is welcoming the sharing of experiences with European partners at this stage.

The general strategic objective of the city's action plan in relation to "*Porta Capuana*" area is the regeneration of the already mentioned deprived area of the historical centre through creativity, innovation and "smart" solutions, energy efficiency and reuse of declassified and abandoned properties.

Following from the general strategic objective, the three specific objectives of the city's integrated action plan are:

- 1) Promoting social and economic development;
- 2) Improving context conditions for urban renaissance;
- 3) Requalifying public/private building heritage and infrastructures.

Bottom-up actions, proposed by the local stakeholders, are based on the idea that promoting social inclusion and combating poverty in deprived neighborhoods require an integrated approach that focus on sustainable urban development interventions and explore - new or improved - settlement opportunities for people, social activities and businesses in existing locations, without consumption of further land. The actions were also based on a shared reflection on urban identity, intended as the historical vocation of the target area and on the deep understanding of context conditions. The stress on urban identity did not reflect a conservative approach. On the contrary, it was a preliminary condition to build innovative strategies, to find suggestions on how to transform the neighborhood into a more inclusive place, where the regeneration of buildings and public spaces is strictly linked to poverty reduction, creativity and new economic activities' development (mainly Creativity Hubs).

The Local Action Plan was designed between 2013- 2015 within the USEACT - URBACT II program. The proposed actions should be implemented in a period of 7 years (2014-2020), within the Naples' urban strategy of European Regional Development Fund. The City of Naples, in fact, has been identified as an article 7 city within the ERDF.

Most of the USEAct-foresees actions will be funded by the urban axis *Urban Development Strategy* within the Regional Operative Program (Campania Region). This Program foresees a dedicated funding strategy for the City of Naples that includes the possibility to integrate the Regional (ROP) and National (NOP for metropolitan areas) funding instruments. This will give the opportunity to go beyond traditional administrative boundaries, improving the co-operation and co-ordination between different levels of government, in order to achieve the given urban goals.

2.2 Actions being implemented in *Porta Capuana* area

In the framework of the *URBinclusion* project, the first phase at the local level was centred on understanding which projects and actions included in the USEACT-Local Action Plan were actually being implemented in the area of *Porta Capuana* and what other relevant initiatives had been activated meanwhile.

At the end of the scoping, a variety of different actions were detected, that were being implemented in the area. All these actions are generally sectoral, that means that they only address one specific aspect related to poverty reduction (physical renovation, social aspects, economic development, governance):

- I. **Physical renovation of public spaces** within the UNESCO Project for the historical center of Naples:

5. Streets and building complexes included within the UNESCO Project- Naples historical center



- Re-functionalization of Castel Capuano. The project involves the restoration and re-functionalization of Castel Capuano, that only a few years ago was still the main court of the city of Naples. The project will allow the free opening to the public of the courtyards, the basement and the ground floor, in order to integrate the fabric of the building into the urban texture, rather than being a "barrier" as it has always been. Castel Capuano will host the "Museum of the rights and rules", that is also expected to activate educational workshops and other activities for the young people and the schools in general, with the aim to prevent crime and uncivil behaviors. Financed by the Operative Regional Program POR ERDF Campania - Article 7 - Urban Axis ERDF for € 5.000.000.
- Recovery of the "Aragonese" walls in Porta Capuana. The restoration of the "Aragonese walls" in Porta Capuana, is an integrated action that is connected to the improvement of tourism and the development of social activities (increasing the endowment of sport facilities and after-school spaces for children). Financed by the Operative Regional Program POR ERDF Campania - Article 7 - Urban Axis ERDF for € 1.497.540.
- Restoration and redevelopment of open public spaces. The project involves the restoration and redevelopment of streets and squares in the area of Porta Capuana, and the development of social and cultural uses of these public spaces that belong to the UNESCO site (Naples Historical Center). Financed by the Operative Regional Program POR ERDF Campania - Article 7 - Urban Axis ERDF for € 600.000,00.

II. Social projects:

- Public dormitory (*Centro di Prima Accoglienza per le persone senza fissa dimora*), where Naples city council offers an emergency recovery service (day and night) to 110 homeless people, which are further oriented towards other social services and supported in the social reintegration path. Financed by Regional funds (Regione Campania L. 328/00 -Integrated system of social services) for € 100.000.
- Social laundry within the current location of the public dormitory, with job integration of homeless people through the constitution of a cooperative. Financed by the Operative Regional Program POR ERDF Campania - Article 7 - Urban Axis ERDF for € 200.000.
- Shower service at the “Real Albergo dei Poveri”, one of the biggest building complexes of Europe, which is being restored at the moment, in order to host services for young people and for the urban poor. One of the services which is currently being implemented into the building complex is a space with public showers and toilets for homeless people, where a recovery center (*Centro di Accoglienza*) will be organized, to strengthen the presence of daily first assistance public service into the neighborhood. Financed by Rotary Club Naples and the Municipality of Naples for € 80.000,00.
- IARA project. Within the National system for the protection of asylum seekers and refugees (SPRAR), the network of local institutions that is in charge of this topic accessed to the National fund for asylum seekers and, with the help of local associations and social cooperatives, organized “integrated reception” interventions. These include not only accommodation and meals, but also information, orientation and social and legal assistance, through individual programs for the socio-economic integration of the refugees. With the I.A.R.A project, the municipality of Naples offers all this to the asylum seekers during the administrative proceedings to get their status of refugees and, afterwards, to accompany them in the path from emergency reception to integration in the Italian social context. In 2016, 140 people benefitted from the project, which has one of the main reception points in the Porta Capuana area. Financed with National funds for € 1.630.333,78.
- ReGeneration project. This project intends to draw a virtual and participated cartography of the “free time” places in Naples, starting from the mapping of different and creative ways to use and live the urban space by the new generations in *Porta Capuana* area. Financed by the Municipality of Naples for €20.000.



6. ReGeneration Project - Image courtesy of Officine Gomitoli

- Socio-educational centers. The reception in the daily socio-educational services is forseen for minors who live in personal and family hardship and therefore need a strong educational support. These services are provided also in the immediate surroundings of porta Capuana area (*Istituto Salesiano Ernesto Menichini, Suore carità dell'assunzione - Casa Luisa, Poveri Servi Divina Provvidenza Istituto don Calabria, Figlie di S. Anna*), where the following after-school support is provided: lunch, teaching support, materials for recreational activities, sports and leisure. Financed by the Municipality of Naples for € 360.000.
- Territorial Educational Workshops (*Laboratori di Educativa Territoriale*). Daily centers (*Istituto Suore di Carità dell'Assunzione, Associazione Obiettivo Napoli, Istituto Salesiano Menechini, Associazione Il Pioppo*) where workshops are proposed (cultural, recreational, sports, learning support, trips and city tours etc...) by local organizations and associations. Competent educators are engaged to understand problems and needs of the minors, and to individuate the appropriate methodologies to support aggregation and socialization to avoid emargination and social exclusion. Financed by National funds (L.285/97) for € 720.000.
- Anti-violence centers. The Poles of "Anti-violence centers Naples - E.R.A - Anti-Violence Experience Network" carry out prevention and fight against sexual and gender based violence against women, alone or with children, who are victims of violence and abuse. This project intends to implement a methodological approach that has activities that are territorially articulated, to ensure that the adopted measures are closer to the needs of women victims of violence. One of these poles, *ex Ospedale S. Maria della Pace*, is within the *Porta Capuana* area. Financed by National funds (L.285/97) for € 98.735,78.



7. Image courtesy of Aste & Nodi

III. Economic development and active citizenship:

In June 2014 the I LOVE PORTA CAPUANA (ILPC) network was funded, for the valorization of the area and to counteract its degradation. Different local actors take part to ILPC: schools and universities (Community Psychology Lab-University Federico II, Bovio-Colletta school), local associations (Aste & Nodi, Carlo Rendano Association, Officine Gomitoli, Napoli Kult), local enterprises (Made in Cloister, Pasticceria Carraturo, Officina Keller), professionals (PSy-COM).

Though the action of I LOVE PORTA CAPUANA (ILPC) network, the area is working nowadays as a *clustering force* (Floster 2008), since local economic growth comes from the clustering and concentrating of talented and productive people (mainly artisans, cultural operators and artists). The historical memory of the places and the local traditions, large abandoned or underused spaces, the logistical centrality of the area, the associative work of the local actors, the mix of all these aspects has induced a new cultural and artistic ferment in *Porta Capuana* area, as it happened in East Berlin after the fall of the wall.

Moreover, since 2015, ILPC is involving associations, citizens and institutions in promoting the “Porta Capuana Turistic Hub” project, centred on the idea of enhancing the old function of Porta Capuana as the main access to Naples’ historical center. This project is intended as the starting point for the promotion of the territory and the participatory urban regeneration of the area.

Most of the activities of ILPC network are self-financed through private investments.



8. Image courtesy of I Love Porta Capuana network

IV. Innovative governance

In the last 6 years the city of Naples is experimenting an innovative governance model related to the public-community management of common goods and civic uses.

This governance model proposed by Naples' city council aims at guaranteeing the collective enjoyment of common goods such as water, public services, schools, knowledge, cultural and natural heritage, and their preservation for the benefit of future generations through a public government that allows their fair use.

This process supports the direct participation of citizens in the management of public spaces, and thus encourages the spread of new so-called peoples' houses, i.e. places of great sociability, creative thinking, intergenerational solidarity and deep local rooting. Bottom-up initiatives are being institutionalized, ensuring the autonomy of both parties involved: on the one hand, the citizens engaged in the reuse of common goods, and on the other hand, the public institutions. The city of Naples, in fact, is recognizing officially the "Urban Civic Use Regulations" of the common goods in the city through "ad hoc" administrative acts. The core of these policy instruments is the democratic use and bottom-up management of the public assets.

Some of the building complexes recognized as "common goods" and managed by local communities though "Urban Civic Use Regulations" are located just next to *Porta Capuana* area, as in the case of the *ex-Asilo Filangieri*, whose "Urban Civic Use Regulation" (approved by the city council with decision, n.893/2015) received the URBACT Good Practice label in 2017.

All these innovations represent useful administrative tools that can be used also in the community management of other public spaces and urban commons in *Porta Capuana* area, once the UNESCO Project works will be ended, leaving to the free use of the citizens a considerable amount of outdoor and indoor public space, renovated in its physical characteristics.

3. ACTION PLAN AND BARRIERS

3.1 Initial assessment of the actions in relation to the implementation challenges

Among the previously described initiatives that are being implemented in the area of *Porta Capuana*, five actions have been chosen in the framework of the URBinclusion project, considered as the most relevant in order to monitor the implementation of the USEACT-Local Action Plan.

These five actions have been analyzed in relation to the four implementation challenges: involving local stakeholders, integrated approach, monitoring performance, financial innovation. With respect to each implementation challenge, first the baseline position has been analyzed (that is the capabilities already available locally to support implementation); then the specific barriers/blockers were underlined and the nature of the problem to overcome; finally, it was defined how it has been planned to overcome the challenge. At the end, an assessment of the implementation process as a whole has been carried out .

This initial assessment has been done at the beginning of the participatory process together with the stakeholders directly involved in the implementation of the actions.

Implementation challenges	Baseline position: capabilities you already have locally to support implementation.	Specific barriers/blockers. Nature of the problem to overcome	How you plan to overcome the challenge /How you overcame the challenge.	Comments /remarks
ACTION 1 - RESTORATION AND REDEVELOPMENT OF OPEN PUBLIC SPACES - UNESCO PROJECT - Municipality of Naples				
Involving local stakeholders	<ol style="list-style-type: none"> 1. Institutional communication to the public to inform on the progress of the redevelopment works: municipality website; social medias; commissione consiliare/ municipality “ad hoc” commission (monthly); local meetings at neighborhood level (municipalità) 2. Public assemblies 3. One-to-one meetings with local stakeholders (Caracciolo hotel, I Love Porta Capuana network, etc...) 	<p>Difficult access of specific social groups (i.e. marginal population) to institutional information channels.</p> <p>Local actors claim that there is poor information about the development of the works.</p>	<p>Improve physical communication (posters, public assemblies) in local strategic places (such as schools, squares...)</p> <p>Supporting the Bovio Colletta school through the PON - regulation of open public spaces.</p>	-----

Integrated approach	Different technical services involved, all belonging to the Urban Planning Department (Unesco site, mobility, etc...) + civic committees	No intra-administrative coordination (specifically, poor integration with Welfare Department and related activities)	Collaboration with associations and NGOs active in providing welfare services in that area	-----
Monitoring performance	Monthly progress reports (Urban Planning Department-UNESCO site); Commissione consiliare/ “ad hoc” municipality commission (monthly); local meetings at neighborhood level (municipalità).	The local population is exhausted by the delays, due to technical reasons, of the public works that transformed the neighborhood in one big building site and will last 2 years more than expected.	-----	-----
Financial innovation	ERDF funds already secured	-----	Proposing the “adopt a street” and “adopt green areas” regulations, in order to stimulate the tacking care of the public space by private local actors.	-----

ACTION 2 - SOCIAL SHOWERS@ REAL ALBERGO DEI POVERI - Municipality of Naples

Involving local stakeholders	civil associations and religious entities working with homeless involved	Social tensions due to the fear of the inhabitants caused by the permanence of homeless in the neighborhood	Public assemblies to clarify how the daily service works	-----
Integrated approach	Two departments of the municipality involved (Urban Planning-UNESCO Site and Welfare)+ associations and religious entities working with homeless	Problems in activating public procurement procedures for services and furniture Problems in recruiting internal staff for the service management	Activating volunteers and associations to support the municipality staff	-----
Monitoring performance	The workplan for the realization of the works has been respected, but the service still does not work at full capacity	Slowdown in activating the service	The “Committee Albergo dei Poveri” is composed by religious entities, associations, “democratic psychologists” and others. It has been constituted to support and monitoring the activities	-----
Financial innovation	Public-private funds already secured.	An attempt of <i>crowdfunding</i> did not work (maybe for communication problems, wrong platform chosen...)	Public - private (Rotary Club) partnership	-----

ACTION 3 - "I LOVE PORTA CAPUANA" CLUSTERING FORCE - I Love Porta Capuana network

Involving local stakeholders	Existing network of local actors "I Love Porta Capuana (ILPC)" working and interacting in the area. The peculiarity of this network is that it connects schools, associations, entrepreneurs with also some connections with big enterprises interested in the area.	There is a lack of trust in shared projects. Lack of trust in the effective willingness of the administration in listening to social needs and providing effective solutions. There is a lack of trust in innovation.	Activating small effective projects that do not create high expectations, but can represent well-realized initiatives created through joint participation between the administration and the local actors.	
Integrated approach	Connections with different stakeholders, citizens, commercial and professional associations active in the area. Existing dialogue, due to past collaboration (USEACT project-URBACT II), between the municipality and "I Love Porta Capuana" network.	The Municipality is collaborating through the URBACT Unit and directly by the mayor's office; however it is difficult to interact with the administration offices taking care of the area, each one working on his own.	Activating a joint discussion table with the local stakeholders interacting among them and with city administration representatives. The objective is a more effective and inclusive decision-making process, involving local stakeholders.	
Monitoring performance	The Community Psychology LAB (Federico II University of Naples) has developed different surveys on the area over time.	The monitoring is important, but moreover it is important to share joint projects and to realize them	Structuring connections with all different actors dealing with the area and setting joint goals. The Universities involved in the project can support the monitoring.	
Financial innovation	The touristic development potential could strengthen the existing "Porta Capuana clustering force", its local projects and economies. Developing ideas of civil/social economy will be a further step.	Lack of financial support to private local initiatives	The idea that the city administration is connected with local organizations in joint projecting (co-design) is a real challenge. The URBACT office is a temporary tool connected with the <i>URBinclusion</i> project. There is a need to study (or make a proposal) on how to create a permanent planning office within the municipality having the same goals and competencies. There is the need for an intermediate structure (between the local community and the municipality) having local quality of life as a goal.	The Copenhagen model that we acquired with the <i>URBinclusion</i> project could be a beacon acting as a guide.

ACTION 4 - REGENERATION PROJECT - Officine Gomitoli

<p>Involving local stakeholders</p>	<p>The intercultural center Officine Gomitoli started its activities in June 2016 . In two years, the center has become an important reference point for teenagers in the area and beyond. Many of the projects realized by Officine Gomitoli have significant links with the territory and its inhabitants.</p>	<p>Fragmented social context in Porta Capuana area.</p> <p>Lack of communication among different local stakeholders.</p> <p>It is difficult to establish networks and alliances among different actors of the public and private sector.</p>	<p>A stronger involvement of the local population will be pursued through advocacy tools, aimed at strengthening citizens' engagement and at reclaiming citizens' rights.</p>	
<p>Integrated approach</p>	<p>In response to the social and material conditions of the neighborhood, Officine Gomitoli has been able to offer a diverse range of educational and cultural opportunities, so that today it represents an accessible public place for the personal expression, for the reinforcement of talents and skills in different fields of the young people and teenagers living in the area.</p> <p>Moreover, several projects have seen the teenagers interacting with the territory, for the discovery and conscious use of the places, as well as the enhancement of the artistic and cultural heritage of the territory.</p> <p>Moreover, young people were given the opportunity not only to explore the city but also to know the local community and to establish links with the various local actors, thus promoting the interaction between young people and the territory.</p>	<p>Difficult to engage the whole of the local community in taking care and accompany the paths of growth and training of the young people in the area.</p>	<p>Officine Gomitoli wants to improve various cultural/artistic activities that aim at increasing skills and professionalism through the collaboration with the schools and at activating synergies with other local economic and cultural actors. Moreover, the objective is also to facilitate the access to social, medical and cultural services within the area.</p>	<p>Porta Capuana Coordination Table activated through <i>Urbinclusio</i>n project can be useful in order to improve the local network and partnerships</p>
<p>Monitoring performance</p>	<p>Use of indicators for monitoring the progress of all ongoing activities.</p>	<p>Difficulty in measuring the results taking into account both the</p>	<p>There is the need to analyze the issues on which to intervene, to share objectives and working</p>	

		implementation of the activities and their positive impacts.	methods in order to create/strengthen new partnerships.	
Financial innovation	Good balance between economic resources and skills used, as well as between the success of the activities carried out and the number of participants and partners involved	Sustainability over time	The involvement of project partners and the existence of a good network helped in giving a big support in terms of participatory planning and identification of new opportunities for Officine Gomitoli itself and the territory.	

ACTION 5 - RE-DESIGN YOUR NEIGHBOURHOOD: A PARTICIPATORY PROCESS FOR MULTICULTURAL REGENERATION - Aste&Nodi

Involving local stakeholders	Involvement of institutional actors in short-term projects and single events. Strong sense of participation and motivation of the inhabitants.	Difficulty in involving institutional actors (e.g. foundations, museums, municipality) in long-term projects and their hesitancy when it comes to process innovation. Lack of a strategic vision.	Involving universities in order to increase long-term projects' credibility in the eyes of institutional actors.	Need to find concrete and convincing reasons in order to arise institutional actors' willingness to invest on the territory. Demonstrate it is convenient for them.
Integrated approach	Relations with different and heterogeneous actors dealing both with culture and social policies.	Non-alignment between cultural and social policies actors in terms of timing and <i>modus operandi</i> .	Identifying cross-cutting actions and finding shared goals so as to narrow the gap.	
Monitoring performance	Soft competences in observing small changes in the quality of the relations among the actors.	Lack of (in-house) expertise and difficulty in identifying proper measuring criteria for process innovation.	Comparing and evaluating different monitoring systems of the heterogeneous actors of the territory in order to create cross-the-board indexes. Honing monitoring skills or acquiring external expertise.	URBACT support in connecting with other actors of the network that implemented suitable monitoring systems for analogue contexts.

Financial innovation	Relative ease in finding funds for specific short-term projects. Heterogeneity of funding sources.	Difficulty in involving potential investors in process-oriented projects, especially when it comes to intangible results and uncertain outcomes.	Implementation of a monitoring system in order to demonstrate process innovation results and potential.	
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THE IMPLEMENTATION PROCESS AS A WHOLE

Involving local stakeholders	<p>Already existing network of local actors, “I love Porta Capuana” (ILPC) , that was funded in June 2014, for the valorization of Porta Capuana area and to counteract its degradation. Different local actors take part to ILPC: schools and universities (Community Psychology Lab-University Federico II, Bovio-Colletta school), local associations (Aste & Nodi, Carlo Rendano Association, Officine Gomitoli, Napoli Kult), local enterprises (Made in Cloister, Pasticceria Carraturo, Officina Keller), professionals (PSy-COM)..</p> <p>Past participatory process and projects in the area (including USEACT-URBACT III) have already produced a dialogue between the administration and a wide network of local actors.</p>	<p>There is a lack of trust in shared projects. It is difficult to activate co-creation experiences that focus on shared objectives.</p> <p>Fragmented social context in Porta Capuana area. There are social tensions in the neighborhood (with immigrants, homeless, etc...) and it is difficult to intercept the marginal population.</p> <p>Lack of communication among different local stakeholders. It is difficult to establish networks and alliances among different actors of the public and private sector.</p> <p>Lack of trust in the effective willingness of the administration in listening to social needs and providing effective solutions. Difficulty in involving institutional actors (e.g. foundations, museums, municipality) in long-term projects and their hesitancy when it comes to process innovation. Lack of a</p>	<p>To support the Porta Capuana Coordination Table as the participatory decision-making-place for sharing, integrating and monitoring the projects ongoing in the area, with a specific focus on the implementation of integrated urban actions aimed at strengthening autonomy and community empowerment through the artistic, tourist and cultural promotion of the territory.</p> <p>The Porta Capuana Coordination Table is intended as an “area based” round-table, that wants to promote effective and inclusive decision-making processes through the active involvement of relevant local actors: associations, citizens, economic operators and the different sectors of the local administration.</p> <p>□ Moreover, a specific task of the Porta Capuana Coordination Table is to interconnect the different sectors of the municipality with the local actors.</p>	
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		strategic vision. There is a lack of trust in innovation.		
Integrated approach	There is a wealth of ongoing activities in the area of Porta Capuana and in its immediate surroundings. These activities involve many different actors: municipality departments and services belonging to different sectors; local associations, networks and cooperatives; schools and universities; religious entities; local enterprises.	<p>All the ongoing activities are related generally to one specific aspect related to poverty reduction and it is to be noticed a lack of integration between projects, actions and actors active in the area.</p> <p>Poor horizontal integration among the different departments of the municipality and related activities (i.e. urban planning and welfare). Many efforts, in fact, have been done in the last years to deal with urban poverty and exclusion, but most of them have been carried out by each department of the Municipality without an explicit and effective coordination with the others.</p> <p>There is not an open and inclusive decision-making process ongoing in the area</p>	<p>The aim is to realize integrated urban actions, that go beyond the traditional sectoral approach by fostering the synergy between projects, actions and actors active on the territory.</p> <p>The Porta Capuana Coordination Table is intended as the decision-making place to develop this integrated approach.</p> <p>Need to experiment a more effective governance that put together different departments of the municipality (intra-institutional coordination) and that is able to interconnect the different factors underlining social phenomena.</p> <p>Start experimenting immediately and concretely the integrated approach, by promoting innovative forms of territorial animation and co-management of the public (indoor and outdoor) spaces in Porta Capuana area.</p>	
Monitoring performance	Use of indicators for monitoring the progress of each ongoing activity.	<p>In the area, there is no integrated area-based monitoring system, nor it has been scheduled.</p> <p>No qualified staff available within the administration for that.</p>	<p>Explore tools to assess complex urban problems, as in the case of poverty reduction in deprived urban areas, which are recognized to have multiple dimensions, interconnected causes and relevant spatial implications. These instruments should allow to measure the impacts of the proposed strategies/actions before, during and after their implementation and can therefore support</p>	

			<p>inclusive decision making processes.</p> <p>Co-creation of indicators for the monitoring of the effectiveness of the proposed strategy and actions.</p> <p>The Universities involved in the project can support the monitoring.</p>	
Financial innovation	Relative ease in finding funds for specific small short-term projects. Heterogeneity of funding sources.	<p>Emergency state: the municipality is declared in a pre-bankrupt state, therefore there has been strong cuttings in public expenditure in the last years, that are demolishing welfare and contrast to poverty policies.</p> <p>There is no qualified staff (or specific service/working unit) available within the administration for fundraising or for developing financial innovation ideas</p>	<p>There is the need for an intermediate structure (between the local community and the municipality) having local quality of life as a goal.</p> <p>One of the competences of this intermediate structure could be the fundraising support with a specific focus on financial innovation</p>	

4. RESPONSE TO THE CHALLENGES

4.1 *Porta Capuana Coordination Table*: implementation strategy and challenges

As shown in the previous paragraphs, there is a wealth of ongoing activities in the area of *Porta Capuana* and in its immediate surroundings. All these activities are related generally to one specific aspect related to poverty reduction and it is to be noticed a lack of integration between projects, actions and actors active in the area.

Starting from this initial consideration, the local strategy of the city of Naples for the *URBinclusion* project is to promote the integration of projects, actions and actors active on the territory.

In this perspective, the first action that has been promoted is the activation of the *Porta Capuana Coordination Table*, as the place of an "area-based" participatory process. The *Porta Capuana Coordination Table*, in fact, is intended as the place for sharing, integrating and monitoring the projects ongoing in the area.

Therefore, the general objective of the *URBinclusion* project for the city of Naples in relation to the area of *Porta Capuana* is to contribute to the implementation of integrated urban actions aimed at strengthening processes of autonomy and community empowerment through the artistic, tourist and cultural promotion of the territory.

Starting from this, specific objectives of the *Porta Capuana Coordination Table*, have been identified as follows:

- Active involvement of relevant local actors: associations, citizens, economic operators and local administration. A specific task of the *Porta Capuana Coordination Table* is to interconnect the different sectors of the municipality with the local actors, in order to promote an open, inclusive and effective decision making process. The focus is on developing new procedures that facilitate co-creation, co-production and co-responsibility with third sector organizations and social economy, that, at the moment, represent the most interesting innovation in addressing social exclusion and poverty challenges in the city. The central idea is that promoting the protagonism of local actors during the definition of strategy and actions is the only guarantee that these will respond to local aspirations and needs. Enhancing the active participation of the civil society was a key challenge addressed during the development of the local action plan; maintaining it also in the implementation phase is a key challenge for Naples city council, to be addressed in the immediate future.
- Integrated approach: the aim is to realize integrated urban actions, that go beyond the traditional sectoral approach by fostering the synergy between projects, actions and actors active on the territory. Thanks to past experiences in implementing programs in deprived urban areas, in fact, also in Naples it is now recognized that the multiple dimensions of poverty impose an integrated approach in order to promote effective policies to reduce poverty and social exclusion. Therefore the USEAct-Local Action Plan is based on an integrated

approach that promotes the convergence of different actions, related to different sectors (socio-economic, environmental, cultural and governance) within an holistic perspective. The *Porta Capuana Coordination Table* is intended as the decision-making place to further develop this approach also in the implementation phase. In particular, there is a clear need to experiment a more effective governance that put together different departments of the municipality (intra-institutional coordination) and that is able to interconnect the different factors underlining social phenomena. Many efforts, in fact, have been done in the last years to deal with urban poverty and exclusion, but most of them have been carried out by each department of the Municipality without an explicit and effective coordination with the others.

- Monitoring and measuring results and outputs of the Local Action Plan through selected tools and indicators is recognized to be a key challenge in the implementation phase. There is the need to explore tools to assess complex urban problems, as in the case of poverty reduction in deprived urban areas, which are recognized to have multiple dimensions, interconnected causes and relevant spatial implications. These instruments should allow to measure the impacts of the proposed strategies/actions before, during and after their implementation and can therefore support inclusive decision making processes. The objective should be to identify to what extent are policies – which address the multiple dimensions of poverty – effective in reducing poverty, by measuring their impacts and outcomes.

4.2 Local actors involved

Porta Capuana area can count on a very active civil society, which is experimenting since a long time the cooperation of local actors on urban management issues. Therefore, the activation of the URBACT Local Group (ULG) started with the involvement of an already established “core group”, the “I love Porta Capuana” network (see paragraph 5). Within the participatory decision-making process, this “core group” evaluated the possibility of enlarging the participation to the ULG also to other local actors that have been constituting the *Porta Capuana Coordination Table*.

The key stakeholders that have been involved up to now in the *Porta Capuana Coordination Table* - URBACT Local Group are:

Municipality departments and services:

- Urban Planning Department
- Social Policies Department
- Equal Opportunities Department
- Culture and Tourism Department
- School Department
- Citizens’ Rights and Social Cohesion Department
- Municipality 4
- Urban Planning Service

- Historical Center Service- UNESCO Project Unit

Local associations, networks and cooperatives:

- I Love Porta Capuana network
- *Lanificio 25*
- *Made in Cloister*
- *Carlo Rendano* Association
- *Intolab*
- *PSy-COM*
- *Aste&Nodi*
- *Napoli Kult*
- *Dedalus*- social cooperative
- *Officina Keller*
- *Casba*- social cooperative
- *CIDIS* onlus
- *Opera Don Calabria*
- *Savio Condemi* - cultural association
- *Residenza 3.14*
- *OIM-Organizzazione Mondiale per le Migrazioni*
- *Less* onlus
- *Il Millepiedi* -association
- *Il Pioppo*- association
- *Progetto Underadio* onlus
- Save the children

Schools and universities:

- *Istituto Comprensivo Statale Bovio Colletta* - school
- *Istituto Comprensivo Statale 29 "Miraglia - Sogliano"* - school
- Community Psychology Lab - DSU, University Federico II of Naples
- Architecture Department -DIARC, University Federico II of Naples

Religious entities:

- Church of *Santa Caterina in Formiello*

Local enterprises:

- *Antica Pasticceria Carraturo*
- *Bar Capriccio*

The *Porta Capuana Coordination Table* - URBACT Local Group has been coordinated by the Project Unit "URBACT Projects and Networks on Integrated Urban Development Policies" belonging to the Central Direction Urban Planning and Management - UNESCO Site of the Municipality of Naples.

4.3 Solutions to be implemented

The open challenges/proposed solutions in Naples are:

- to support the *Porta Capuana Coordination Table* as the participatory decision-making-place for sharing, integrating and monitoring the projects ongoing in the area, with a specific focus on the implementation of integrated urban actions aimed at strengthening autonomy and community empowerment through the artistic, tourist and cultural promotion of the territory;
- to experiment a more effective governance that put together different departments of the municipality (intra-institutional coordination) and that is able to interconnect the different factors underlining social phenomena;
- to implement instruments that allow to measure the impacts of the proposed strategies/actions before, during and after their implementation and can therefore also support inclusive decision-making processes;
- to start experimenting immediately and concretely the integrated approach, by promoting innovative forms of territorial animation and co-management of the public (indoor and outdoor) spaces in *Porta Capuana* area that are currently being invested by the urban redevelopment works of the UNESCO Project and in the near future will be given back to the public use. This represents an opportunity to inaugurate public spaces renewed not only in their physical characteristics, but also in the way local actors and citizens can live them. San Francesco square, just next to the Aragonese walls, is the first place where the *Porta Capuana Coordination Table* will experiment the collaborative public-community management of the public space.

9. San Francesco square



4.4 Case examples and solution stories

During the participatory process of the *Porta Capuana Coordination Table*, a “call for solution stories” was launched, related to experiences of combating poverty and/or community empowerment in Porta Capuana area, to be presented at the 3rd Transnational Meeting to be held in Naples in December 2018.

Following, the three case examples are presented, which were chosen to be further disseminated through the communication channels of URBACT (at both european and local level). Moreover, the case example “Co-design your neighbourhood. A participatory process for multicultural regeneration” has been chosen as the “solution story” of the City of Naples and has been also disseminated through a short video.

Case example1

1. Title: Co-design your neighbourhood. A participatory process for multicultural regeneration

2. Case example Summary

Aste & Nodi begun a three-step process aimed at enhancing multiculturalism and strengthening the sense of belonging of the new inhabitants to the Porta Capuana district. The purpose is the creation of synergies between the migrants' communities that have settled in the neighbourhood in recent years and the new activities dedicated to art and culture that arouse at the same time.

The starting point was the realisation of *Terzo Tempo* installation at *Museo Madre*, Naples contemporary art museum located in the area. The second stage of the process was the realization of a co-designed itinerary to develop the story-telling of *Porta Capuana* through the eyes of its new inhabitants. The itinerary will first be proposed to the staff of *Museo Madre* and then to the public. Another step of the process is a seminar to explore and exchange best practices on the interactions between museums and inhabitants in similar cultural contexts. The ultimate goal is to test a threshold dimension between the district and the museum, by activating, within *Madre*, a space for observation, dialogue and participatory governance for the social and cultural innovation of the territory.

3. Solutions offered by the case example

The urban complexity in *Porta Capuana* is evident from the multicultural and social point of view, as well as according to its urban functions. Most of the reception centres and immigrants' communities were concentrated here, in the void left by the closure of

the courthouse and the end of the social and economic activities flourishing around this public function. The same happened with the confluence of cultural centres and artistic activities, that from one side are limiting the marginalization of the area, but on the other side risk to accelerate the gentrification process and to smooth diversity.

The solution proposed by our case example is to create integrated policies to improve the coexistence and synergy of different realities. We reach this by creating many small actions with an immediate result, but with a long term vision. With our projects we foster a stronger identification and connection between the territory and the inhabitants, creating a positive image of *Porta Capuana*. This leads to a new story-telling of the area.

4. Building on the sustainable and integrated approach

In order to make sure that no social group or urban function prevails over the others, we cannot help but use a multi-disciplinary and integrated approach, treating the social and urban issues from different sides, while maintaining an overall view. Our method is to connect institutional “bigger” actors with local non-institutional stakeholders, so as to create both long-range and short-range interactions and to avoid both inefficiency and lack of connection with the territory. Preserving plurality, we foster cooperation among the social components and create synergies among the urban functions: variety ensures sustainability because it multiplies potential solutions, as well as interaction enhances the probability of finding opportunities in what is commonly considered a problem.

5. Based on a participatory approach

In such a heterogeneous urban context we focus on people’s engagement so that they can reach shared solutions to complex (and shared) urban difficulties and living needs: conflicts due to coexistence and extreme proximity – typical of such a dense populated city as Naples – are not avoided, they are faced previously, instead. Involving all the social groups in art production and in the co-creation of the cultural policies of their neighbourhood facilitates an equal empowerment even in the contemporary art field, usually considered as elitist.

6. What difference has it made? How did the result indicator shift?

We do not have indicators to measure the results of our projects, but we observed changes in terms of the participants’ accessibility to public spaces generally underused and private places that have a special meaning for the inhabitants. For example, after the installation at *Madre* the participants started exploring the museum on their own, without any suggestion. Their self-initiative shows that through opening up spaces, the barriers can be broken. Moreover, the participatory projects, like the installation and the itinerary, arouse the participants’ enthusiasm while they were discovering stories, making them proud to show their reality and their unique everyday places.

7. Why should other EU cities use it?

A common feature of European cities is the solicitation for transformation due to external force, such as large financial resources, migration flows and a tendency towards touristification. There is the risk of urban monoculture. In fact, each of these trends pushes away inhabitants and functions that are not compatible with them. The scenario is the transformation of the historical idea of the city into a large theme park with only one vocation. The traditional (natural) approach is to choose a side. If you are more traditionalist you take the side of inhabitants, craftsmen and small traders. If you are more likely to change you are on the side of art galleries, startupper and similar. Our attempt is not to give into the temptation to choose. We try to keep together those things that, at first sight, appear to be in contrast. Our goal is to balance the different functions and keep the complexity, since we believe that the most extraordinary life of cities develops in ordinary contexts.

8. Key Facts and Figures:

“This Must Be the Place” and “Terzo Tempo” installation with ActionAid Italia, Federico II University and Museo Madre, Naples contemporary art museum; Co-designed itinerary of Porta Capuana with the inhabitants, Coop. Dedalus, Coop. Casba, Migrantour, local traders.

In progress: “Madre onto the streets”, a guided itinerary for the staff of Museo Madre; Benchmarking and workshops with experts for the empowerment of the local communities with Museo Madre and Goethe Institut Neapel.

8.1 Start and end dates of case example:

June 2018 - Start of the project *This Must Be the Place*

November 2018 - *Terzo Tempo* installation at Museo Madre

November - December 2018 - *Co-designed itinerary of Porta Capuana with the inhabitants*

March 2019 - *Madre onto the streets* for the staff of Museo Madre

May 2019 - *Benchmarking and workshops* at Museo Madre

8.2 Date of preparation of this case example: January 2019

8.3 Who prepared the case example?: Aste & Nodi

8.4 Budget: 8.000 Euros approximately

9. Extra information and hyperlinks:

<http://www.astenodi.com/blog/2018/11/18/this-must-be-the-place-esplorazioni-urbane>

10. Annex:photos



Case example 2

1. Title: Two years in Porta Capuana, tangle of experiences

2. Case example Summary

In June 2016 *Dedalus* social cooperative moved within the former Bourbon wool factory located in the heart of the multi-ethnic district of Porta Capuana. Its seat is known as *Officine Gomitoli*, an intercultural center for teenagers and young people of that area and the city. *Officine Gomitoli* is an open and collective place aimed at supporting meeting opportunities and the coexistence between Italians and migrants. It is a place for sharing beauty, culture, training and growth, just the opposite of the general stigmatization of that area as a place of troubles, distrust and fear.

In just two years of life *Officine Gomitoli* has become an important reference point for the teenagers of the territory and, more in general, for the inhabitants of the area and beyond.

3. Solutions offered by the case example

In response to the social and material conditions of the neighborhood and the lack of places for social meetings, *Officine Gomitoli* has been able to offer a diverse range of educational and cultural opportunities, so that today it represents an accessible public place for the personal expression, for the reinforcement of talents and skills of the young people and teenagers living in the area.

It is recognized by the families of the neighborhood, and in particular by the young population, as a place that listens to the needs of the people. We see the benefit of offering different expressive channels (theatre, photography, elaborating digital and paper neighborhood maps, plastic arts) as a way to promote the opening and the overcoming of barriers and borders, both physical and mental.

4. Building on the sustainable and integrated approach

Officine Gomitoli, aware of the complexity of the context and of the individual and collective biographies of its users, recognizes as a priority the constructing of networks and alliances with different actors of the public and private sector.

In particular, various activities aim at increasing skills and professionalism through the collaboration with schools and at activating synergies and facilitating access to social, medical and cultural services within the area.

The goal is to engage the whole of the local community in taking care and accompany the paths of growth and training of the young people living in the area.

5. Based on a participatory approach

The local population has been involved through advocacy tools, aimed at strengthening citizens' engagement and at reclaiming citizens' rights.

Specifically, we organize workshops to pursue active citizenship, the regeneration of the neighborhood and the empowerment of the new generations. See for example, the Regeneration project (<http://regeneration.coopdedalus.org/>).

The workshops are coordinated with the involvement of the local community to ensure that projects are suited to the context and attract the participation of different sectors of the local population.

6. What difference has it made? How did the result indicator shift?

The difference was the construction of a place for training, as well as for social and cultural growth in addition to the school, which is often abandoned before the completion of the studies. Many teenagers have discovered that they have talents and an alternative to the life that has been "pre-established" for them by their social and economic status. In short, Officine Gomitoli has been able to build a positive link between young people and training paths, gaining the "presence" and the protagonism of girls and boys and focusing on their needs. Young people also learned how to look at their biographies not only from the perspective of those who identify their difficulties, but also with the purpose of activating their resources and abilities.

7. Why should other EU cities use it?

The experience of Officine Gomitoli is proving to be a good practice to promote social inclusion and to establish new roots for young citizens in the territory they live in.

Moreover, it provides a local network group, whose regeneration activities are able to change and improve the social and economic conditions of the community.

8. Key Facts and Figures:

8.1 Start and end dates of case example: 2016 till now

8.2 Date of preparation of this case example: January 2019

8.3 Who prepared the case example?: Fatima Ouazri (Officine Gomitoli)

8.4 Budget: 300.00 € for the renovation of the building and 250.000€/a year for the activities.

9. Extra information and hyperlinks:

<http://www.coopdedalus.it/>

<http://www.esperienzeconilsud.it/officinegomitoli/>

<http://regeneration.coopdedalus.org/>

<https://www.youtube.com/channel/UC1w2XCrhanwz5OOQjVnIUbw>

10. Annex: photos



Case example 3

1. Title: Porta Capuana clustering force

2. Case example Summary

I Love Porta Capuana (ILPC) is a no-profit organization made of associations and foundations that, together with private and public institutions, is pursuing the participatory urban regeneration of the old city area around the “*Porta Capuana Tower*” and the degraded area close to the main railway station of Naples. A total lack of inclusive governance and dialogue with the public institutions characterized the area, as well as the lack of job opportunities, urban care and the heavy presence of poor immigrant population. On the other side, in the last years *Porta Capuana* is also flourishing of artistic, cultural and new potential job opportunities, since this area is now working as an effective “clustering force”, where ILPC network is the connecting tool that facilitates vertical and horizontal integration aimed at increasing participatory urban and economic regeneration processes, as well as social inclusion. Through the coordination and synergy of independent local actors, the objective is to generate contextual and situated public policies.

3. Solutions offered by the case example

The solution offered by ILPC clustering force consists in pursuing a stable connection and dialogue among the municipality of Naples, professionals, citizens, cultural and trade associations, by generating trust among them and by using a co-creation approach in developing actions and policies.

Main results obtained by the activities of ILPC in the last years are the following:

- a. Pursuing local projects directed to the regeneration of the area, such as the improvement of a touristic bus stop in the area ; the “*Porta Capuana Touristic HUB*” project, aimed at the valorization of the area emphasizing its beauty, its built heritage, the historical role as the “main gate” to the ancient town and the contemporary role as a urban hub connecting to the airport, the port, the railway station and the historical old centre of the city.
- b. Promoting social inclusion, by activating the collaboration and synergistic action among professionals, associations and public institutions (Major, regional and municipality councilors, schools, police) devoted to welfare, public health and social well-being (i.e. “*Psychology loves Porta Capuana*”, an action-research to give voice to the citizens) .
- c. Using art and creativity as empowerment tools to fight urban exclusion and create social cohesion (i.e. “*Il cuore di Napoli*” flash mob; “*ricuciamo le ali*” project; multi-cultural, artistic and culinary visits to the area).

4. Building on the sustainable and integrated approach

ILPC main goal is to create a more democratic governance in the area, by promoting the vertical integration of the City Administration, ILPC network and local citizens, in order to activate institutional and informal discussion tables, shared projects and events.

Furthermore, ILPC integrated approach is also at horizontal level, since improvement in the governance, development of the local economy, social inclusion initiatives and territorial regeneration are all pursued at the same time. The main project is at the moment the organization of territorial animation initiatives on the public space around the Porta Capuana tower.

Sustainability is also part of ILPC methodology, since projects express achievable goals to be pursued in small steps, are based on an integrated approach, are designed through a co-creation model that develops trust in the common work, in local potentialities and capabilities and in the institutions.

5. Based on a participatory approach

ILPC moves in a quadruple helix co-creation perspective, by involving education and research bodies (schools and universities), political institutions, the civil society and the local enterprises. It promotes co-creation processes where all these different bodies can share and pursue common goals. Furthermore, research led by Community Psychology Lab has given voice to ordinary people feelings and perceptions, thus enriching the participatory regeneration process of Porta Capuana with the histories of the places and people living in the area, by bringing their personal stories into exhibitions and collective debates.

ILPC network is composed by local associations (Aste&Nodi, Carlo Rendano Association, Dedalus onlus/ Officine Gomitoli), a school (Bovio-Colletta), local enterprises (Carraturo srl, Made in Cloister), professionals (Keller architects), a university department (PSI.com - Community Psychology Lab- Federico II University). All these subjects are all together organizing public conviviality events in the area around the Porta Capuana tower, that has been recently renewed within the UNESCO Project. These events will involve all the inhabitants of the great metropolitan area as well as the tourists.

6. What difference has it made? How did the result indicator shift?

The lack of governance in the area was the starting point that moved the setting up of the ILPC network. Therefore the objective of the network was to activate co-creation tools and initiatives that promote the dialogue among local public administrators, trade and cultural associations and citizens. Over the years, Porta Capuana represents more and more a symbolic space of change and aggregation. This is exemplified by the

activation of stable inter-institutional “tables”; the growing of small touristic enterprises; the growing numbers of artistic and cultural events; the increased interactions among projects proposed by different bodies and institutions; the enhancement of public events based on mutual support and cooperation by different organizations (i.e “Ricuciamo le ali” project that fights violence against women; the “Master chef” experience involving marginalize people).

7. Why should other EU cities use it?

The ILPC clustering force could be intended as a good practice since it suggests that the joint action of institutional and non-institutional organizations is an added value for the regeneration of an urban area.

The lesson learned is that the first steps to promote social change in a degraded urban area are:

- 1) Community profiling: analysis of the needs, resources and threats concerning the area, by collecting data that strongly include the voices, opinions and wishes of the different inhabitants’ social groups;
- 2) Building opportunities for joint co-creation processes that define small and reachable shared objectives;
- 3) Creating, enhancing, developing, empowering interactions between citizen and all institutions active in the area in a co-creation perspective;
- 4) Define some symbolic references (that can be physical, geographic and /or cultural) that let people recognize and identify themselves in the area, supporting its enhancement and social change.

8. Key Facts and Figures:

8.1 Start and end dates of case example: 2012-till now

8.2 Date of preparation of this case example: January 2019

8.3 Who prepared the case example?: The Community Psychology lab as part of the Porta Capuana “clustering force” and after a consultation with the other members of the network.

8.4 Budget: ILPC does not have an own economical budget; it refers to economical and benevolent resources of its members. Furthermore its activities are supported by educational institutions and universities pursuing research goals in Porta Capuana area.

9. Extra information and links:

<http://www.portacapuana.info>

<http://www.communitypsychology.eu>

<https://www.infooggi.it/articolo/psychology-love-portas-capuana-flash-mob-nel-centro-antico-di-napoli/66151>

<https://www.youtube.com/watch?v=f8zPpURenQA>

<https://www.youtube.com/watch?v=3K4q9o1RpzM>

10. Annex: photos



"Il cuore di Napoli" flash mob

5. LEARNING JOURNEY

5.1 Scoping / January - October 2018

The first phase of the participatory process lasted over the first half of the year 2018. Through one-to-one and intra-institutional meetings with different councils, departments and services of the Municipality of Naples, as well as with relevant local actors, this step of the process was centred on understanding:

- which projects and actions included in the USEACT-Local Action Plan were actually being implemented in the area of Porta Capuana;
- what other relevant initiatives had been activated meanwhile;
- the main obstacles to be removed before/during the implementation process.

RESULTS:

At the end of this scoping phase, a variety of different actions were detected, that are being implemented in the area. All these actions are generally sectoral, that means that they generally address one specific aspect related to poverty reduction.

Moreover, these meetings had the objective to define the strategy of the local administration - shared among different councils, departments and services - with respect to this stage of the implementation phase of the different projects and actions in Porta Capuana area.

It was agreed on the opportunity of formally establishing the “Porta Capuana Coordination Table” as a place for sharing, integrating and monitoring the ongoing projects in the area. This area-based coordination table should see the active participation of both the administration and the local actors - those already involved and other to be involved (a list of possible local actors to be invited was proposed).

It was also proposed that the urban spaces redeveloped through the UNESCO Project and opened again to the public use offer an opportunity for concrete experimentation of territorial animation and co-management of public spaces, that can further be proposed to other areas in the city.

5.2 Participatory implementation strategy/ November - December 2018

Different “ULG/Porta Capuana Coordination Table” meetings were organized, hosted by Officine Gomitoli (within the ex-Lanificio) in Porta Capuana area in November and December 2018.

Through Q&A sessions, focus groups, co-design workshops and plenary sessions, the ULG meetings had the objective of co-design a set of integrated urban actions aimed at strengthening processes of autonomy and community empowerment in Porta

Capuana area, by involving local associations, citizens and representatives of the municipality and by creating synergies among projects, actions and actors active on the territory.

Moreover, a “call for solution stories” was launched, related to experiences of combating poverty and/or community empowerment in Porta Capuana area, to be presented at the 3rd TRANSNATIONAL MEETING, held in Naples in December 2018.

The 3rd TRANSNATIONAL MEETING of the URBinclusion network, with the title “ULG Seminar - making co-creation and co-re-responsibility real”, was held on the 13 and 14th December 2018 in Porta Capuana Area. The meeting was an in-depth immersion in the local context of Naples and, in particular, in the area of Porta Capuana. Through presentations, discussions and site visits (including a Migrantour, prepared ad hoc by some ULG members to show the multicultural character of the area), the local context was analyzed under different perspectives: historical, urban, social, the ongoing urban regeneration projects and social activities, etc.. Furthermore, Naples’ participatory strategy for the implementation was presented and discussed, together with the local implementation challenges and the locally proposed solution stories. Different interesting tips and solutions to the local challenges were offered by the international participants to the meeting. One of the main issues raised by the EU partners was the risk underlying the potential touristic development of the area, that could have a negative impact from the social point of view (in terms of gentrification, for example). Therefore it was stressed the need of differentiating the drivers of urban regeneration, balancing touristic development with active social inclusion policies, in order to keep the different social groups living and working in that area. Moreover, an interesting discussion took place on how to organize and develop the proposed case studies and the solution stories. The 3rd TRANSNATIONAL MEETING in Naples was a unique opportunity for the local ULG to receive a feed-back on the strategy and activities that are being implemented from an international panel of urban experts and practitioner, who are also facing similar challenges in their EU cities.

RESULTS

The co-design workshops helped in proposing a shared set of integrated urban actions to experiment territorial animation and co-management of the public space in Porta Capuana area in the immediate future. In particular, different visions of temporary use of San Francesco square were defined, which are complementary and can easily coexist.

It was decided to be action-oriented. Starting from the proposed visions of use and the shared set of integrated urban actions for San Francesco square, the idea is to start experimenting concretely territorial animation and co-management of this public space in the immediate future, as an experiment to be further developed in other areas of the city.

It was asked to the representatives of different sectors of the Municipality to keep an open dialogue with the “Porta Capuana Coordination Table”, in order to help solving the various problems underlined, that are mainly related to the implementation of projects and different activities in Porta Capuana area.

5.3 Programming the co-management of San Francesco square / January - April 2019

Different “ULG/Porta Capuana Coordination Table” meetings were organized, hosted by Officine Gomitoli (within the ex-Lanificio) in Porta Capuana area, between January and May 2019.

Through Q&A sessions, brainstorming, focus groups, co-design workshops and plenary sessions, the ULG meetings had the objective of co-design a three days event to be held in May, to start experimenting the territorial animation and co-management of San Francesco square, by involving local associations, citizens and representatives of the municipality and by creating synergies among projects, actions and actors active on the territory. The idea was that this first experimentation would have further been implemented also in other public spaces of the city.

RESULTS

Keeping in mind the intention emerged in the past meetings to be “operative” and “action oriented”, these ULG meetings had the objective to define in detail the actors, the timing and the implementation modalities of an integrated set of urban actions that aim at experimenting territorial animation and co-management of San Francesco square, by involving local associations, citizens and representatives of the municipality and by creating synergies among projects, actions and actors active on the territory.

It was agreed on the main areas of intervention to be addressed in the experiment of territorial animation and co-management of San Francesco square: communication and participation; arts and culture; tourism and other economic activities.

For each topic, more actions were individuated to be carried out in the immediate future, paying attention on the integration of the different ideas that emerged and on the synergy among the different actors involved. The result was a shared set of integrated urban actions.

Moreover, each action was analyzed in detail, using a template provided by the ULG coordinator, reporting: title and object of the proposal; main proponents; other actors to be involved; timing and modalities of implementation of the action; costs (orientative foreseen budget); critical aspects to be solved preliminary to the implementation.

Furthermore, it was agreed to concentrate all different activities in one three-days event, to be realized in San Francesco square from 10 to 12 May 2019, proposing one unique calendar that keeps together and integrates all the different activities proposed.

The title and the key words to communicate this event were defined through a brainstorming: “*È festa a Capuana* - 1° edition | images, music and stories”.

One shared calendar was established that keeps together and integrates all the different activities proposed for the territorial animation and co-management of San Francesco square.

The event would have been the occasion to prefigure and experiment practically different ways to co-manage and use this public space, particularly according to three main scenarios:

friday 10 May 2019 - scenario “open air cinema”;

saturday 11 May 2019 - scenario “concert- social dinner”;

sunday 12 May 2019 - scenario “market-brunch”.

These main scenarios, would have been enriched by a wide range of activities proposed during the previous ULG meeting, that all together represent a set of integrated urban actions to “reactivate” the square.

The idea is that every year a new edition of “*è festa a capuana*” would take place in Porta Capuana area, celebrating a new way to co-manage the public space by local actors together with the local administration.

Furthermore, the communication strategy of the event was defined, intended not only as the set of instruments useful to inform the citizens about the scheduled activities, but also as a way to actively involve the local population in the co-management of the public space.

Therefore, the will emerged to develop the communication on two different stages: communication to the city (general information about the event) and communication in Porta Capuana area (not only to inform but also to involve in the co-management of the square).

Communication to the city: it was agreed on the need of a professional communication officer, in charge of elaborating and implementing a communication strategy, necessary to make the event visible in the city.

Moreover, possible communication instruments were proposed at both city and neighborhood levels (institutional channels, social media, videos, paper material to be diffused in Porta Capuana, micro-actions in the neighborhood to promote participation, etc...).

Finally, the different expenditures and budget were defined in detail, that were needed for each action/activity in the calendar, as well as for the whole event. Also the ways to implement the actions/activities in the program were defined, the administrative/ organizational obstacles were underlined and the possible solutions individuated.

5.4 “È festa a capuana - 1° edition” territorial animation in Porta Capuana/ May - June 2019

Due to the delays in the realization of the regeneration works of the public spaces in Porta Capuana area in the framework of the UNESCO Project, it was no longer possible to realize the event in San Francesco square. Therefore, after several organizational meetings with the local actors in April and May 2019, it was agreed on the opportunity to move the event in the internal courtyard of the school Bovio-Colletta, since in the whole Porta Capuana area other public spaces (streets, squares and parks) were not available anymore. Moreover, the calendar of the activities was rearranged on two days (14 and 15 June 2019).

This change in plans made clear that there is still a big difficulty to integrate the “hard/traditional” activities of the local administration (big projects, physical renovation works) with its “soft/innovative” activities (urban participatory labs, small scale actions for urban regeneration).

The Porta Capuana Coordination Table aims at being the place for sharing, integrating and monitoring the ongoing projects in the area. Nevertheless, this objective is still far from being reached and a bigger effort from the administration side is needed to change its old sectoral habits in urban management.

On the other hand, it was possible to notice a certain resilience in the local actors participating to the ULG in rearranging plans, by adapting to changing environmental conditions.

RESULTS

The two days event, that took place in the internal courtyard of the Bovio-Colletta school on the 14 and 15th June 2019, involved the local population in organizing different territorial animation activities, such as site-visits in Porta Capuana (led by the children of the school Bovio-Colletta, the young “new inhabitants” of the neighborhood and the Migrantour), workshops to stimulate creativity (live painting - street art, illustration, readings), a flash mob (bacio d’amore), a live concert (Dolores Melodia and Raffaele Giglio), theater performance (Ivan&Cristiano- made in sud), food&drinks.

Almost 200 people crossed the two-days event: neighbours, city inhabitants and tourists. By sharing moments of creativity and conviviality, they had the opportunity to discover Porta Capuana, the people who live there and the projects active on the territory.

6. SYNTHESIS

In the framework of the *URBinclusion* Network, the Municipality of Naples committed to follow-up the implementation of an integrated action plan elaborated during the URBACT II – USEAct project. This plan is focused on three deprived urban neighbourhoods of the historical centre, identified as “*Porta Medina*”, “*Porta Capuana*” and “*Porta del Mercato*”. In spite of their very central location, just at the borders of the city centre corresponding to the greek-roman foundation town, these neighbourhoods are considered among the most degraded areas of the city according to major urban, social, environmental and economic indicators.

In particular, for the challenge of the *URBinclusion* project, the city of Naples has chosen to focus its attention on the area of *Porta Capuana*, that takes its name from the ancient East-Side gateway to the city. The policy challenge addressed aims at fostering *social inclusion* through the reuse and re-functionalization of inner urban areas. The recovery of urban public spaces, in fact, is considered a key strategy to achieve different – but interrelated - objectives: reinforcing social interaction and stimulating social initiatives to solve community challenges; enhancing social entrepreneurs, social economy and the employ-ability of young people and long term unemployed; promoting sustainable urban growth and innovative land-(re)use management models by reducing land consumption.

The first phase at the local level was centered on understanding which projects and actions included in the USEACT-Local Action Plan were actually being implemented in the area of *Porta Capuana* and what other relevant initiatives had been activated meanwhile. At the end of the scoping, a variety of different actions were detected and classified following their sectorial impact related to poverty reduction: physical renovation (3 actions hinged on the redevelopment of public spaces within the UNESCO Project for the historical center of Naples), social aspects (8 actions), economic development (a set of projects promoted by 10 main stakeholders), governance (administrative tools fostering the community management of public spaces and urban commons).

Among these implemented initiatives, five actions have been considered as the most relevant and to be monitored in the framework of the *URBinclusion* project. Then, the five actions have been also analyzed in relation to the four implementation challenges set at network level: involving local stakeholders, integrated approach, monitoring performance, financial innovation. With respect to each implementation challenge, the baseline position has been first analyzed, that is the capabilities already available locally to support implementation; second, the specific barriers/blockers were underlined; finally, practical tools and solutions to overcome the problems identified have been observed. It is important to highlight that such an overall assessment of the implementation process has been carried out with the direct involvement of the stakeholders engaged in the actions.



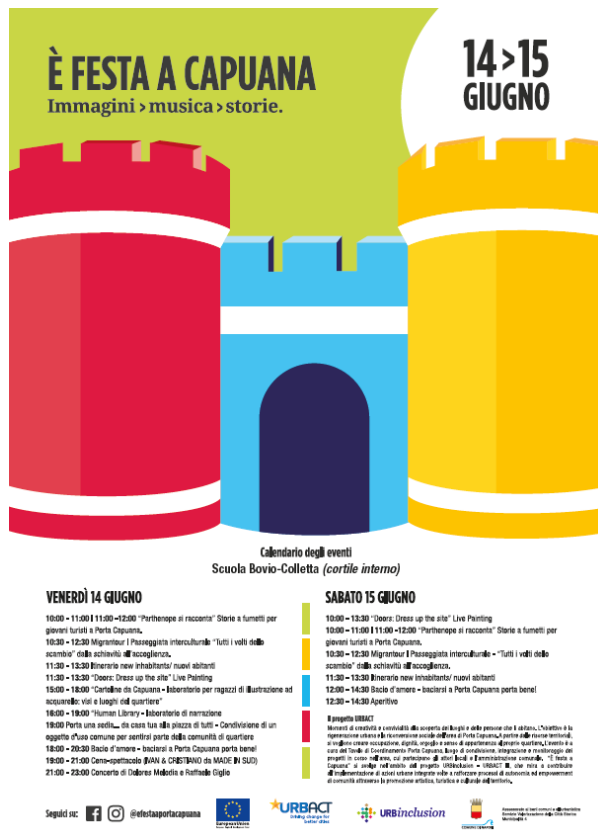
10. "Re-design your neighborhood", a workshop by Aste&Nodi

As a response to the challenges identified, the first practical action promoted in framework of the URBinclusion project was the activation of the *Porta Capuana Coordination Table*, as the place of an "area-based" participatory process. The *Porta Capuana Coordination Table*, in fact, was intended as the place for sharing, integrating and monitoring the projects ongoing in the area. Therefore, the general objective of the URBinclusion project for the city of Naples was to contribute to the implementation of integrated urban actions aimed at strengthening processes of autonomy and community empowerment.

In this sense, the ULG meetings involved local associations, citizens and representatives of the municipality to create synergies among projects, actions and actors active on the territory. At the same time, The ULG meetings included Q&A sessions, focus groups, co-design workshops and plenary sessions with the aim to draw a set of integrated urban actions for experimenting territorial animation and co-management of the public space in *Porta Capuana* area in the immediate future.

As a first result, different visions of temporary use of *San Francesco* square were defined. *San Francesco* is, in fact, one of the main squares of the *Porta Capuana* area and for decades it has been a meeting point and a retreat for homeless and disadvantage section of the population. As the square is currently under redevelopment, the goal set by the ULG is to activate an action-oriented strategy aimed at experimenting a concrete territorial animation and co-management of this public space in the immediate future. From one side, the idea behind this experimentation is to promote new forms of dialogue and to avoid that old spatial-and-social segregation dynamics could re-emerge after the redevelopment; from the other side, the aim is to test a shared-management model, tailored to the

neighborhood and to be potentially re-used in other public spaces of the area and of city.



The pilot experiment to be implemented in the time-frame of the *URBinclusion* project has been codesigned within the *Porta Capuana Coordination Table* by local associations, citizens and representatives of the municipality and by creating synergies among projects, actions and actors active on the territory. It consisted in a wide set of cultural/social activities to be realized within a 2-days agenda.

Considering the delays in the redevelopment of San Francesco square, the experiment's took place in Via Carbonara, a recently regenerated road nearby, and its headquarters was set in the courtyard of the Bovio-Colletta school. Almost 200 people, city inhabitants and tourists, crossed the

venues to take part in the site-visits, workshops and other events. It resulted in a great opportunity to discover how vibrant *Porta Capuana* is and to know more about its heritage, its inhabitants and the projects active on the territory.

Main learning points and lessons for the future

The city of Naples can boast many examples of integrated and bottom-up actions for the urban regeneration of its territory and for combating urban segregation and poverty. These projects are very often spontaneous and find the involvement of large sections of the population and of third sector actors who are actively engaged to promote the re-use of urban assets/areas for social, cultural or community purposes.

The *URBinclusion* project aimed at monitoring the implementation of integrated urban development actions in the *Porta Capuana* area, already included in the *USEact* local action plan which has been promoted within the URBACT II Programme framework. Some actions contained in this plan are of public initiative, mainly those focused on the physical transformation of the area, others are instead promoted and managed by private actors or associations. In the co-design phase of the plan, the integration between these subjects was favored by the presence of the European project USEact in which the Municipality of Naples participated as Lead Partner: this circumstance determined a strong political interest in the local initiatives, assured a good

collaboration from the municipal offices and guaranteed the necessary resources both to gain a suitable expertise during the participatory path and to finance a large-scale communication campaign of the initiatives implemented.

At the end of the *USEact* project, however, the dialogue between the parties involved in the implementation of the actions was interrupted and several contrasts arose between the public and private actors who had taken part in the co-planning process. As a result, each stakeholder has continued its activities in the area but paying less attention to the underlying integration goal. The positive and collaborative effect that was hardly established in the co-design phase has therefore diminished.

In this respect, the *URBinclusion* project was an important opportunity to monitor the post-planning phase, to analyze in detail the problems that arose and to relaunch the dialogue between all the stakeholders involved, creating a new climate of cooperation and trust. The action-oriented approach adopted was then crucial for field-testing suitable solutions to overcome the criticalities detected in the initial phase and to test co-management paths that will certainly be useful in the future, in this neighborhood and/or in other areas of the city.

In conclusion, this experience has shown us how that the implementation of an integrated action plan - born from an initiative of the municipality - is likely to encounter obstacles when each stakeholder is not entrusted with clear duties and responsibilities, and therefore acts in a completely autonomous way. This is a significant difference from what happens when it's the community to promote a similar initiative: in this cases, local actors are generally committed to cooperate and exert their positive pressure towards the Municipality during the whole operational process. The co-design of a local action plan launched by a public body should therefore always be accompanied by human and economic resources aimed at guaranteeing the survival of the participatory path until the complete implementation of the plan. Otherwise, a reduction of the commitment of a public or of a private actor determines a lack of mutual trust and brings the initiative back to a *status-quo-ante* in which each stakeholder continues his journey without caring about the loyalty hired during the writing of the project.

Beyond these problems, the enthusiasm recorded among the local actors with the start of the *URBinclusion* project, ie with the rebirth of the participatory process interrupted at the end of the previous *USEact* project, suggests how participatory planning processes – such as the local action plans promoted by the *URBACT* Programme - still represents a great opportunity for the development of our territory.