

THE URB INCLUS ION CYC LE



This document reflects the recommendations and call for action of the URBinclusion URBACT network, comprised by the cities of Barcelona, Copenhagen, Glasgow, Krakow, Lyon, Naples, Timisoara, Trikala and Turin.

Reaffirming the commitments of URBInclusion URBACT network officials expressed during the learning journey of the URBinclusion project on the co-creation of new implementation solutions to reduce poverty in deprived urban areas.

Recognizing that the parties jointly express their willingness to promote sustainable implementation of co-creation practices for tackling urban poverty in deprived urban areas.

The partnership has agreed to make the following set of recommendations.

POVERTY HAS MANY FACES

Poverty is a complex phenomenon. It is not only deprivation of money, but also of knowledge, access, vision, voice, opportunities and dignity. There is a need to tackle the many sides of poverty – related to income, energy, housing and social and economic mobility in a fully **integrated approach**.

To combat poverty we must engage multiple agents, instruments and languages.

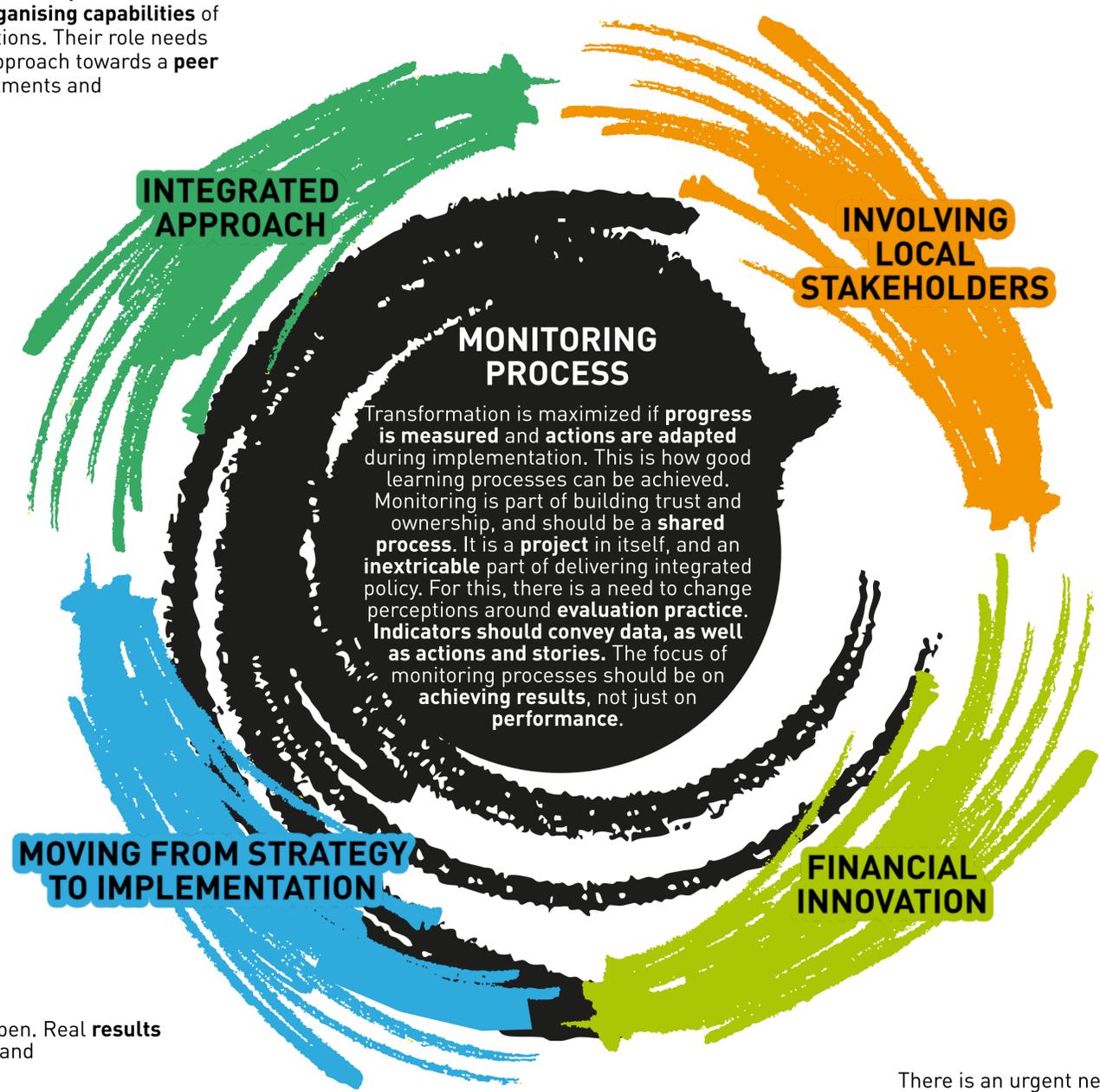
That requires **integrating policies, involving citizens and local stakeholders, innovating financial capacity, moving from strategy to implementation and monitoring progress.**

Implementing strategies for combating poverty in neighbourhoods is not simply a linear task. It implies a cyclical process made of recursive actions and feedbacks that produces stable conditions of engagement. It is based on commitment, social ownership and innovation capacity.

The **integrated approach** calls for breaking barriers among sectors and tiers in public administration and civil society, at large. The role of the public administration needs to be constantly redefined and new agile structures need to be developed that can best fit a real process of co-creation alongside the targeted citizens. For this, a governance framework that allows individual and collective leadership is needed. The **horizontal dimension** of collaborations taking place at local level is crucial. To challenge the many faces of poverty we need to develop a **communication with many faces**, one that values direct communication with peers, over one through representatives. The overarching scope of public interventions should be to **foster independence, sense of initiative and self-organising capabilities** of the citizens targeted by the actions. Their role needs to go beyond a “beneficiary” approach towards a **peer approach**, with shared commitments and responsibilities.

Participation in policy practice is not about creating instruments, but **establishing principles** for the creation, reproduction, management and leadership over common goods and services.

To involve local stakeholders is not only to take decisions with people and to co-design solutions: it means establishing a **long-term condition** of engagement. Participation does not work if it is just expressed through a vote and implemented by others. Without **commitment and responsibility** of stakeholders there is no participation. Building mutual trust is essential to create a shared **responsibility and ownership** of projects. Commitment and responsibility create **community**.



People need to see things happen. Real **results** foster continuity, engagement and empowerment.

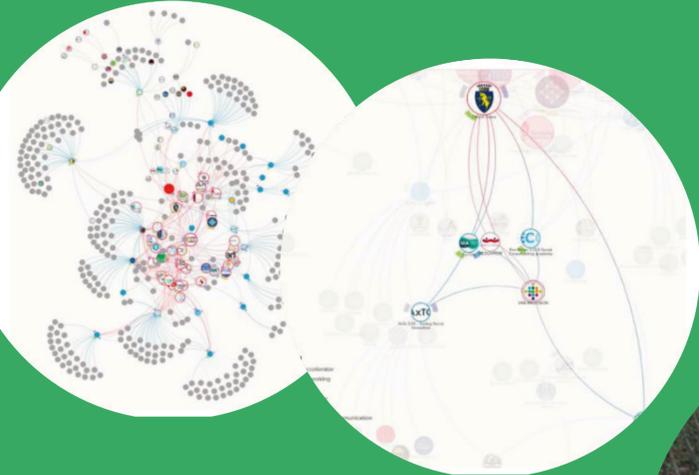
We need to remind ourselves that strategies are a **roadmap** for guiding our actions, rather than stand-alone instruments giving a fixed route. They should be **adaptable** to change and incorporate the **findings** from the implementation process in an **agile** manner. They are relevant and useful for implementation if they incorporate **realistic expectations, benchmarks and timelines**. They are a checkpoint of where we are in the process and how we can communicate interim results. Above all, they must be flexible and have a **collaborative governance** system.

There is an urgent need to **innovate in project financing**. We need to reconsider how available **financial tools** and mechanisms can be adapted by cities to tackle the many faces of poverty. Innovation is not only necessary on financial instruments themselves, but also in the way we understand and produce **value** in the social context. It is important to expand the role that cities can assume in fostering the development of **social economies**, easing access to finance investments tackling social issues and sharing the related risks.

INTEGRATED APPROACH

Social Innovation Ecosystem. Torino's approach to implementing social inclusion overcomes the traditional place-based approach to propose a massive investment at metropolitan level on developing and sustaining a dynamic "social innovation ecosystem". This connects private, public and community stakeholders with different backgrounds and competences in an extended network able to multiply the effects of innovative practices on the territory. This collaboration is formalised in the Torino Social Impact Memorandum of Understanding. The resulting collaborative environment is visualised through the Torino Social Impact Map, an essential tool to orientate in the net of actors and services accessible to support social initiatives.

<https://kumu.io/Torinosocialimpact/torino-social-impact#turin-social-innovation-ecosystem>



Training program for co-creation practices. Lyon Metropole has successfully tested out how a 10 days training can effectively equip housing social workers for building communities with their tenants and peers. Inspired by the Canadian model of community organisation currently used in Quebec, the "collective interventions" training covers the concept of collective actions, as well as a field assignment to deploy the concept. The field assignment follows the co-creation of small improvement projects together with the tenants. These actions essentially change the transactional relationship that had existed prior between social workers and tenants, and give room for an integrated approach that allows a trust relationship to develop.

<https://www.ccaura.fr/>
https://www.youtube.com/watch?v=Dvx0lw_mzr4



MONITORING PROCESS

Assessment process for energy poverty. Lyon Metropole is currently testing a new assessment and monitoring approach on the effectiveness of measures taken for making individual social households more energy efficient. The program design allows for an initial assessment of the household that comprises: (1) an observation of daily practices used by tenants or owners for heating and cooking and (2) independent measures of the building materials and appliances. These initial measurements and observations are corroborated with economic data on the percent of income that the household spends for energy and this results in the initial benchmark. After the application of 2 types of interventions, one where tailor-made advice on more energy efficient behavior is given to the residents and another where consultancy services are offered for accessing available funds that address energy poverty, another assessment is conducted where the initial benchmark indicator are monitored.

<https://rhone.auvergnerrhonealpes.soliha.fr/missions-aupres-particuliers/etes-propretaire-occupant-logement/realiser-des-travaux-deconomie-denergie/>

MOVING FROM STRATEGY TO IMPLEMENTATION

Living Lab for strategy implementation. Copenhagen has established a collaborative governance framework for tackling unemployment in one of the impoverished neighborhoods of the capital city. Based on extensive municipal and regional strategies of integrated urban development and masterplans of urban regeneration, most measures for tackling unemployment with a place-based approach did not have an accompanying governance framework. Taking the change of the context provided by URBIInclusion of stakeholders from different NGOs, public services, residents of the area, companies and academia to meet, the municipality proposed the living lab approach. This gives stakeholders the chance to combine their actions, fundraise or access funding together and define collaborative new pilot projects.



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

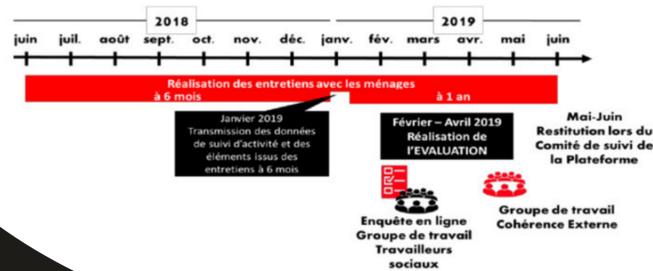
INVOLVING LOCAL STAKEHOLDERS



Coordination Table in Porta Capuana. The City of Napoli leveraged existing currents of social innovation by engaging with networking and innovation capacity spontaneously emerging in the local society. Public participation in this case is not initiated by institutions; rather, a set of local cultural and entrepreneurial initiatives are connected and supported in their capacity to facilitate a participated regeneration process that combines community led actions and structural investment. The strategy happens in the background of an effort of the administration to recognize and endorse legally urban commons as an essential backbone of the of public welfare in Napoli, which are the object also of the Civic eState network. The approach of Napoli to involve large community partnerships has unfolded in recent years through several URBACT networks building on each other.

<https://www.youtube.com/watch?v=7jzBcTtXHUw>

URBACT Method. The focus and design of the URBACT method on participatory approaches has enabled municipalities with limited experiences in such processes to try a different mode of practice. For the municipalities of Krakow, Trikala and Timisoara, following the URBACT method meant that, for the first time, actors from public sector, NGO, academia and business dealing with urban poverty had an organized context to reflect together on their work and find ways to better collaborate.



FINANCIAL INNOVATION

B-Mincome. The pilot developed by Barcelona under UIA experiments the application of minimum income as the central component of an integrated set of policies. It includes combining minimum income with integrated one-stop-shop public and private active policies and actions to strengthen community's initiatives. This innovative ecosystem in the fight against poverty includes a set of services made available to persons receiving the income. It fosters a better understanding of poverty, based on the life stories of those affected and promotes new forms of cocreation, interrelation between services, community involvement and public-private cooperation. The project has also introduced a new digital currency - the real Economy Currency, or REC. Initially implemented exclusively in the pilot area and only designed for B-MINCOME recipients, the aim is to extend it to the whole city, once the B-MINCOME pilot is finished. The B-MINCOME pilot planned from the very beginning that 25% of the Municipal Inclusion Support (SMI or cash transfer benefit) would be paid in RECs. The REC is a citizen exchange system that complements the euro and allows transactions to take place within the community of individuals, institutions and local businesses.

<https://www.uia-initiative.eu/en/news-events/lets-boost-local-economy>
<https://rec.barcelona/en/home/>

Social Enterprise Strategy. In 2018, Glasgow City Council and the Glasgow Social Enterprise Network launched a new Social Enterprise Strategy. Prior to this, Glasgow had established the Co-operative Development Unit (CDU) to support and nurture the growth of social enterprises and co-operatives in the City. The local authority took the role to stimulate inclusive growth, and its support has helped accelerate the creation of an eco-system in which social enterprises can grow. The support is cross-departmental, spanning economic development, environment, physical regeneration, poverty and education. One of the recommendations from the Implementation Plan from URBIInclusion was the establishment of a business association for the local area, given the growth in this new market. Govanhill Community Development Trust have recruited an officer and are now engaging with local businesses in Govanhill to take this forward.

