



IN-HABIT – INclusive Health And wellBeing In small and medium size ciTies

## D5.4 Guidelines and Lessons Learnt from IN-HABIT Inclusive Transition Pathways

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# LIST OF ABBREVIATIONS AND ACRONYMS

BG	Behavioural Games
BOT	Book on a Tree LTD
BSC	Nodibinajums Baltic Studies Centre
B4B	Bridge for Billions SL
CMS	Co-management Scheme
CO-CO-CO-CO	Co-design, co-deployment, co-management, and co-monitoring
CORD	Ayuntamiento de Córdoba
CSR	Corporate Social Responsibility
CCPR	Co-created common pool resources
D	Deliverable
DFC	Design for Change España
EC	European Commission
ED	Engagement Diaries
EUI	European Urban Initiative
F4C	Framework for Change
GDEI	Gender, Diversity, Equity and Inclusion
HIDE	Hidepark Civic Association Triptych
H2020	Horizon 2020
IAG	Integration Assessment Grid
IHW	Inclusive Health and Well-being
ITF	Inclusive Transition Framework
ITPATH	Inclusive Transition Pathway
KII	Key Impact Indicators
KPI	Key Performance Indicator
KQ	Kalniciema Quarter
LABORELEC	Engie Laborelec
LCA	Local Community Activator
LCREA	Lucca Crea SRL

LUCCA	Comune di Lucca
NITRA	Mesto Nitra
OT	Organisational Template
PAX	Patios de Exarchia
PPPP	People-Public-Private Partnership
PP	Project Partner
RPR	Rigas Planosanas Regions
SDG	Sustainable Development Goals
SM	Stakeholder map
SMSCs	Small and medium size cities
SUA	Slovenska Polnohospodarska Univerzita V NITRE
SUD	Sustainable Urban Development
SWB	Social Well-being
T	Task
TP	Transition Pathway
TSR	Tesseræ Urban Social Research – Colini-Tripodi GBR
UAB	User Advisory Board
UCO	Universidad de Córdoba
UNIPI	Università di Pisa
UREAD	University of Reading
VIS	Visionary Integrated Solutions
WP	Work Package

# EXECUTIVE SUMMARY

This report captures the lessons learned from applying Inclusive Transition Pathways (ITPath) within the Horizon 2020 IN-HABIT project, which aimed to promote Inclusive Health and Well-being in four small and medium-sized European cities. Over five years, the project co-created innovative solutions tailored to local contexts:

- Córdoba (Spain): culture and heritage as drivers of neighbourhood revitalisation.
- Riga (Latvia): food as a means to nurture healthier lifestyles.
- Lucca (Italy): human–animal bonds as a new relational urban value.
- Nitra (Slovakia): art and environment to connect people and places.

All interventions targeted deprived areas and vulnerable groups, supported by a strong focus on Gender, Diversity, Equity and Inclusion (GDEI) and the development of polycentric governance models-

The lessons gathered through this endeavour underline that transformative change in urban contexts cannot be understood solely as the delivery of new infrastructures, services, or events. Change must also be envisaged as a reconfiguration of the relationships, agreements, and governance mechanisms that make such interventions possible and sustainable. For this reason, IN-HABIT placed great importance on creating shared languages, conceptual tools, common templates for sharing information, ensuring that all actors could participate in a common framework of understanding, accessible both across local languages and to non-expert audiences. Establishing a shared working vision from the earliest stages proved vital: it needed to remain flexible, capable of being revised and realigned in response to shifting expectations and unforeseen challenges, while still serving as guiding references throughout the project.

The project also demonstrated the power of visualisation. By mapping change as a pathway composed of progressive steps, complex processes were rendered more transparent to diverse stakeholders. Such representations also helped to track the evolution of social assemblages and governance innovations.

Equally central was the commitment to stakeholder engagement as a continuous, evolving process. Early and ongoing stakeholder mapping revealed not only the interests and power relations already present, but also pointed to absences—groups missing from the conversation, particularly vulnerable or underrepresented communities whose perspectives were crucial to rebalance dynamics and extend participation. Engagement required presence in the field which Local Community Activators being fully committed linchpin between the project ideas and local realities: different tools adopted such as reconnaissance, site visits, storytelling, convivial activities, focus groups, workshops

became essential practices to build trust, strengthen local visibility, and embody the project within lived places and communities. Communication, too, became a vital instrument of co-production, shaping interactions between institutions, stakeholders, and beneficiaries. Responsive and dialogic communication practices, combined with coherent visual identities, reinforced trust and collaboration, ensuring that communication itself acted as a driver of systemic change.

A further insight of IN-HABIT concerned the fragility of participatory processes when they are not embedded within supportive policy and governance frameworks. Usually, institutional resistance, administrative silos, and short-term project-based funding repeatedly limit the scope of participatory innovation. Yet the project demonstrated that innovative co-management schemes and carefully designed financial strategies could sustain inclusive health and well-being beyond immediate project cycles, provided they were explicitly tied to long-term planning in some cases and to local capacities and grassroots organising and participation. A key feature of this project was the role of the universities and research centers which worked as brokers between different types of stakeholders, coordinating the development of Visionary Integrated Solutions. Replication, in this regard, was shown to depend less on formal institutional models and more on the social capital and bridging roles—such as Local Community Activators mostly attached to research centers—that connect institutions, civil society, private actors, and local communities.

Taken together, this report shows the lessons on engagement experiences of the four cities illustrating both the promise and the challenges of advancing inclusive health through urban innovation. The lessons confirm the necessity of balancing flexibility with methodological rigor, of addressing inequalities in governance, of embedding gender, diversity, equity, and inclusion throughout processes, and of sustaining local capacities over time reinforcing peer-learning among the cities involved in European project: none of the cities could have reached the same result if working alone.. At the same time, the lessons highlight the difficulty of ensuring that participatory cultures and governance innovations endure in the same format as launched by IN-HABIT once project frameworks end.

Ultimately, IN-HABIT offers not just a set of tools and methods, but a replicable methodology of care and co-creation which is nuanced and context-specific providing guidance for cities and initiatives seeking to embed inclusive, systemic, and durable practices in their pursuit of urban well-being.

# 1. Introduction

This report presents the lessons learned from the application of Inclusive Transition Pathways (ITPath) in the Horizon 2020 project IN-HABIT. More than a retrospective account, it offers guidance for the future adoption of co-production tools and methods that were tested and refined within the project to foster *inclusive health and well-being* in small and medium-sized European cities. Over the course of five years, IN-HABIT explored how diverse urban resources—often overlooked in traditional planning—could become drivers of inclusive transformation. Each partner city focused on a distinct dimension of urban life to reimagine health and well-being: Córdoba (Spain) activated culture and heritage to strengthen community identity; Riga (Latvia) mobilised food to nurture healthier everyday lifestyles; Lucca (Italy) promoted human–animal bonds as a new relational urban value; and Nitra (Slovakia) employed art and the environment to connect people and places. All interventions were rooted in deprived areas and designed to benefit vulnerable groups, ensuring that those most often excluded from decision-making were placed at the centre of innovation.

The purpose of this report is to distil the lessons emerging from the early adoption and progressive development of Inclusive Transition Pathways across the four IN-HABIT cities. The chapters that follow trace this journey step by step. First, the concept of the Transition Pathway is introduced in Chapter Two, situating ITPath within the wider debate on instrumental approaches to urban policy design. and the ITPath, which is a processual chart representing the process of engagement along the project span, and has been adopted as the main tool to visualise and evaluate the engagement process at length. ITPath design was preceded by Frame4Change (F4C), drafted at the beginning of the process to respond to the requirement for a “Framework for Engagement”; F4C first provided an essential analytical grid to assess the initial situation and the “theory of change” required to produce the desired impact on local health and well-being; the ITPath was employed to record the evolution of the innovation social ecosystems mobilized by the project, and to reflect on their continuation and sustainability in relation with the produced impacts.

The report then turns to the methodology and tools for co-creation mobilised by IN-HABIT, object of a specific “transversal” work package, dedicated to support the stakeholder engagement process with a Gender, Diversity, Equity and Inclusion (GDEI) approach and to foster innovative polycentric governance models. The methodology required to operate simultaneously on two levels: strengthening collaboration among local stakeholders in each city, and fostering transnational exchange among project partners, especially partner cities, to enhance the replicability and transferability of solutions which was managed by the Lead partner University of Cordoba. The chapter 3 is dedicated to the tools and measures enabling cities to kick-off, conduct, self-assess, monitor and record the

engagement process according to a common shared framework (e.g. Stakeholders Maps and stakeholder analysis grids, Engagement Diaries, Integration Assessment templates, Co-management schemes). The toolkit ([Deliverable 5.1](#)) was introduced to the Local Community Activators, facilitating the creation of multistakeholders partnerships into IN-HUBs. Ongoing steady supervision to their contextual application of the creation of Public PRivate People Partnership was provided by the transversal partners with ad hoc methods during the entire course of the project. The Toolkit was also completed by methods and training sessions provided by other *transversal* partners as in the case of Design for Change workshops (DFC), Gender landscapes and behavioral games (UREAD), communication guidelines (BOT), etc.

Subsequently, in chapter 4 attention is given to the way these tools shaped the governance of the Public–Private–People Partnerships, beginning with the establishment of the IN-HUBs and following the evolution of their stakeholder ecosystems over time. The report also outlines in chapter 5 the design and implementation of visionary solutions (VIS) through collaborative management schemes (CMS), including efforts to create innovative financial mechanisms capable of sustaining them beyond the project’s duration.

Each section concludes by drawing out the lessons learned, particularly regarding the design and adaptation of Transition Pathways as instruments to strengthen polycentric and inclusive governance models. The report closes with a set of synthetic guidelines to support their future application in advancing integrated, sustainable, and equitable urban transformations (chapter 6). This part is also published as a standalone document directed at policy makers, civil servants and researchers interested in applying tools and methods developed by IN-HABIT in other contexts.

## 2. Defining Inclusion Transition Pathways in IN-HABIT

Transition Pathway (TP) is a concept used to think about change from a systemic perspective; it defines dynamic processes of change involving innovation, governance, and socio-technical transformations. TPs help outline the timing, scope, and scale of change necessary throughout the whole landscape for a region, industry, or economy to get from Point A to Point B, namely, to transition from a current state of things to a desired one (McNally, 2021). Technically, Transition Pathways are not plans, nor strategies: they complement the strategy, assessing whether some solutions or ideas will be effective and identifying what factors need to be considered or addressed to achieve a particular goal. In urban studies, TPs are framed as strategic routes or sequences of actions that steer urban areas towards sustainability goals, integrating mitigation, adaptation, and risk management with participatory governance.

Yet the complexity of urban transitions make TPs non-linear, multi-scalar, and involving diverse actors. The term itself “Transition Pathway” emerged in recent years particularly in connection with environmental issues, low-carbon transition and urban sustainability (Crowley et al., 2021; Droege, 2011; Grossmann & Creamer, 2017; Nevens et al., 2013; Rosenbloom, 2017; Zhang et al., 2018). This approach is exemplified by the Transition Movement, which emerged in the early 2000s around the concept of “transition towns” which culminated in the establishment of the Transition Network in 2006, with the aim of inspiring, supporting, and connecting communities in their transition efforts through a polycentric governance framework (Connors & McDonald, 2011). More specifically, Transition Pathways are developed to represent paradigmatic transitions towards low carbon models of production and consumption as a response to the climate change crisis and its mitigation. The literature highlights how only transitions models based on wide participation and the responsabilisation of all the social components and economic actors may succeed, stressing the importance of context-specific pathways that account for unique urban characteristics and stakeholder dynamics (Marat-Mendes et al., 2022; Mendizabal et al. 2018). These dynamics trigger decisive changes that shape long-term urban development patterns, requiring attention to critical junctures and the influence of socio-economic and political processes. Transition pathways are simultaneously shaped by local and global forces, institutional arrangements, patterns of property, infrastructure and governance as much as developmental strategies, highlighting both the diversity of perspectives and the potential for conflicting visions of urban futures. This brings to address that there is not a single or unique Transition Pathway, but multiple, coexisting pathways that reflect complex urbanization processes and developmental contexts.

For the definition of Transition Pathway in IN-HABIT, the partnership drew on theories of co-production (Ostrom 1996; Ostrom et al. 2010; Turnhout et al. 2020). These were further elaborated in a background conceptual paper prepared by IN-HABIT's academic partners (unpublished), which emphasized the crucial role of beneficiaries in shaping public services. Building on Ostrom's vision of the commons (Ostrom 1990; Ostrom 1994), IN-HABIT's theoretical framework proposed understanding Inclusive Health and Well-being (IHW) as a co-created common pool resource (CCPR)—a resource collectively owned, designed, managed, and used by the community, and essential for equitable urban development.

IN-HABIT embraces a broad notion of co-production that spans co-design, co-deployment, co-management, and co-monitoring of solutions—summarized within the project as co-co-co-co. This fourfold framework constitutes an epistemological stance towards urban innovation, grounded in the conviction that sustainable transformations in health and wellbeing require iterative, multi-actor collaboration across the entire policy design and implementation cycle. Co-design is therefore taken as the collective articulation of needs, priorities, and collective construction of imaginaries by the stakeholders involved, leading to the formulation of (integrated) visions. Co-deployment translates these shared visions into concrete practices, operationalized within public–private–people partnerships. Co-management extends this participatory ethos into the governance phase, ensuring that newly created or reconfigured urban spaces and infrastructures are stewarded through inclusive arrangements, anchored by IN-HUBs meant as institutionalized laboratories for social innovation. Finally, co-monitoring introduces a reflexive dimension, embedding participatory evaluation mechanisms—ranging from SDG-oriented frameworks to behavioral experiments and community-driven indicators. In this sense, the co-co-co-co model functions as a procedural framework advancing an inclusive understanding of the transition path towards urban wellbeing.

IN-HABIT defines an Inclusive Transition Pathway as a holistic and participatory approach to urban transformation. A core feature of these pathways is the systematic integration of Gender, Diversity, Equity, and Inclusion (GDEI) perspectives into the design and implementation of all actions, with the aim of fostering systemic change through collaborative governance. To this end, IN-HABIT develops a shared roadmap toward improved Health and Well-being in its four partner cities. Inclusive Transition Pathways emphasize the active involvement of diverse community members—especially those from marginalized or underrepresented groups—in both the co-design and co-development of urban interventions.

The ITPath is a processual scheme aimed at representing the evolution of the project through the stakeholder engagement and to guide the development of a polycentric governance model in the four cities (Figure 2). In practice, this requires the establishment of local participatory bodies, IN-HUBs, that steer Public-Private-People Partnerships (PPPPs).

IN-HUBs serve as platforms for dialogue and decision-making, ensuring that the voices of all stakeholders are heard and that interventions are contextually relevant and equitable. Complementing the delivery of the four Integrated Transformation Plans (ITPlans) to deploy their set of Visionary Integrated Solutions (VIS) for each city, the Inclusive Transition Pathways (ITPath) retrace actions, procedures and agreements created among the stakeholders to make them happen. According to the definition in the grant agreement, the four Inclusive Transition Pathways should be the basis of the innovative governance mechanisms that each city will test in its IN-HUB, and contribute to the delivery of the final Policy Recommendations. Their elaboration has been reported in Delivery 5.2 by TSR at month 24 of the project, successively revised to include further advancements.

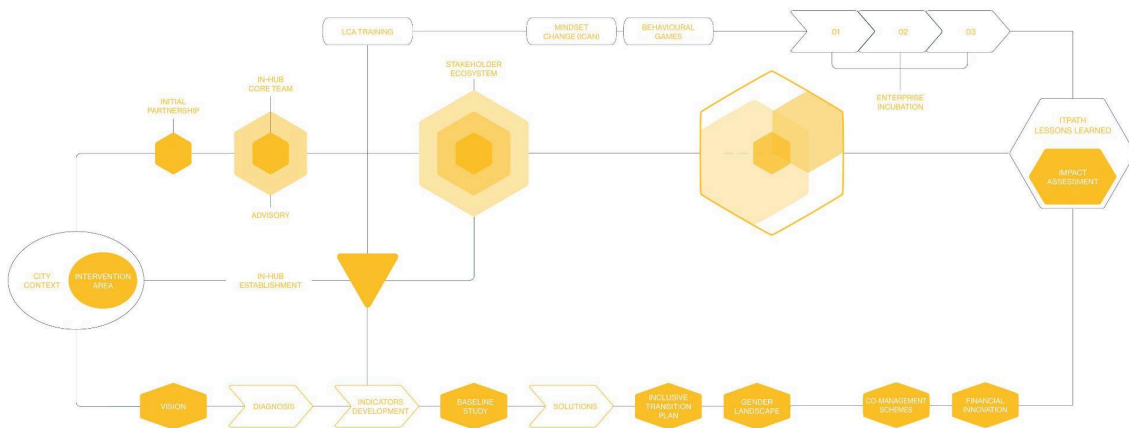


Figure 1. ITPath scheme

The visualisation of the IN-HABIT ITPath provides a concise representation of two interconnected components of the process. First, it tracks the evolution of the local partnership and its positioning within the broader social ecosystem. Second, it captures on-the-ground activities arising from the co-design, co-deployment, and co-monitoring of solutions within the target territories. Furthermore, the ITPath records the evolution of the partnership, including both formal and informal agreements. These may take diverse forms, such as employment or procurement contracts, memoranda of understanding, collaboration pacts, charters, or manifestos, providing a comprehensive record of the governance and operational arrangements underpinning the project.

The ITPath identifies a series of key moments, each accompanied by targeted questions designed to document the engagement process and guide improvements in inclusivity, integration, and governance. These questions—illustrated in Figure 3—form the foundation of the Inclusive Transition Framework, offering a structured approach for reflecting on how partnerships develop and how decisions are made and implemented throughout the project cycle.

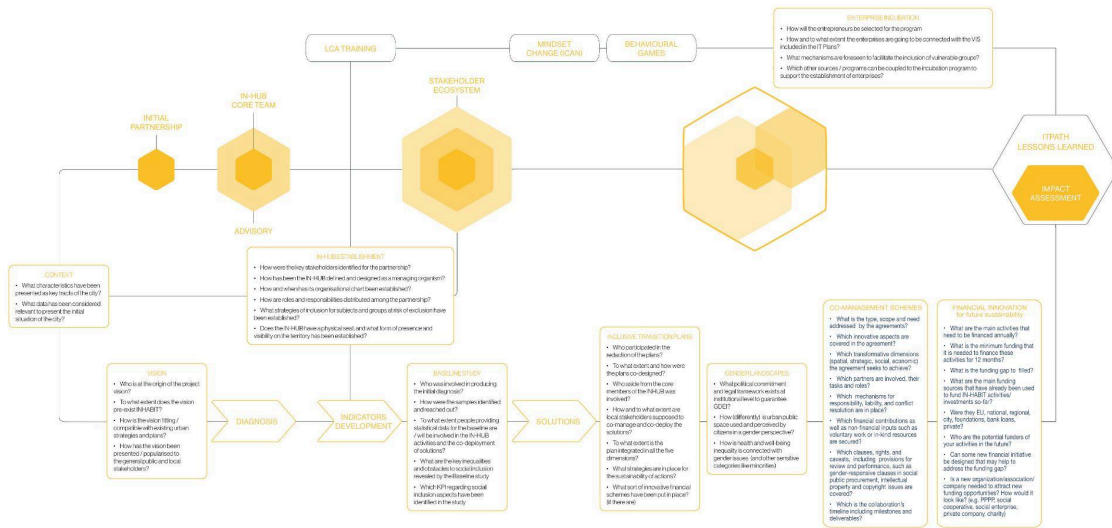


Figure 2. Inclusive Transition Framework

Through the ITPaths of the four cities, the project has documented and traced the evolution of governance structures, financial innovation processes, and stakeholder engagement practices. These pathways form the basis for analyzing innovative arrangements, identifying best practices, and developing policy recommendations and guidelines. This report consolidates the knowledge and materials generated across all ITPaths, providing lessons for inclusive and participatory urban transformation.

The Inclusive Transition Pathway is the central component of the IN-HABIT engagement methodology. Its schematic representation of the project’s processes is designed to provide structured tools for documenting key milestones, capturing critical agreements, and supporting self-monitoring, self-assessment, and reflection on decision-making processes. By integrating these elements, the methodology not only aims at facilitating the co-creation of sustainable urban solutions but also to ensure that governance and operational practices evolve in a transparent, integrated, and context-sensitive manner.

## 3. Methodology of engagement

In line with the importance of multi-stakeholders participation, the methodology developed by Tesseræ Urban Social Research for IN-HABIT prioritizes inclusivity, aiming to engage a diverse range of stakeholders with particular attention to Gender, Diversity, Equity, and Inclusion (GDEI). Drawing on both the literature and practical experience in Transition Pathway and co-creation, the methodology adopts the Frame4Change (F4C), a framework specifically designed for IN-HABIT to guide stakeholder engagement. It also incorporates tailored training programs for local community activators (LCAs), the design of a set of tools and templates for the facilitation of co-production activities, and thematic inputs in forms of workshops in transnational meetings, addressing the specific needs and developmental priorities of the participating cities.

### 3.1 Framing the change

The Frame4change (F4C) is a meta-tool synthetically schematising the essential components of a generic transformative process, which puts at its centre the concept of change. The Theory of Change (Taplin, 2012) posits that a transformative process is directed towards the anticipated change (outputs) by examining the preconditions necessary to facilitate that change. The F4C synthetically selects three general “preconditions” such as the dimensions of transformation, the variables regulating the process, and the categories of action needed to implement the change. Graphically these three dimensions are presented in the form of concentric loops, displaying three successive and complementary analytical layers (Figure 3).

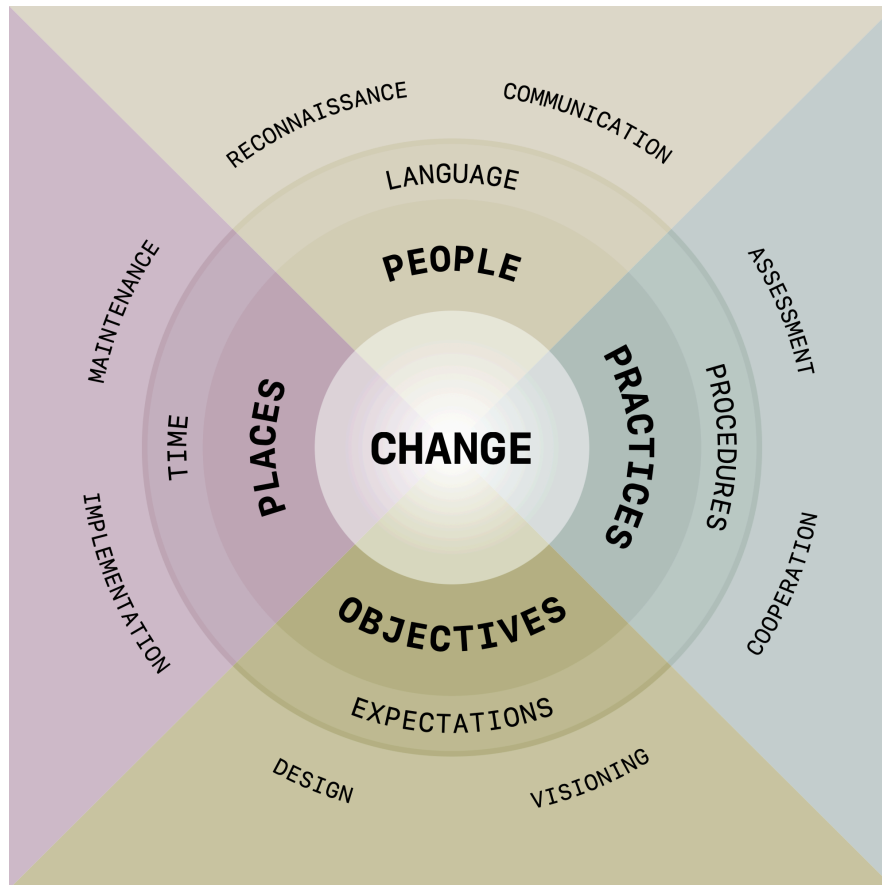


Figure 3. Frame4Change

The first loop enhances a reflection on how the initial disciplinary perspective from which a project is designed influences its impacts in other related fields, or its *integration*. Places relate to the spatial dimension, people to the social dimension, practices to the realm of production or the economies, objectives to the strategic or normative aspect. Any transformative process engages to a certain extent with all these dimensions, but the original perspective triggering the initiative plays a crucial role in shaping the form and organisation of the process. The second loop presents four key variables that determine the conditions to which the process needs to be adapted to achieve positive effects, namely language, expectations, procedures and time. The third loop in the F4C scheme encompasses eight different types of activities required to advance the process: reconnaissance, communication, assessment, cooperation, visioning, design, implementation, maintenance. The circular shape implies a perfect cycle that starts with the initial reconnaissance and concludes with the maintenance of project outcomes. However, the causality of the phases in a transformative process is a lofty abstraction that does not align with reality. Activities occur simultaneously, irregularly intersecting and blending together. Any one of them can serve as the entry point in the process. Conversely, any of these action types can be analysed as a loop in itself, a trajectory that comes back to an initial point just be repeated and repeated again in order to advance the general process.

The ability to go back and evaluate the outcomes of a single action, as well as its resonance with other elements of the process, develop reflexive practice, and act to improve synchronisation and synergy is critical. Consequently, the process of achieving the intended signifier "change" at the core of the scheme can be analysed in two ways: from the centre, where the anticipated change resides, one can navigate backward and in various directions from the primary domains of its expected effects through the essential variables that the process must regulate, ultimately arriving at the diverse activities necessary to guide the transformative process. Alternatively, the chart may be navigated in reverse, starting with a particular action, moment, or entrance point in the project's implementation, progressing towards the overarching objective of achieving the intended change. Starting from the initial question formulated as "what change do we want / expect to realise?", the goal of the F4C tool is to support the development of a comprehensive and logical set of questions related to the process we are involved in. This facilitates the adoption of a reflective methodology, allowing for ongoing learning, evaluation, and adaptation during multiple cycles, akin to "cognitive loops." F4C constituted the initial logical scheme on which engagement procedures and tools for the project were designed<sup>1</sup>. The F4C is complemented by the Inclusive Transition Paths and its formalisation into PPPPs.

## 3.2 Training Local Community Activators (LCA)

In order to operationalise the F4C, the project has engaged in the training of Local Community Activators (LCA) with expertise in the project's target area. Two LCAs were hired in each location with the main task of coordinating the IN-HUBs steering the PPPPs. A week-long training at the onset of the IN-HABIT project provided an introduction to F4C as a common approach, and participatory tools, methods and guidelines to be potentially applied and customised according to IN-HABIT in the four cities contexts. In addition, a Toolkit for Stakeholder Engagement with a Gender, Diversity, Equity, and Inclusion perspective (D5.1) was designed to ensure a consistent fundamental understanding throughout all LCAs in different locations of IN-HABIT. This Toolkit served as the foundation for the training of LCAs and provided the reference set for managing the four local IN-HUBs established in Córdoba, Lucca, Nitra, and Riga. While the Toolkit and the training process were assembled by the partner TSR as part of WP5 tasks, focused on the stakeholder engagement process, their scope was enlarged to comprise most of the transversal work packages expected activities and outputs, including GDEI approach, Design for Change's "I CAN" methodology", communication and impact assessment. The idea was to provide an overall set of tools and guidelines for all the mansions that the LCAs would have been in charge of within the project, while keeping an inclusive and participatory approach as essential character in all the project's activities.

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<sup>1</sup>More detailed examinations of Frame4Change and its application in IN-HABIT can be found in Tripodi L. (2024) and in Colini L., Tripodi L., Benavides L.M., (2025).

The training took place in early 2021, amid the Covid19 crisis, and was entirely online, divided into five full-day modules. The training not only provided an opportunity to introduce the set of tools, but also to kick-off using stakeholder engagement and data collection methodologies that would be used throughout the five-year program, including regular monitoring of the evolution of the innovation ecosystem mobilised by the project, and recording the daily challenges of the LCA in steering the IN-HUBs from situated perspectives.

Building on the foundational LCA training, which introduced the F4C framework and the GDEI approach, ongoing, context-sensitive support was provided in later phases of the project to LCAs to strengthen their capacity to apply these principles in practice, as elaborated in further sections. One such example is Design for Change (DFC), which offered targeted activities such as short online modules, locally facilitated workshops, and “train-the-trainers” sessions, equipping LCAs and other members of the IN-HUB with tools to lead I CAN activities in their communities.

Beyond these activities, GDEI principles remained transversal to IN-HUBs’ activities, though their implementation and outcomes varied across the four cities. LCAs applied them to design engagement strategies that were sensitive to gender, age, ethnicity, disability, and socio-economic background; to ensure the inclusion of underrepresented and marginalized groups; and to adapt participatory tools and events to local contexts, balancing accessibility, participation, and empowerment. In this way, GDEI was embedded not only in training content but also in the practical implementation of activities, guiding interactions, collaborations, and decision-making throughout the project.

### 3.3 Self-assessment and monitoring participatory tools

During the LCA training, many participatory planning tools, with examples on case studies in different EU cities were presented and few tools selected as common standardised tools to be adopted along the lifetime to self monitor and assess the engagement processes: the stakeholder maps (SM), the Engagement Diary (EG) and the Integration Assessment Grid (IAG). Throughout the project, SM and EDs were systematically employed, complemented by the episodic use of other tools strategically introduced at specific stages of the process to foster the co-production of targeted outcomes.

The stakeholder mapping tool was designed making use of the Quadruple and Quintuple Helix models of innovation (Carayannis et al., 2013), categorising participants into public, private, research, and civil society sectors (Annex 1). These models emphasize balanced collaboration between different social actors (Quadruple Helix) while also considering the broader socio-environmental ecosystem (Quintuple Helix). Stakeholder maps served as a tool to facilitate the development and oversight of local PPPPs, monitoring the

partnership's progression throughout the project duration, and emphasising the engagement process of marginalised groups. The mapping aims to analyse stakeholders' roles and interests, assess power relations within the social ecosystem, identify absent and vulnerable groups, and help formulate customised engagement strategies. The templates introduced during the training phase have remained active throughout all the project, providing periodical screenshots of the evolving social innovation ecosystems aggregated and mobilized by the project. The schematic visualisation in the target chart has been completed with excel spreadsheet collecting a structured grid of data about the stakeholders as well as their role and contribution to the project.

While stakeholders maps provided an account of the collective agency mobilized by the project, or namely the systemic capacity of the local social innovation ecosystem to cooperate and advance as a partnership, they were completed by the Engagement Diaries (ED), whose aim is giving an account of the essential contribution of key individual subjects in terms of catalysing and steering the entire process. Drawing on insights from the EU URBACT programme, which trains cities in developing local plans through transnational exchange and mutual support, the EDs further developed within IN-HABIT seek to provide a personalised, contextualised account of stakeholders' engagement activities at the local level. They document challenges, solutions, inspirations, and innovative aspects of the engagement process among local stakeholders, while also promoting transnational exchange. Adopting a journalistic narrative format, EDs complement the impersonal reporting with a situated perspective derived from the personal experience of activators and managers doing fieldwork. Engagement Diaries derive from the consideration that managing a complex participative process as those foreseen by IN-HABIT requires a great capacity for developing personal relations and empathy. These aspects tend to be overlooked in conventional reporting forms, while EDs draw on personal narratives as an essential means of comprehension for the on-the-ground process. Initially, Local Community Activators had the autonomy to choose the format for their diary entries that best met their contextual needs, including text, slide presentations, interviews, visual mind maps, short podcasts, or videos. Nonetheless, analysing the data collected has posed issues owing to considerable heterogeneity in content and structure among cities. In many instances, journal entries were derived from field notes recorded during meetings and engagement activities, but in others, they constituted retrospective reports of specific obstacles encountered during project implementation. To facilitate comparison, a series of key queries derived from the Frame for Change were formulated, assisting in the assessment of critical action areas, variables, and key instances in the engagement process (Annex 2).

Along with the engagement process, a distinct tool to assess the collaboration of stakeholders for integrated policies was introduced to the IN-HABIT cities partners to prevent the risks of isolated interventions, site-neutral approaches, and coordination-blind

activities, which may yield only limited gains. Traditional urban planning approaches, such as rational planning, do not adequately integrate sustainability principles and show that to attain transformative change towards sustainable development, a coral and holistic approach to policy thinking, designing and implementation is advisable (Barca et al., 2012; Böhme, 2023; Faludi, 2009; Yigitcanlar et al., 2014; Zaucha et al., 2012). This approach, broadly referred to as Integrated Approach to Sustainable Urban Development calls for “multi-sectoral policy, multi-level and multi-stakeholder governance, and multi-territorial and community-led strategy” (Pertoldi et al., 2020). In practice, implementing this approach requires cities to consider interventions across several dimensions—vertical, horizontal, territorial, sectoral, and hard/soft—ensuring that actions are synergistically organized to achieve policy objectives. (Annex 5). The Integration Assessment Grid was introduced after the first IN-HABIT project delivery of the ITPlans, with the aim of supporting cities in verifying and self-assessing the state of their actions and the extent of their integrated approach across all five dimensions. Given the nature of the partnerships developed in IN-HABIT, activities needed to be organized in a way that ensured synergy and alignment with each plans’ objective. Integration assessment exercises were conducted during city visits and presented through workshop sessions, which included examples of Local Action Plans formats drawn from EU programmes such as URBACT, European Urban Initiative (EUI) cities practices. While a standardized format for presenting plans and actions was initially suggested, IN-HABIT partners ultimately adopted customized formats tailored to the specific context and needs of each city.

### 3.4 Tools for innovative governance

Understanding the implementation of innovative decentralized governance models requires a thorough examination of the pacts and agreements developed during participatory processes to develop the terrain for innovation. For this reason IN-HABIT introduced the concept of Co-Management Schemes (CMS), defined as “power sharing and participatory decision-making (formal or informal) arrangements among stakeholders such as IN-HABITants, governments, research institutions, private and non-governmental sectors”<sup>2</sup>. Despite the substantial literature on multi-stakeholder governance, there is little research specifically examining the legal frameworks for participatory agreements in urban planning for health and wellbeing. Tesserae Urban Social Research conducted desk research on this topic to develop a template for Co-Management Schemes for IN-HABIT. This format, to be completed by project partners, was tailored to support cities in implementing their local plans while aligning with their specific goals. In addition to defining responsibilities, a CMS can also support the development of innovative financial arrangements, helping to improve the long-term sustainability of solutions devised by the project. The co-management

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<sup>2</sup> From the IN-HABIT H2020 project Grant Agreement.

scheme templates place emphasis on the modes of cooperation that Public-Private-People Partnerships can adopt and where structured into six main sections:

- Agreement description – outlines the type of agreement, defines its scope, and explains its necessity or innovative aspects.
- Transformative dimensions – based on the four dimensions of change in the Framework for Change (spatial, strategic, social, economic), it specifies the primary type of change the agreement seeks to achieve.
- Partnership for co-production – details the partners involved, their tasks and roles, and mechanisms for responsibility, liability, and conflict resolution.
- Resources – covers financial contributions as well as non-financial inputs such as voluntary work or in-kind resources.
- Clauses, rights, and caveats – includes provisions for review and performance, such as gender-responsive clauses in social public procurement, and addresses intellectual property and copyright issues.
- Schedule – sets out the collaboration’s timeline, including milestones and deliverables.

These documents drafted by partner cities were essential for ensuring transparency in decision-making and in the allocation of resources within participatory processes, and served as the foundation upon which partnerships were built to implement actions. The template considered both formalised and informal agreements: when formalized, a CMS establishes clear boundaries of responsibility and liability; when informal, it defines the flexible codes that underpin collaboration. The scope of the agreement recorded in the CMS format was also adaptable: it could address specific actions or solutions, or it could encompass an entire plan.

Moreover, the activities of the IN-HUBs were supported by Tesserae Urban Social Research through ad hoc expertise and thematic workshops. In February 2023, a dedicated workshop on collaborative pacts was offered to LCAs and other IN-HUB members, showcasing models and best practices for the management of urban commons. The knowledge generated in this context fed directly into the elaboration of the CMS.

### 3.5 Tools for financial innovation

Financial innovation is defined in the scientific literature as the creation and the popularization of new financial products, processes, markets, and institutions. These novelties can be incremental or radical changes to the ways a financial activity is carried out (Khraisha 2018). Moreover, the notion of innovation is deeply rooted in contemporary European policy, where it is often assumed that innovation is a key driver of a variety of desired outcomes such as sustainability, social inclusion, and economic growth (von

Schönfeld 2021). In IN-HABIT, financial innovation is understood as the development of novel multi-stakeholder arrangements and funding mechanisms that enable Inclusive Health and Well-being overcoming limitations deriving from local political and socio-economic conditions. These arrangements explore new ways of creating value, mobilising resources, and sustaining initiatives beyond the project's lifetime. In the context of an EC H2020 granted project mostly managed by academic organisations, this presented numerous challenges, both in terms of deviation from typical institutional funding schemes and the activation of private capital, especially in deprived and neglected areas.

Specific training and thematic sessions were organised by Tesserae Urban Social Research to support the IN-HUB elaboration of financial innovations and strategies for increasing the sustainability of the project beyond the duration of the project. These included a webinar on gender-responsive public procurement (February 2023) and a dedicated workshop on financial innovation during the General Assembly in Riga (September 2024).

The webinar on gender-responsive public procurement provided inputs from different European experiences, identifying barriers and strategies to embed gender equality and social clauses into public procurement and tenders. In addition to this, a specific exercise was designed for the General Assembly in Riga in September 2024 to support the IN-HUB's capacity to map funding needs, identify potential resources, and generate ideas for innovative financing models.

This exercise guided the city representatives through three steps:

- Defining what needs to be financed. Participants first identified the key activities in their city requiring annual funding, estimated the minimum budget needed to sustain each for 12 months, and calculated any resulting funding gaps.
- Mapping who could provide funding. Participants reviewed the sources already used to support IN-HABIT activities (e.g. EU programmes, national or municipal budgets, foundations, bank loans, private contributions) and brainstormed potential future funders.
- Designing how to close the gap. Participants drafted a preliminary concept for a new financial initiative to address the funding gap. This included considering whether a new organisational form, such as a legally constituted partnership, social cooperative, social enterprise, private company, or charity, might be needed to unlock additional funding opportunities.

Moreover, an Inclusive Business Incubation Programme was implemented by B4B across the four IN-HABIT cities in three rounds during 2023, 2024, and 2025 ( as in [D5.3](#)). The programme supported entrepreneurs in developing and scaling inclusive business ideas,

prioritising marginalised and under-represented groups. In line with IN-HABIT's GDEI approach, B4B adapted recruitment and training to overcome barriers such as limited digital literacy, low confidence, and unfamiliarity with entrepreneurship, while promoting safe and supportive learning environments that valued diverse perspectives and lived experiences. The programme offered structured entrepreneurial tools and personalised mentorship that strengthened participants' soft skills (confidence to start a business, decision-making, vision and planning) and hard skills (financial planning, market understanding, social media marketing, strategic planning). By providing this structured incubation methodology, B4B equipped IN-HUB participants with practical capacities to explore, design, and manage innovative financing arrangements, supporting the broader objectives of financial innovation within the project. TSR, as leader of WP5 dedicated to the engagement of stakeholders of which the incubation program was part, dedicated a specific effort at coordinating the capacity building program with the IN-HUB activities. The intent of maximising the innovative potential of new entrepreneurs within the objectives and solutions deployed by IN-HABIT revealed to be challenging and only in some cases possible.

## LESSONS & REFLECTIONS

### Methodology of Engagement

- **Balancing standardisation vs flexibilisation.** A primary lesson concerns the difficulty of balancing the flexibility required to honor the substantial diversity among contexts with the need for enough methodological standardization to facilitate meaningful comparison and cumulative learning. While such a framework facilitates coordination across multiple cities and partnerships, allowing for the monitoring of progress and comparison of outcomes, its effectiveness is limited by local contexts. As highlighted in the literature of Urban Policy Design (e.g. Le Galès, 2022), the instrumental application of a common scheme cannot fully account for the diverse governance structures, cultural factors, and social capital inherent in each city. A standardized approach can provide guidance and consistency, but flexibility remains essential to accommodate local conditions.
- **Visualising the IPath and conceptual framing enhance transparency and coordination but reveal limits when confronted with complex, non-linear local realities.** The two conceptual foundations steering the IN-HABIT engagement strategy —the F4C framework and the IPath processual chart—proved instrumental for structuring the process, monitoring and assessing in progress the project, yet surfaced challenges in their operational use:

- The F4C, designed as an analytical grid to assess initial situations and to clarify the project's theory of change, offered support during the planning phase by providing a conceptual map to reflect on self-assessment. It was mostly useful as a meta-tool to design templates and questionnaires and improve the comparability of harvested data
- The ITPath process chart offered a longitudinal perspective to capture evolutions, engagement dynamics, and ecosystem transformations over the project's five years. While valuable as a tool for visualization and reflection, its neatly defined sequential phases sometimes conflicted with the non-linear, iterative realities of community engagement and social innovation. Pushbacks, delays, and temporary regressions proved difficult to represent within such a framework, which risks inadvertently oversimplifying the complexity of social change processes.
- **Sustained capacity-building is crucial for resilience, enabling local actors to adapt to unforeseen challenges over time.** The training offered to Local Community Activators—covering engagement techniques, gender and diversity sensitivity, behavioral games, and co-creation methods—was comprehensive and essential. However, the sheer range and complexity of tools and frameworks sometimes risked overwhelming participants, particularly in contexts where traditions of participatory culture were less established. Additional, ongoing support proved necessary alongside project implementation, as one-off online sessions were often insufficient to meet local needs. The IN-HABIT engagement process highlighted the value of sustained investment in capacity-building, reinforced through peer-learning networks, structured mentorship, and clear succession strategies for facilitators working on the ground. Crucially, support should extend beyond online training to include continuous peer-learning among transnational facilitators. Such an approach not only enhances the effectiveness of Local Community Activators but also ensures that participatory practices take root more deeply and evolve sustainably across diverse urban and socio-political contexts.
- **A versatile and adaptable toolkit for public participation is essential : one-off training interventions are insufficient without continuous, context-sensitive support and peer-learning structures.** The IN-HABIT toolkit brought together a rich set of instruments—including stakeholder maps, analysis grids, organizational templates, engagement diaries, integration assessment templates, and co-management schemes (Annexes 1–6). Carefully designed or adapted for IN-HABIT, these tools were meant to foster innovation and strengthen governance across diverse political, social, and spatial contexts. This breadth of resources offered local teams the flexibility to tailor approaches to their unique urban and socio-political realities. While such adaptability sometimes led to variations in data

collection and application, it also highlighted the toolkit's capacity to respond to local needs. The challenge of balancing standardization with contextualization ultimately opened up opportunities for learning about how participatory instruments can be both robust and flexible in supporting complex social innovation processes. Issues such as language barriers and digital literacy required as well stronger elements of customisation. In practice, this translated into the establishment of local partnerships, exemplified by the creation of Design for Change Italy as a direct outcome of the first I CAN mindset workshops in Lucca, or by the appointment of local incubation managers in each city through B4B's Inclusive Business Incubation Programme. In this programme, local challenges were taken into account by offering culturally sensitive outreach and mentoring, adapting training materials to literacy and digital skills. For instance, in Córdoba, workshops targeted women in Las Palmeras, with flexible pacing and practical exercises that accounted for care responsibilities and irregular work schedules.

- **Tools and continuous adaptation for local ownership strengthen local ownership, yet if contextual customization of participatory tools enhances inclusiveness it might challenge uniform data collection and standardisation..** Within IN-HABIT, the participatory instruments designed and applied to facilitate LCA stakeholder engagement, strengthen governance mechanisms, and support innovation across diverse urban contexts not only provided structured methodologies for mapping actors, documenting interactions, assessing integration, and formalizing agreements, but also generated critical insights into the dynamics of community engagement and institutional collaboration. Here lessons from the tools implementation:
  - The **Stakeholder maps** have been a crucial tool for identifying and visualizing the actors involved—or potentially involved—in local Public-Private-People Partnerships. The process has highlighted the importance of moving beyond broad categories, such as “local businesses”, to specific individuals and groups, including both formal and informal actors. In the PPPP model, “People” are recognized as active agents of change, encompassing multiple subgroups that may be disconnected, in conflict, or informally organized. Even where no formal community exists, engagement of individual residents and spontaneous local groups proved essential for project activities. At the same time, this poses a challenge in defining who we consider as “people” or “community” within a constant reorganisation of social assemblages only vaguely defined in their rules of belonging. The stakeholder mapping process has been functional to refine intervention strategies and define indicators to assess the impact of local actions in relation with such shifting constellations of actors. The mapping process revealed two important lessons, first that real-world actors often defy neat

categorization. Some public actors operated like businesses, while certain municipal services functioned more like civil society organizations. Organizations could adopt multiple roles depending on context, making rigid classification impractical. And second, that stakeholder participation evolved throughout the project. The co-design phase involved broad, fluid interactions, while the co-implementation phase saw engagement shift toward smaller, focused exchanges, sometimes reducing visible ecosystem dynamism. In some cases, formal structures, such as advisory boards, did not translate into tangible outcomes. These findings underscore the need for flexible categorization frameworks and longitudinal tracking tools that capture both formal and informal engagement. Such approaches enable more adaptive, inclusive, and effective governance in social innovation and urban co-creation projects.

- The **Engagement Diaries (ED)** have proven to be an essential tool for capturing the complex interactions within the stakeholder ecosystem. This approach provided clearer insights into the different stages of the engagement process and improved knowledge exchange across sites. However, the use of EDs also involved a trade-off, as it tended to diminish the personal, context-specific perspectives of LCAs, shifting the focus from narrative accounts to systematic reporting. For future projects, it would be beneficial to establish reporting protocols in advance, including field note guidelines and targeted recording techniques aligned with the key questions of the ED. Such measures would help maintain a balance between rigorous documentation and the preservation of on-the-ground insights, ensuring that the lived experiences of local actors continue to inform decision-making and project evaluation.
- The **Integration Assessment Grid** demonstrated its value as a structured framework for discussion by encouraging cities to not only draft structured integrated action plans but also to reassess priorities, identify gaps, and clarify roles, resulting in more cohesive and collaborative approaches to integrated urban development during implementation. However, the Grid was not extensively utilised to draft or assess the synergies between the city's proposed initiatives. One explanation is that the notion of Integrated approach, as accepted by the European Commission, may pose a significant challenge for stakeholders who are unfamiliar with a complex and multidimensional understanding of transformative process dimensions as is often the case with local policy culture. Similarly, coordinating the participation of key actors at the same time was consistently difficult, which also affected the execution of integration assessment procedures. Particularly profitable was the experience in Nitra, where the good results of

the exercise were the consequence of a big effort in translating in local language and redrawing the entire exercise according to local policy context, in order to facilitate a wide participation of stakeholders from different backgrounds.

- **CMS templates and Financial tools** were designed to ensure transparency and consistency in the implementation of actions and plans across cities. In practice, however, their adoption revealed several challenges. Existing legal frameworks often conflicted with institutional operating protocols, and political representatives and public servants did not always act as a unified entity, complicating coordination. Some agreements required months or even years to finalize, delaying formal reporting until contracts, leases, and other legal documents were signed. Local elections further disrupted institutional procedures, while rigid national legal frameworks and limited institutional expertise in procurement added additional constraints. These challenges forced partners to adopt highly flexible and adaptive approaches, which were not always easily captured by standardized templates. A key lesson from this experience is the importance of clearly identifying the specific purpose of each scheme. Whether the objective is to formalize an unconventional partnership, resolve a concrete problem, or update an outdated agreement, explicitly defining the scheme's goal is essential. Doing so provides clarity to the engagement process and enables meaningful comparative analysis across cities, ensuring that co-management tools remain both practical and contextually relevant.
- Overall, **standardised tools and templates are important for guiding and analysing complex processes, but they can also be overwhelming or redundant, adding procedures and bureaucratic fatigue to workers' daily tasks.** In IN-HABIT were also designed tools that were not used or underutilised, such as the Organisational Template (see annex 3). To avoid needless multiplication of activities, task planning should be coordinated at the partnership level from the start.

## 4. Analysis of Governance and Stakeholder Engagement for Inclusive Transition

### 4.1 IN-HUBs as steering organisms

Within the literature, it is widely recognized that private stakeholders and the general public often pursue divergent interests and operate according to different agendas, a tension that can be further exacerbated by temporal gaps between participatory activities and the subsequent implementation of public–private initiatives (Dente et al., 2005; Irazábal, 2016; Moallemi et al. 2020). These misalignments present significant challenges for ensuring equitable representation, maintaining stakeholder engagement, and fostering long-term commitment to shared objectives. In the context of IN-HABIT, the PPPP represents a governance approach that seeks to enhance the involvement of private actors and the general public—particularly the vulnerable beneficiaries—in collaborative planning and implementation processes (De Paula et al. 2023).

Moreover, achieving genuine and effective co-production required not only the formal inclusion of diverse actors but also the establishment of mechanisms capable of sustaining dialogue, negotiation, and joint action throughout the project lifecycle. The principal instrument developed to operationalize this vision was the IN-HUB, designed as a participatory governance platform to coordinate, mediate, and facilitate collaboration between public institutions, private entities, and community actors in the co-design and deployment of locally relevant solutions.

Within the IN-HABIT framework, IN-HUBs were conceived as innovation laboratories designed to mobilize human resources by activating different types of stakeholders and supporting processes of co-design, co-deployment, co-management, and co-monitoring of Visionary Integrated Solutions (VIS). Functioning at the intersection of science, society, and policy, IN-HUBs were meant to provide a space where diverse actors can engage in practical collaboration, exchange and transfer knowledge, generate and apply evidence, assess impacts, and collectively envision the long-term legacy of the project.

A central ambition of IN-HABIT was to enhance capacities within vulnerable groups while simultaneously building community cohesion and strengthening willingness to cooperate across different societal domains. Across the four participating cities, IN-HUBs manifested in diverse configurations, reflecting distinct approaches, institutional arrangements, and varying levels of centrality in the overall process. These differences stem from a combination of factors, including the specific socio-spatial contexts in which the PPPP was applied, the thematic focus and objectives prioritized in each city, the backgrounds and

institutional profiles of the coordinating partners, which shaped their respective roles, and the differing political landscapes and levels of political support secured for the project.

## 4.2 Governance models

The governance architectures developed in Córdoba, Riga, Lucca, and Nitra reveal distinct logics, each adapted to the social, political, and spatial contexts of implementation. Córdoba operationalized a polycentric, commons-oriented model in which the IN-HUB functions both as a neighborhood-embedded platform in Las Palmeras and as a city-scale ecosystem. This dual structure was formalized through a Manifesto of Adhesion, which established guiding principles, engagement levels, and thematic priorities. Riga, by contrast, developed a concentric-circles model anchored by the Kalnciema Quarter as practice partner, with a core triad shaping vision, an intermediate circle providing structured input, and an outer circle open to wider participation. Over time, the formal deliberative process evolved into more agile bilateral or trilateral collaborations, consistent with the city's operator-led governance model in which the municipality delegates market management and exercises light oversight. Lucca's approach was structured as a transition management arena, organized around Animal–Nature Based Solutions (A-NBS) as a unifying thematic boundary. The IN-HUB initially functioned as an assembly with thematic tables, later evolving into more flexible, action-specific coalitions. The municipality acted as a core implementation partner, while the University of Pisa contributed coordination, cross-sectoral expertise and institutional reach. Nitra adopted an informal, multi-level coalition without separate legal identity, mobilizing grassroots organizations, target groups, and public authorities around arts and environment-led public space transformations. Pre-existing social capital (notably condensed by Hidepark) and the Slovak University of Agriculture provided the foundation for the capacity-building of grassroots organizations and civic actors, ultimately resulting in the creation of the “Civic Nitra” platform, a spin-off structure of the IN-HUB and the first comprehensive platform bringing together NGOs, educators, students and older adults working at city level.

The spatial scale of governance also varied. Córdoba explicitly combined neighborhood and city-level action, using the Las Palmeras Committee for local iteration and the city-level IN-HUB to mobilize broader resources and visibility. Riga's scope was concentrated around a single asset—Āgenskalns Market—expanding outward through social capital rather than formal administrative channels. Lucca operated city-wide, integrating its thematic agenda across multiple municipal departments, while Nitra's work occupied an intermediate scale, using specific pilot areas to build coalitions across socially fragmented urban districts.

### 4.3 Participatory approaches

Formal instruments and participation trajectories followed different paths. In Córdoba, the Manifesto and committee structure provided clear principles and commitments, although cross-departmental coordination within the municipality remained challenging. Riga's Memorandum-backed UAB offered early structured participation, later giving way to smaller, task-focused collaborations that accelerated delivery but reduced formal visibility. Lucca's thematic tables shifted toward project-specific constellations, with the emergence of an informal "Pet Policy Officer" role suggesting a pathway toward institutionalization. Nitra formalized engagement modes in mid-2021 but retained informal cooperation to preserve agility; its spin-off platform stands as a lasting institutional outcome. Intermediary actors played an important role in each city, mediating between policy, research, and practice. In Riga, KQ acted as an entrepreneurial intermediary, while in Córdoba AVUE linked neighborhood-scale interventions to municipal frameworks. Academic and research partners functioned as knowledge brokers, embedding project learning in local governance and, in Nitra's case, integrating it into university curricula. Civic anchors such as Hidepark and the Las Palmeras community leadership supplied trust, access, and legitimacy in contexts where institutional inertia or mistrust could otherwise limit participation.

According to the information retrieved from the Stakeholders Maps, the cities' stakeholder ecosystems mobilized by the project expanded significantly in all four contexts, yet with distinct structural signatures. Córdoba grew from 27 to 79 stakeholders between 2020 and 2025, with community actors accounting for 41.8% and private stakeholders 35.4%, indicating a balance between civic mobilization and SME engagement. Riga experienced the steepest proportional growth, from 28 to 128 actors, with 43.8% from the private sector, reflecting a market-centric ecosystem built around traders and enterprises. Lucca's growth from 22 to 91 actors was marked by a high share of public stakeholders (40.7%), consistent with municipal centrality and strong interdepartmental engagement. Nitra expanded from 28 to 90 stakeholders, with community actors comprising 63.3% of the network, highlighting the primacy of civic leadership in its governance model.

### 4.4 Partners' role

Public-sector roles differed markedly. Lucca's strong municipal co-ownership supported procedural innovation and resource mobilization. In Córdoba, public bodies were instrumental in permits and infrastructure delivery, but horizontal integration within the municipality was a persistent challenge. Riga's municipality delegated management authority to the market operator, enabling speed but limiting municipal co-steering. Nitra's progress was slowed by administrative inertia, making civic-academic brokerage essential for implementation and for securing further funding, such as for the community centre in Dražovce.

Private-sector engagement aligned closely with the governance anchor in each city. Riga's market operations naturally attracted a stronger private base; Córdoba's neighborhood-first procurement nurtured SME involvement; Lucca engaged private actors selectively in pet services and tourism; Nitra's private engagement remained modest but strategically targeted through Corporate Social Responsibility (CSR) contributions and incubation activities. Across all cases, participation dynamics shifted from broad, fluid involvement in the co-design phase to smaller, delivery-oriented coalitions during implementation. This narrowing was not a sign of disengagement but rather of the selective mobilization needed for effective deployment. Sustaining transparency during this phase shift remains a key challenge.

In terms of resilience and legacy, Córdoba's dual-scale IN-HUB design helped buffer leadership changes, Riga's operator model may endure through accumulated social capital, Lucca's municipal-academic alliance has produced replicable service models, and Nitra's Civic Nitra platform and curricular integration signal durable institutional learning. The comparative evidence suggests that governance models should be tailored to their anchor institution and scale of action, with deliberate planning for phase transitions, the institutionalization of brokerage functions, and clear value propositions for private actors. Long-term integration into municipal systems, particularly through cross-departmental roles and budget alignment, emerges as the most critical factor for sustaining the gains achieved during the project.

## LESSONS & REFLECTIONS

### Governance and stakeholders' engagement

- **Governance innovation enables inclusive and resource-rich ecosystems but also introduces complexity that can strain capacities and accountability if not carefully managed.** The governance models tested under IN-HABIT promoted polycentric models and PPPP as pathways to inclusive, adaptive, and resource-rich innovation ecosystems. These multi-layered arrangements enabled broad stakeholder engagement and resource mobilization, but also introduced governance complexity that was not always manageable with existing capacities. Decision-making processes sometimes slowed, diluted accountability, or generated tensions, especially where power asymmetries favored public authorities or large private actors over grassroots groups and small NGOs. Co-management mechanisms proposed an ideal of shared ownership, yet in practice, ambiguous role definitions and insufficient capacities limited their effectiveness.
- **The effectiveness of innovative governance depends heavily on pre-existing participatory culture and social capital.** In cities like Nitra, where grassroots

initiatives were already active, the project successfully evolved into a distributed governance model, consolidating existing capacities and formalising them through platforms such as Civic Nitra. In contrast, in Lucca, the absence of pre-existing grassroots networks meant that social capital had to be created almost from scratch, making the sustainability of outcomes heavily dependent on future public investment. These experiences show that governance innovations require both institutional support and embedded social networks to endure.

- **Project-driven initiatives can strengthen or generate local social ecosystems when rooted in existing community capacities.** In most cases, IN-HABIT was the opportunity to reinforce (Cordoba, AVUE) or create new social assemblages active at neighbourhood or larger territorial scale. In all cases this was possible thanks to the already existing social capital, to which the project provided human resources, competence, tools and political recognition necessary to consolidate. In Riga, the Āgenskalns Neighbourhood Association was founded in parallel with the market's renovation, and in Nitra the Civic Nitra platform stemmed from the IN-HABIT activities. Only in Lucca the IN-HUB remained a structure purely instrumental to the project goals and did not evolve into a permanent community initiative.
- **Relational infrastructures are effective for engagement, though the absence of dedicated physical interfaces can limit visibility and continuity.** The four IN-HUBs have been conceived mostly as relational infrastructures. Physical meeting spaces as project headquarters or appositely created IN-HABIT-social spaces have not been established. Instead, existing social infrastructures, easily recognisable by the local beneficiaries, have been used to undertake IN-HABIT meeting activities. In Cordoba the public social center - Centro de Servicios Sociales Comunitarios Poniente Norte "La Foggara" acted as a reference point for IN-HABIT activities, especially in the first part of the project until there was some change in its administration. In Riga the market was at the centre of the activities, but it did not activate a specific space for IN-HABIT related activities. In Nitra, Hidepark was officially representing one partner of the project, but provided also, although unofficially, a location identified as a front office for the project. In Lucca in no moment there was a space having this role in the project. In future cases, the option to create a dedicated space that can be identified as an interface with the project and act as a front office should be explored to foster visibility and longer engagement.
- **Community intermediaries play a decisive role in participation outcomes, with effectiveness shaped by their autonomy, skills, and local trust.** Local Community

Activators emerged as linchpin figures in bridging the project's intentions and the realities on the ground. Their pivotal role in translating conceptual frameworks into concrete participatory processes, mobilizing stakeholders, and nurturing local networks was one of IN-HABIT's undeniable strengths. Yet, the success and quality of engagement were uneven, largely dependent on the LCAs' individual capacities, community embeddedness, and resources. The LCA background and position within the partnership represented an important variable influencing the process and its outcomes, showing also in this context marked differences among the four cities. Moreover, LCAs frequently faced risks of burnout or turnover, which threatened institutional and project-related memory and the continuity of relationships with the local stakeholders essential to the functioning of innovation ecosystems. LCAs impact proved to be the strongest where they could draw on existing networks and trust within the community. A particularly limiting factor has revealed being employed by public institutions, which conflicts with the need to organise participatory activities outside the typical office working time, and also limits the sort of support that can be provided by public civil servants who need to comply with strict regulations (i.e. public procurement and anti-corruption laws that may prevent from establishing particular relations with community members in the deployment of actions)

- **Flexible and informal participation formats tend to be more resilient than rigid or thematic structures.** In many instances, engagement activities initially began around distinct thematic tables, as in Córdoba, or specific interest groups, as seen in Lucca. However, maintaining the focus and active participation of these groups proved challenging, as issues and procedures frequently overlapped. Consequently, most of these subgroups eventually dissolved. Over time, participation shifted toward more flexible and informal arrangements, a trend also observed in Riga, where the UAB gradually became redundant. This experience highlights the importance of adaptable engagement strategies that, whenever possible, can evolve with the needs and dynamics of the participants.
- **Long-term participatory investment yields more sustainable impact than short-term, efficiency-oriented approaches.** Participatory activities are time-intensive, but consistent public meetings, like those in Córdoba, yield high returns: they foster community ownership, build social capital, and strengthen public support—often outweighing the cost of financial investment. Conversely, IN-HUBs that focused on direct implementation through assemblies or steering groups saw faster results but struggled to secure long-term sustainability, this somehow proved that short-term efficiency should never compromise the conditions for lasting impact.

## 5. Analysis of the design and delivery process of Visionary Integrated Solutions (VIS)

At the heart of the IN-HABIT project lies the ambition to reconfigure how urban transformation is conceived and governed, in relation to health, wellbeing, and inclusion. This ambition is operationalised through three interrelated concepts: the co-design of Visionary Integrated Solutions (VIS), their implementation through Co-Management Schemes (CMS), and advancing experiments into Financial Innovation.

VIS represents the IN-HABIT project's imaginative solutions: they are “visionary” in their effort to broaden the very definition of urban resources for wellbeing, ranging from arts and culture to renaturalisation, food systems, or even multispecies relations, and they are “integrated” in their bridging of physical, social, and cultural domains. Their design is explicitly participatory, ensuring that solutions are rooted in community aspirations and lived realities. VIS treats place-based interventions not as isolated projects but mutually reinforcing “hard” (spatial, infrastructural, ecological) and “soft” (social, cultural, educational) measures that are conceived with, rather than merely for, local actors. This aligns with the literature on co-production and collaborative governance in which public agencies convene non-state stakeholders to deliberate, negotiate trade-offs, and jointly steer action—an arrangement shown to build shared problem definitions, trust, and implementation ownership when done iteratively and under conditions of procedural fairness.

Co-Management Schemes (CMS) extend co-design into the operational phase through formal and informal arrangements—contracts, leases, public procurement, memoranda and tacit accords—capable of distributing roles, risks, and maintenance responsibilities across public, private and civic actors. This logic resonates with adaptive (co-)management of social-ecological systems, where flexible, polycentric coalitions maintain and adjust interventions over time, operationalising the work of PPPPs. Financial innovation, finally, is understood not narrowly as novel instruments, but more broadly as the creative recombination of existing resources, rules and markets to underwrite inclusive outcomes: e.g., socially responsible public procurement, mission-driven leasing, micro-enterprise incubation, volunteer-based delivery models, and commons-oriented stewardship.

Across the four cities, these three ideas are enacted as context-specific governance experiments that also echo urban living lab theory: place-based, transdisciplinary settings where co-creation and learning are as important as actual physical solutions.

## 5.1 Design process of VIS

The co-design phase reflected the differences in approaches and thematics of the entire process. All relied on iterative co-design processes, multi-stakeholder engagement, and a balance between hard and soft measures. Yet the weight given to community empowerment, existing urban visions, thematic re-framing, or experimental testing varied significantly. In some cases, co-design was focused and concentrated in specific moments dedicated to delineate needs and solutions of the communities. In the case of Lucca, co-design sessions were even coordinated by a professional mediator hired by the municipality before the actual IN-HUB launch, in order to speed up the hard solutions deliberation procedure within the project timeline. In Riga, co-design was mostly understood as consultation with beneficiaries to increase the capacity of regenerated space to host social functions and needs emerged in the dialogue. In Córdoba and Nitra, there was a more articulated involvement of local communities in a continuous process of designing, implementing and adapting solutions within an overall vision, resulting in a different level of ownership of the solutions created and increasing effective co-production.

More specifically, in Córdoba, co-design was deeply anchored in the Las Palmeras neighborhood, where residents played a central role in shaping priorities. Meetings organized by the Las Palmeras Committee created spaces where community members and supporting organizations could negotiate both design and implementation on their own terms. The process was highly adaptive, with participatory empowerment methods tailored to residents, while resource activation and synergy-building framed collaboration with institutional and professional actors.

*“Most of the people that are interested in the project have reached us once the project was carried out. They say: I have seen this news in the newspaper. It's really interesting but I don't know how to collaborate with that, how can I be involved?”*

- Francisco Javier Martínez Carranza, LCA

Budget and timing constraints forced prioritization, which ultimately crystallized around three thematic areas—art and culture, renaturalization, and professional training. The Córdoba model thus emphasized grassroots empowerment and voluntary mobilization, with professional expertise playing a supporting rather than leading role.

By contrast, Riga's co-design approach built upon a pre-existing development vision for the Āgenskalns Market. Here, the task was less about generating solutions from scratch than about aligning IN-HABIT interventions with an ongoing transformation of the market (and its neighbourhood) into a multifunctional and inclusive space. Community surveys, workshops, and bilateral discussions refined four main directions: upgrading the outdoor marketplace, creating a community kitchen, minimizing waste, and experimenting with an

online food purchasing system. Riga's VIS blended "hard" measures—such as physical refurbishment and infrastructure upgrades—with "soft" measures like cultural programming and waste reduction campaigns. Communication strategies, particularly through social media, ensured constant feedback loops, but also created pressure to meet the expectations of an active and vocal public. Riga's experience highlights how VIS can gain traction when embedded in pre-existing urban redevelopment agendas, with the IN-HABIT process serving to integrate social innovation into a tangible physical setting.

Lucca, on the other hand, approached VIS through a thematic reconfiguration of how animals are perceived in the urban environment: the "Animal Lines" concept sought to shift animals from being treated as hygiene issues or private concerns to becoming shared urban resources that could foster health and wellbeing. The co-design process here was highly thematic and expert-driven, involving municipal officials, landscape architects, citizen groups, third-sector organizations, and academia. Participatory tools such as forums, focus groups, and visioning workshops generated proposals that were then channeled into a structured transition arena—the IN-HUB—organized around five stakeholder groups ranging from pet-related associations to tourism operators. In this sense, Lucca's co-production was more explicitly guided by a conceptual agenda, with structured thematic clusters and professional facilitation ensuring that pilot initiatives could move from visioning into concrete experimentation.

Nitra, finally, represents a model where inclusivity and experimentation were explicitly foregrounded. Co-design workshops engaged a broad array of actors in formats ranging from interactive walks to bilateral negotiations, producing an ITPlan with forty proposed VIS. These combined hard and soft measures in mutually reinforcing ways: soft solutions were designed to ease deployment and management of hard interventions, while hard solutions were conceived to minimize maintenance demands, for example through the use of wild meadows. Pilot projects such as picnic areas served as living laboratories, allowing residents and experts to jointly test and refine interventions. The city also incorporated financial innovation, emphasizing material reuse and cost-consciousness. Unlike in Córdoba, where prioritization narrowed down the scope, Nitra maintained a broad portfolio but selectively revised or discarded solutions that failed to meet inclusivity standards, lacked consensus, or faced insurmountable barriers such as private ownership. The removal of interventions at the Jaguar Land Rover site illustrates this pragmatic flexibility.

## 5.2 Delivering VIS through CMS and financial innovation<sup>3</sup>

In order to deliver durable arrangements that could support the deployment and sustainability of Visionary Inclusive Solutions (VIS), Co-Management Schemes (CMS) are

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<sup>3</sup>More detailed examinations of the CMS and financial innovation in each city can be found in Deliverable 5.2 Inclusive Transition Pathways, by Tesserae Urban Social Research.

designed at local level by project coordinating teams which see a leading role of universities and research institutions in the four cities with the support of multistakeholders participation, underpinning different models and approaches to leverage on financial innovation.

In Córdoba, the Las Palmeras neighbourhood revealed most starkly the challenges of instituting a functional Public-Private-People Partnership. A long history of distrust towards public authorities, suspicion among residents themselves, and the area's reputation for petty crime and black-market activity made formal agreements difficult to design and sustain. As a result, Córdoba experimented with a dual approach: formal procurement contracts and leases for technical works, combined with informal collaborations rooted in social capital, volunteerism, and community mobilisation. A notable example was the rehabilitation of the Cantarranas Stream, which required combining the expertise of multiple companies. After a failed initial tender, the University of Córdoba split the project into six smaller contracts, demonstrating how flexibility in procurement could make integrated collaboration feasible. Alongside these formal structures, soft solutions—such as cultural activities and training—were essential to nurture trust and create a sense of ownership among residents. Yet, sustaining these participatory dynamics remains precarious: while a core group of engaged neighbours persists, the municipality has not institutionalised mechanisms for ongoing support, leaving NGOs dependent on uncertain funding streams. Córdoba thus highlights both the fragility of co-management in contexts of social exclusion and the central role of universities and local activators in bridging institutional gaps.

In this panorama, the challenge of financial innovation was to operate in a context with weak formal economies and strong stigma. Rather than generating new financial instruments, the project relied on partnerships, voluntary engagement, and commoning practices to create subsistence economies and networks of mutual aid. The therapy garden built by people experiencing homelessness illustrates how financial innovation in this setting took the form of revaluing social capital. By enabling residents not only to construct and maintain the garden but also to act as educators, the initiative simultaneously reduced potential public costs and challenged perceptions of excluded groups. Other activities, such as weekly workshops, ran with minimal financial input, depending instead on in-house expertise and volunteer commitment. Even SMEs, initially reluctant to invest in Las Palmeras, became involved in interventions like the renaturation of the Cantarranas Stream, demonstrating how long-term trust-building could mobilize reluctant private actors. Córdoba also pioneered socially responsible public procurement through the University of Córdoba, which subcontracted all IN-HABIT activities, testing new procedures in the local context. Small-scale incubation programmes, particularly for women, further encouraged micro-economies to emerge in an environment otherwise dominated by informal and often illegal activities. Although the financial mechanisms developed here may not fit

conventional definitions of innovation, they represent significant progress in a neighborhood long neglected by public and private sectors, laying the groundwork for more sustainable schemes in the future. Likewise, what may not seem innovation in one place, it may be extremely innovative in other disadvantaged contexts.

Riga offers a contrasting example, where CMS were rooted in pre-existing institutional stability. The management of Āgenskalns Market is anchored in a 30-year lease agreement between Riga City Council and the social enterprise Kalnciema Quarter (KQ), signed before IN-HABIT began. This formal agreement provided a robust governance framework: KQ was required to refurbish and maintain the market in exchange for autonomy over management.

*“We have had on-going collaborations for many years with NGOs and local stakeholders from the neighborhood. It’s mostly annual events and traditions, for example, different festivals and seasonal events throughout the year”*

- Darja Trizna, KQ

Within IN-HABIT, this structure was expanded through collaborative processes with actors such as the Baltic Studies Centre and the Riga Planning Region, and through engagement with NGOs, cultural groups, and entrepreneurs. The result has been an active platform hosting over 200 events annually, blending formal agreements with informal, trust-based partnerships. Riga’s PPPP illustrates how long-term contractual arrangements can provide stability while still leaving space for flexible, community-driven consultation and potential collaboration.

As for the CMS, Riga’s approach to financial innovation was grounded in the security of a long-term lease agreement with the local authority. The agreement for Āgenskalns Market, transferred both entrepreneurial risk and management responsibility to the social enterprise Kalnciema Quarter. This formal framework provided a stable foundation for diversifying revenue streams, combining rental income, cultural activities, private events, and participation in public projects.

*“As a small entity, we could be very proactive and could adapt to everything that changed in the way. We could be very creative in deciding what exactly we need to do and how”*

- Una Meiberga, KQ

Public funding, including IN-HABIT support, was targeted towards non-commercial activities such as accessibility upgrades and cultural programming, reinforcing the social mission without undermining the market’s financial viability. The community kitchen embodies this hybrid model: while largely supported by IN-HABIT for public uses, it also generated modest private income through rentals. In parallel, Riga benefitted from incubation programmes that connected emerging entrepreneurs to the market, building an

ecosystem reinforced by national actors such as SEB Innovation Center and Investment and Development Agency of Latvia (LIAA). The financial innovation here lies in the adaptation of a public–private partnership into a social enterprise model capable of balancing financial sustainability with inclusive cultural and social programming. This model, however, depends on additional funding sources and ongoing revenue generation, creating constant pressure on the allocation and use of market space.

Lucca’s co-management approach reflects yet another model, one deeply embedded in legal frameworks that promote participatory governance. Rather than a single overarching CMS, Lucca implemented multiple tailored schemes linked to its pet-friendly urban vision. Some were grounded in national and regional legislation, such as the Italian Third Sector Code and Tuscany’s laws on participatory governance, which facilitated innovative partnerships for pet-care services and animal-assisted interventions. Others were oriented toward infrastructural projects, such as the “Animal Line” green corridor and relational spaces for dogs, co-managed within the municipality’s broader greening strategy. Still others were educational, involving schools, universities, and local SMEs to integrate human-animal bonds into curricula. In Lucca, co-management thus combined legal innovation, municipal leadership, and multi-sectoral collaboration. Compared to Córdoba’s reliance on informal trust-building and Riga’s dependence on pre-existing leases, Lucca’s experience underscores the potential of legislative frameworks to institutionalise co-management as a mode of public action. The financial innovation to deliver Lucca’s VIS is inseparable from institutional learning and experimentation. IN-HABIT funds enabled the initial infrastructure such as animal lines and pet-care services and pilot activities, but sustaining them within municipal budgets proved more difficult. While the municipality expressed willingness to maintain elements such as the animal lines, the lack of institutional structures—such as a dedicated “pet officer”—and the absence of flexible budgetary mechanisms hindered long-term integration.

*“If a project is meant to be innovative, you have to accept that you won’t achieve 100% of your expected outcomes. The process consumes part of the possible outcomes that you can generate”*

- *Francesco Di Iacovo, UNIFI*

Many activities remained project-dependent, raising concerns about durability once external funding ceased. The innovation here was less financial in a narrow sense and more about reorganizing resources, cultivating political will, and opening channels for exchange with potential private investors, phishing a culture of entrepreneurialism around human animal bonds through ad hoc training in IN-HABIT and to link with other municipalities and national actors. Yet the case also highlights the barriers posed by rigid municipal structures and the limits of philanthropy or public funding streams focused narrowly on animal welfare. Lucca demonstrates that financial innovation often requires not only money but

institutional change and political consensus, without which experimental initiatives risk remaining marginal.

Nitra pursued a more fragmented but flexible approach, creating customised CMS for each VIS. Given the complexity of land ownership patterns and the scope of solutions, these schemes ranged from highly formalised contracts and leases to intentionally informal agreements.

*“In terms of co-design, the most successful solution was the experimental picnic area. The most innovative solutions, like the countersunk reels came out of the fact that during the co-design workshops, there were urban planners, architects, landscape architects, and the users of the space present”*

- Katarina Melichova, SUA

For instance, newly created public spaces along the riverbank required long negotiations for long-term leases, sometimes delaying implementation for years. At the same time, informal arrangements, such as the experimental picnic meadow near Hidepark, deliberately eschewed bureaucratic permanence, instead serving as living laboratories for students and residents. Nitra’s strategy was therefore adaptive, mixing formal and informal CMS to match the requirements of each project. Importantly, the city also created Civic Nitra, a platform to build local leadership and fundraising capacity. This meta-level initiative helped NGOs and community actors secure additional funding, ensuring continuity beyond the project. Compared to the other cities, Nitra illustrates how CMS can function as a mosaic of micro-arrangements, each tailored to specific conditions but collectively sustaining an ecosystem of innovation. Consequently, in the case of Nitra financial innovation can emerge directly from micro-level participatory and cost-reducing practices. With a relatively modest budget of €350,000, the city implemented a wide range of interventions by mobilizing volunteer labor, in-house collaboration, and low-maintenance design. For example, the experimental picnic meadow cost less than half the initial estimate thanks to voluntary engagement, while still generating benefits in skill development and civic empowerment.

*“Municipalities are sometimes reluctant to engage in participatory approaches because they automatically assume this is going to cost money, but this can show that it's not only costing money, but it also can reduce the cost.”*

- Katarina Melichova, SUA

Procurement processes were adapted to integrate these contributions, sometimes by splitting tenders or introducing innovative clauses, despite Slovakia’s highly regulated environment. This made Nitra a pioneer in embedding social and environmental considerations into procurement practices. Beyond cost reduction, Nitra successfully leveraged corporate social responsibility programmes to replicate IN-HABIT-inspired

transformations in schools, including a competition that provided funding for reimagining school spaces, and launched a community crowdfunding platform to extend opportunities more widely. These experiments challenge the assumption that participatory approaches are necessarily more expensive, showing instead how they can lower costs while building capacity and ownership. Nitra managed to reconfigure existing resources as commons, demonstrating how modest budgets can yield wide-reaching and sustainable results.

Overall, the CMS reflects both the shared ambition of embedding inclusive governance and the diversity of contexts in which such schemes have been applied. Across the four cities, the CMS are formal or informal, highly institutionalized or experimental—depending on local governance cultures, legal frameworks, and the level of trust between institutions and communities. The four cities also show both convergence and divergence in co-management. All grappled with balancing formal agreements and informal collaborations, and all relied on partnerships that extended beyond municipal government. Yet the degree of institutionalisation varied: Córdoba leaned on trust-building in the absence of strong municipal governance structures; Riga built on the stability of long-term leases; Lucca institutionalised co-management through legal frameworks; and Nitra pursued customised, hybrid schemes that spanned the spectrum. Comparing across the cities, we see four distinct models of financial innovation: Córdoba’s reliance on social capital and micro-economies in contexts of exclusion; Riga’s hybrid social enterprise anchored in long-term leases and diversified revenues; Lucca’s attempt to institutionalize experimental agendas within rigid budgetary systems; and Nitra’s cost-efficient, participatory procurement and replication strategies. Together, these cases underline that CMS and financial innovation are not a single formula but a situated practice, shaped by local constraints and opportunities. Whether through commoning, entrepreneurial diversification, institutional reorganization, or participatory cost reduction, each city demonstrates how innovative CMS financial approaches can underpin inclusive urban transformation.

City	CMS Model	Financial Innovation	Key Challenges	Success Factors
Córdoba	Hybrid formal/informal + trust-based	Social economy support, voluntary engagement, NGO-led	Distrust, stigma, budget cuts	University support, activist community, trust
Riga	Long-term lease to social enterprise	Diversified revenue, private investment + public funds	Public expectation management	Stable lease, NGO partnerships, adaptive mgmt
Lucca	Multiple targeted CMS with legal	Institutional learning, project	Political/budget limitations	Strong legislative framework,

	basis	funding reliance		cross-sector collaboration
Nitra	Customized, micro-ecosystem CMS	Cost reduction via volunteers, CSR, procurement innovation	Bureaucratic delays, limited budget	Capacity building, participatory labor, flexible procurement

Table 1. Co-management Schemes in each city.

## LESSONS & REFLECTIONS

### Design of VIS and CMS

- Trust-building is indispensable for sustainable engagement.** In contexts of deep social fragmentation, as in Córdoba, no legal framework or procurement strategy can replace the need for long-term, consistent engagement with residents. CMS must therefore integrate mechanisms to build and sustain trust—through soft interventions, cultural activities, and empowerment processes—before expecting residents to commit to formal agreements.
- Formal frameworks provide stability but should allow experimentation.** Riga demonstrates that when long-term agreements exist, co-management can flourish by layering informal, trust-based collaborations onto solid contractual arrangements. Future CMS should thus seek to combine institutional security with flexible, adaptive practices.
- Legal and regulatory innovation can be a powerful enabler.** Lucca shows how national and regional legislation can create space for participatory governance, offering alternatives to traditional procurement and embedding co-management within public policy. Cities aiming to replicate this model should advocate for legal frameworks that facilitate co-programming and co-production with civil society.
- Flexibility and tailoring are essential.** Nitra’s mosaic of formal and informal CMS highlights the importance of designing co-management around the specific requirements of each solution, whether infrastructural, ecological, or social. This flexibility helps mitigate risks linked to bureaucracy, costs, or land ownership, while allowing experimental initiatives to thrive.
- Capacity-building and resource diversification are crucial for sustainability.** Both Córdoba and Nitra illustrate that without mechanisms to secure follow-up funding or to empower local actors to manage resources, CMS risk dissolving once external project support ends. Investing in platforms for local leadership, fundraising, and knowledge exchange should therefore be seen as core components of co-management rather than optional add-ons.

- **Inclusive approaches generate returns.** In Córdoba, IN-HABIT's methodology strengthened NGOs, enriched university curricula, and showed potential to reduce long-term public costs by fostering healthier, more engaged communities. Even small wellbeing gains had profound effects on self-esteem, recognition, and active citizenship among marginalized groups. In Nitra, a similar orientation demonstrated how municipalities with limited budgets can still advance inclusive and participatory urban interventions by reconfiguring existing tools and institutional arrangements.
- **Communication as a driver of engagement.** Continuous media coverage of co-deployed actions raised the project's visibility, attracted new stakeholders, and created a model of engagement "from the outside in," with individuals and institutions initiating contact after learning about IN-HABIT in local press and television.
- **Highly regulated frameworks limited flexibility, excluding smaller actors and complicating the inclusion of social and environmental criteria.** Public procurement frameworks often clashed with IN-HABIT's integrated approach. IN-HABIT partners responded by experimenting with new approaches such as splitting large contracts into smaller ones, encouraging joint ventures between companies with complementary expertise, and piloting voluntary labour schemes.
- **New learning for public administrations.** IN-HABIT demonstrated that when actively engaged, local administrations can adopt new practices to advance legal frameworks that support co-creation, using tools such as procurement mechanisms, local agreements, and regulatory norms to enable and strengthen community-based actions.
- **Transformation can be discontinuous.** Lucca's experience shows that innovation processes rarely follow a linear path. Actors may leave and re-enter, and political shifts can disrupt local continuity. Yet sustainability often depends less on permanence in a single location and more on the transfer, adaptation, and reconfiguration of ideas across contexts.
- **Financial innovation is context-dependent.** What may seem ordinary in one context can be highly innovative in another. In Las Palmeras, basic CMS created crucial ground for future governance and financing experiments despite stigma, municipal neglect, and limited trust in entrepreneurship; in Āgenskalns, the management of the market represents a novel model in Latvia to deliver social value and inclusive programming while maintaining financial viability; and in Lucca, entirely new interventions centred on human–animal relationships required mobilizing municipal resources, coordinating across departments, and engaging diverse stakeholders.
- **The capacity of mobilizing a significant contribution to the design process from beneficiaries and local communities was unsurprisingly related with the pre-existence of engaged social ecosystems.** Following the previous observations

on the engagement process, the co-design and co-management of VIS confirmed that in the contexts where neighbourhood initiatives and experiences of self-management were already active, the scope and ambition of co-production of solutions could be significantly wider. Specific solutions are able to engage directly interested beneficiaries in their design, larger scale transformations impacting IHW of a neighbourhood on a more ambitious scale require cohesive and already active innovation ecosystems

- **Business incubation and VIS implementation do not always align.** In contexts like Las Palmeras, formal entrepreneurship faces structural and bureaucratic barriers, particularly for marginalized participants, limiting the direct translation of incubation into fully operational businesses. In other cases, as in Nitra, VIS with potential for business model translation were identified and connected to the local entrepreneurial ecosystem, laying the groundwork for initiatives such as the maintenance agreement for the DIY Café in Dražovce.

## 6. Policy guidance

This final section presents a concise set of recommendations drawn from the experience of IN-HABIT. They are directed at policy makers, project designers, coordinators, and local change agents with particular attention to partnerships that bring together stakeholders from the public and private sectors, research institutions, and local communities in co-creation. This policy guidance shows that processes are rarely linear or predictable. Hence insights are presented not as prescriptive steps, but as considerations for policymakers, practitioners, and local change agents navigating the complexities of delivering transformation for health and wellbeing.

### 1. Vision and Transition Pathways

Defining a clear vision is essential, but experiences show that the “ideal” pathway rarely unfolds as planned. Political shifts, resource limitations, and social dynamics often force course corrections to which stakeholders need to be prepared and contribute to. .

- Cities should adopt transition pathway visualisations to signal ambition and track progress, not to prescribe fixed routes. Urban change is iterative and non-linear; diagrams that imply tidy, sequential stages can mislead. Treat pathways as flexible,

revisable frameworks that support learning, negotiation, and adaptation over time in philosophy of transparency and participatory codesign.

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## 2. Standardization vs Local Adaptation

Standardized tools and frameworks provide comparability and coordination across cities and among partners, yet IN-HABIT repeatedly encountered situations where such tools conflicted with local realities. A rigid application can feel bureaucratic and even alienating to local actors. Conversely, excessive flexibility can undermine peer-to-peer learning.

- The recommendation is not to choose one scheme over the other, but to approach standardization as a guiding reference rather than a straightjacket, continually negotiating among partners and stakeholders its fit to local political cultures, governance capacities, community and project's expectations.
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## 3. Capacity-Building and Intermediary Roles

Local Community Activators (or similar pivotal roles) are the linchpins of participation, translating abstract frameworks into lived processes and maintaining relationships across multiple stakeholders. Yet their effectiveness depends heavily on local trust, networks, and institutional positioning. Training alone is insufficient; the experience (from the IN-HABIT project) demonstrated that ongoing mentoring and peer learning are crucial. Where these supports are absent, facilitators struggle, face uneven engagement, or loose continuity.

- Capacity-building for cities should be organized as a continuous, relational, and embedded process that combines ongoing mentoring and peer learning, rather than relying solely on episodic training or technical instruction.
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## 4. Stakeholder Engagement

Stakeholder ecosystems are rarely static. Formal structures like advisory boards often fail to produce meaningful engagement, while informal, spontaneous networks frequently prove more effective and in some cases more resilient.

- Policymakers should resist overly neat definitions of “community” or “relevant actors”. Stakeholder mapping should be reflexive, continuously asking: *Who is*

*missing, and why?* Attention to power asymmetries and emergent actors is not optional—it determines whether cohesion goal is real or tokenistic.

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## 5. Tools and Knowledge Capture

Analytical and participatory tools—such as engagement diaries, integration grids, and co-management templates—can structure engagement, track progress, and support reflection. Yet the IN-HABIT experience demonstrates the trade-offs between systematic reporting and preserving situated knowledge.

- Policy guidance suggests emphasizing situated learning alongside standard metrics, ensuring that monitoring does not inadvertently diminish the lived perspectives of communities. Reporting protocols and field note guidelines can help maintain this balance.
  - Tailoring tools to local realities—accounting for digital literacy, language barriers, and local practices—supports ownership and usability, though it may reduce comparability. Policymakers should consider prioritizing tool adaptability over rigid uniformity
  - Pilot testing, simplification, and co-development with end users can prevent abandonment of tools critical to monitoring and engagement.
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## 6. Governance: Complexity, Limits, and Social Capital

Polycentric governance and public-private-people partnerships (PPPPs) can unlock resources and foster innovation, but they also introduce friction, diluted accountability, and procedural strain. The experience from IN-HABIT demonstrated that where grassroots networks already exist, governance innovations flourish. Where they are absent, projects rely heavily on institutional support, raising questions about long-term sustainability once project funding ends.

- Cities should pursue clear articulation of roles, responsibilities, and decision-making authority across participating actors, while preserving flexibility for experimentation and informal, trust-based collaboration.
- To support effective implementation, cities are encouraged to map not only stakeholders, but also different sectors of their administrations concerned by the projects, together with mapping institutional constraints, (e.g. legal mandates, funding rules, decision-making bottlenecks, and accountability gaps), to proactively manage potential risks that often undermine cross-sector and integrated initiatives.

- Where governance complexity or political volatility is high, cities should consider embedding neutral intermediaries or independent facilitators that could help navigate these dynamics and maintain continuity during political transitions.
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## 7. Participation Formats

IN-HABIT revealed that rigid thematic groups often dissolve, while flexible, informal arrangements proved more resilient.

- Urban projects should prioritise long-term engagement, even when slower or less immediately “efficient,” consistently producing stronger trust, community ownership, and social capital. This challenges policy cultures that prioritize short-term outputs over sustained relational work.
  - To improve visibility, legitimacy, and public awareness, municipalities should establish dedicated or easily identifiable physical spaces for citizen engagement processes. If this is not feasible, consider designating existing community infrastructures as engagement spaces to ensure consistent recognition and accessibility.
  - Policymakers and designers must assess social capital as a primary determinant of feasibility, not just project design or funding. Where networks are weak, resources may need to prioritize community-building before ambitious interventions.
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## 8. Navigating Implementation challenges

IN-HABIT highlighted common pitfalls, including over-reliance on individual champions, overly complex tools, misalignment between timelines and social or institutional rhythms due to dynamic, unpredictable contexts.

- Rather than relying on individual champions or overly complex tools, cities can support projects through adaptive management, iterative reflection, and skilled intermediaries who sustain trust, navigate institutional barriers, and maintain continuity in dynamic, unpredictable contexts.
  - By developing transparent Action Plans as documents that clarify milestones, responsibilities, resources and expected outputs, cities can ensure initiatives remain responsive to setbacks, political shifts, and evolving community needs.
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## 9. Legal, Regulatory, and Financial Contexts

IN-HABIT illustrated that legal and regulatory frameworks can simultaneously enable and constrain innovation. Procurement rules, rigid national legislation, and institutional norms often limited inclusion of small actors or marginalized groups. The experience indicates that cities may need to :

- Explore legal experimentation or small-scale pilot agreements before large-scale deployment.
- Advocate for flexible procurement mechanisms or temporary exemptions to enable co-creation with civil society.
- Align project ambitions with realistic regulatory pathways, not idealized participation frameworks.

Initiatives should at best plan for feasible and sustained investment to move beyond conceptual design by integrating early mechanisms for local ownership of funding and management and exploring blended financing and community-managed funds to reduce dependency on external project cycles.

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## 10. Communication and Storytelling

Communication is not just about dissemination. IN-HABIT demonstrated the importance of situated, iterative storytelling with the direct participation of end beneficiaries and people with lived experience as testimonies, which helped build legitimacy, trust, and shared understanding.

- Policymakers should resist over-standardizing narratives or metrics, and instead valorize local perspectives, situated knowledge, and relational nuances as core inputs to decision-making and project evaluation.
- A coherent and constant over time visual identity and accessible messaging support inclusion and transparency, enhancing external engagement and visibility, using different media, of participatory outcomes.

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## 11. Peer Learning and Transnational Exchange

Sharing experiences between cities is not merely a “nice-to-have”; it is central to critical reflection and adaptive learning enabling cross-contextual learning, calibration of strategies, and mutual support. IN-HABIT experience proved that Policy guidance

emphasizing integrating structured peer-learning mechanisms from the outset should be carefully planned and implemented as part of the project's roadmap.

- Policymakers should be aware that replication is rarely straightforward: replication should focus on process, relational roles, and adaptive governance, rather than attempting strict duplication of initiatives, also tapping on the the capacity of local intermediaries, activists and people with lived experience in the localities, to bridge actors and ideas.
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## 12. Sustainability and Transfer

The long-term durability of interventions depends on embedding processes in social ecosystems, because projects anchored solely in institutional mandates risk dissipation once external finance ends or political support changes.

- Cities should build initiatives on trust, community relationships, and adaptable networks that can endure political shifts, funding changes, and staff turnover.
  - Skilled facilitators could be supported to maintain stakeholder engagement, navigate institutional barriers, and sustain momentum.
  - Without compromising the core Inclusive Health and Wellbeing philosophy of IN-HABIT, cities should allow projects to adapt to evolving community needs, economic constraints and future opportunities and political realities, enabling networks to evolve and maintain initiative durability.
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## 7. Conclusion

In distilling some conclusive remarks out of the entire IN-HABIT path, we draw again on the F4C scheme (Figure 3) that guided the engagement process in all its phases, to review it and reflect on how the systemic categories selected to analyse the project were responding to the actual development of the process on the terrain. The Frame4Change (F4C) explains transformation through three interlinked dimensions: the domains where change occurs (*places, people, practices, objectives*), the variables that regulate it (*language, expectations, procedures, time*), and the actions that drive it (*from reconnaissance to maintenance*). Granted that these dimensions are not linear but cyclical and overlapping, the conclusions use this as a reflexive framework that links specific actions to broader goals while keeping the central focus on change.

The first point to focus on is the *change* signifier at the centre of the scheme. In IN-HABIT, change was widely defined as improving inclusive health and well-being in small and medium size cities. While in the impact assessment process, the emphasis is typically on measurable effects on territories and communities, a crucial element of this process is the reconfiguration of governance models required to achieve results, enduring transformation, ensuring long-term sustainability, and enhancing the local society's ability to effect systemic change. IN-HABIT was ambitious in scope and delivered many of its expected outcomes across the four cities, often exceeding initial expectations. Yet, like many innovative projects, its long-term legacy remains uncertain. The durability of what has been created—particularly in terms of governance arrangements and financial innovations—depends on whether these new practices can truly disrupt and reshape entrenched institutionalised models. Such transformation requires more than temporary project momentum; it demands a capacity to challenge established norms, redistribute power, and embed new ways of financing and governing into the mainstream. Whether IN-HABIT, or similar initiatives, can demonstrate this level of systemic disruption and institutional permanence is still an open question depending on many variables among which time and political/collective willingness.

Moving to the first circle of elements, the four distinct dimensions of change - *places, people, practices, objectives*- result strictly interrelated, as initially postulated. IN-HABIT has an implicit focus on *people*, or the social dimension of change, by promoting Inclusive Health and Well-being as its core institutional mission. Spatial transformation (*places*) was essential in all projects, but with different relevance in different cities. In Cordoba and Nitra, regenerating neglected public space was a significant goal to engage local society with. In Lucca spatial interventions were aimed at supporting a behavioral change on using urban space at large in relation to human/animal bonds. In Riga the physical regeneration of the

market was mostly preliminary to the project, while the IN-HUB activities especially intervened on behavioural and economic change. In terms of changing practices, including the economic dimension, it was particularly relevant in Riga with the Aģenskalns Market commercial management, as well as in Cordoba, where introducing innovative capacities was key to intervene in a highly stigmatised neighbourhood; in all cities the Business Incubation programs led by B4B fostered the capacity of the project to leverage economic sustainability in local initiatives. Finally, in all four cities it was necessary to interact with the strategic dimension of planning and policy, since established planning frameworks and institutional logics are often resistant to participatory change. Yet, when viewed from the perspective of transferability and replication, particularly within European programs and academic research, the outcomes of the four Public-Private-People Partnerships are highly significant. For instance, the human-animal relations model developed in Lucca demonstrates how locally rooted experiments can generate knowledge and practices with potential to inform broader policy frameworks and inspire other cities.

The second loop, regarding the key variables, starts with *language*. IN-HABIT developed a constant attention, since the inception, to adapt and translate its formulations in a language accessible to all the stakeholders involved, while preserving precise accountability in results and documents produced for scientific and dissemination purposes. While this was extremely resource-consuming, generating fatigue and slowing processes, it was also essential to create the conditions for an effective and inclusive cocreation process. From the very beginning of the project, it was essential to develop a unified glossary, ensuring consensus among all partners over the definitions of terms adopted or introduced by the project, as well as discussing their translation into local languages for non-expert stakeholders.

Managing *expectations* has been essential for the continuity of the engagement process, especially in terms of the local community, and required a steady effort. It was particularly important to mediate what emerged from the co-design of the ITPlans with the possibility established by the grant agreement and their amendments due to external factors. The prevailing perception is that all four IN-HUBs successfully fulfilled the expectations of their respective stakeholder ecosystems, even though the future viability of many of their VIS remains uncertain.

*Procedures* are the key variable for which IN-HABIT defined a set of tools and methods for collaborative productions provided to the four cities. The most challenging aspect was the balance between standard procedures for better coordination and knowledge exchange, and customization and flexibility to address context specificities. Their evaluation is the main scope of this report, and lessons and guidelines for their application were detailed in the previous sections.

Finally, the last essential variable considered in the F4C is *time*. The issue of coordinating the multiple actions, tasks and milestones set by the project and to coordinate with wider scale planning frameworks was extremely challenging, starting from the epochal disruption of COVID19 affecting the project at its outset. Factors like ordinary procedural times in local administration or political turnovers are ordinary disruption of similar projects' roadmaps. The coordination tools designed by IN-HABIT were effective in supporting the continuous reorganisation of actions. A relevant factor in its development has been the unusually long timing of the 5-years project, which enhanced a wider capacity to develop reflexivity and devise responsive procedures to unexpected issues.

The final loop of F4C displays eight activities that are required to develop a typical transformative process, spanning from initial reconnaissance to the maintenance of the deployed solutions. IN-HABIT fully deployed all of these kinds of actions, the analysis of which can be found across this and other reporting documents. A particular emphasis should be given to the first one, “reconnaissance”, stressing the importance of co-producing a shared and immediate knowledge of the territories interested by the project through walks, conversations, storytelling, artistic practice and conviviality, as the actual fuel for a truly participatory planning practice. Reconnaissance has been the first pillar of the engagement methodology proposed by Tesserae Urban Social Research in IN-HABIT, and remains a solid suggestion for future engagement processes.

The IN-HABIT project shows that while participatory tools are vital for engaging stakeholders, they cannot by themselves secure lasting social transformation or innovative governance. Engagement processes as in IN-HABIT foster responsibility and collaboration, but also revealed fragilities when local participatory cultures were weak, leading actors lacked experience or political will, or stakeholder roles shifted fluidly over time. Declining participation in later stages and the limited translation of formal engagement into action highlight the difficulty of sustaining meaningful involvement, especially for marginalized groups.

Case studies from Córdoba, Riga, Lucca, and Nitra demonstrate that tailored co-management schemes, innovative financial approaches, and hybrid governance models—combining legal frameworks with trust-based networks—are key to implementing inclusive urban solutions. IN-HABIT proved that when actively engaged, local administrations can adopt new practices to advance legal frameworks that support co-creation, using tools such as procurement mechanisms, local agreements, and regulatory norms to enable and strengthen community-based actions. Moreover, trust-based networks were found to be fundamental to achieve results which were unforeseeable especially in those cases where steady political support was lacking. Volunteerism was an invaluable force to organise change on the ground. Universities,

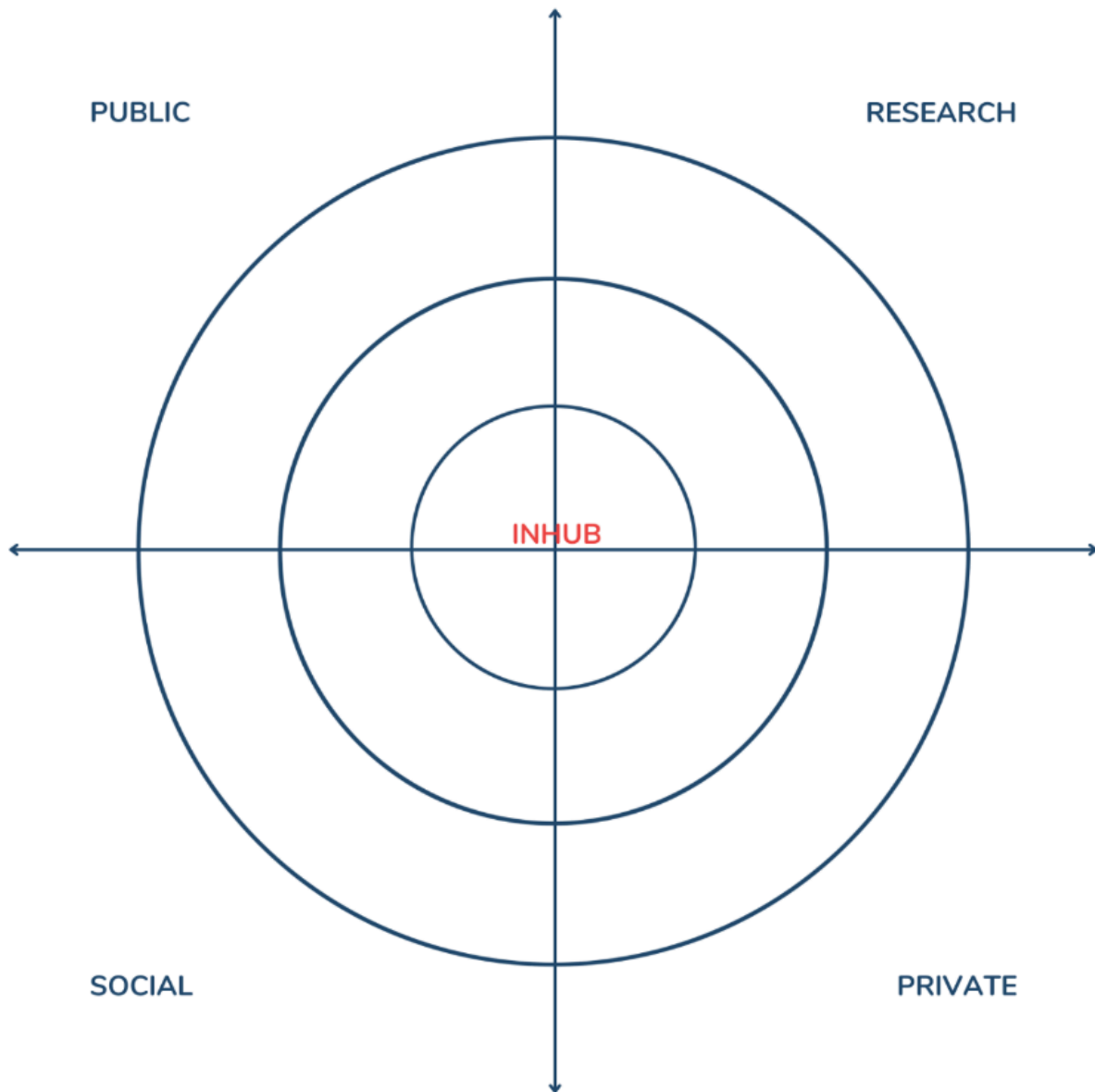
NGOs, social enterprises, and community actors proved crucial in bridging gaps, mobilizing resources, and fostering durable partnerships. Financial innovation extended beyond new funds to institutional change, resource reallocation, and adaptive procurement, helping overcome stigma, constraints, and bureaucracies. Yet sustainability remains uncertain, as project-based funding and political inertia threaten momentum, underscoring the need for enduring institutional commitment, flexible governance, and continuous communication.

Ultimately, the IN-HABIT methodology offers a replicable model of care and co-creation that enhances not only NGO effectiveness and academic involvement but also holds potential to reduce long-term public costs through fostering healthier, more active, and inclusive communities, provided that sustained support and capacity-building are secured for local activators, who otherwise risk becoming overburdened. The nuanced, context-specific lessons derived from this transnational experimentation provide valuable insights for cities seeking to co-govern the future of inclusive urban wellbeing.

In conclusion, the IN-HABIT experience in driving inclusive territorial transformation highlights both the promise and the complexity of advancing health and well-being through multi-actor innovation; it shows that meaningful progress requires balancing flexibility with rigor, confronting power asymmetries, embedding equity at the core, and sustaining local capacities with long-term strategies that keep motivation alive despite contradictions and challenges both at transnational project level and local city level. Crucially, IN-HABIT has demonstrated that local actors, even those less acquainted with European and integrated projects—when supported, connected, and with opportunities to co-create—are capable of generating durable change. Future initiatives should build on this momentum by turning methodological insights into accessible guidance, ensuring that the capacities nurtured locally continue to thrive and regenerate well beyond the lifespan of individual projects.

# ANNEXES

## Annex 1. Stakeholder Map Template



## Annex 2. Stakeholder Analysis Template

Secondary Stakeholder	INTEREST (How is it affected?)	MOTIVATION (What can they get out?)	RESOURCES (What can they bring in?)	Actions to address stakeholder engagement
Primary Stakeholder	INTEREST (How is it affected?)	MOTIVATION (What can they get out?)	RESOURCES (What can they bring in?)	Actions to address stakeholder engagement

## Annex 3. Organizational Template

<b>Key roles</b>	<ul style="list-style-type: none"> <li>- Which are the roles and people in charge with specific responsibilities?</li> <li>- How are responsibilities attributed/shared within the team?</li> <li>- Which hierarchies are established to make actions happen?</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Which PPs are responsible for the task, or for hiring the key roles?</li> <li>- Which other partners are engaged in taking decisions or implementing actions?</li> <li>- Who are the contact people for the partners?</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>- Who are the stakeholders involved in the actions?</li> </ul>
<b>Decision-making</b>	<ul style="list-style-type: none"> <li>- How are decisions about the general coordination and management of the PPPPs taken?</li> <li>- What kind of decision-making methods are adopted?</li> <li>- How frequent are meetings/assemblies/moments of verification?</li> <li>- How are decisions recorded, implemented, and monitored?</li> </ul>

<b>What</b>	<b>Key roles</b>	<b>Partners</b>	<b>Stakeholders</b>	<b>Decision-making</b>
<b>Coordination</b>	<ul style="list-style-type: none"> <li>- Local coordinator</li> <li>- LCA</li> <li>- Advisory board / steering groups</li> <li>- Other</li> </ul>	<ul style="list-style-type: none"> <li>- Local Partners</li> <li>- International (transversal) partners</li> <li>- Local administration &amp; departments</li> </ul>	<ul style="list-style-type: none"> <li>- General Stakeholder map</li> <li>- Key stakeholders</li> <li>- Missing or underrepresented actors</li> <li>- How to include issues of underrepresented groups</li> </ul>	
<b>Communication</b>	<ul style="list-style-type: none"> <li>- Communication manager</li> <li>- Social media manager</li> <li>- Key local contacts (KLC)</li> </ul>	<ul style="list-style-type: none"> <li>- Local Partners</li> <li>- International (transversal) partners</li> <li>- Local administration &amp; departments</li> </ul>	<ul style="list-style-type: none"> <li>- Selected audiences and target groups</li> <li>- Channels &amp; media contacts</li> </ul>	
<b>Co-design</b>	<ul style="list-style-type: none"> <li>- LCA</li> <li>- Designers &amp; technicians</li> <li>- Facilitators</li> </ul>	<ul style="list-style-type: none"> <li>- Local Partners</li> <li>- International (transversal) partners</li> <li>- Local administration &amp; departments</li> </ul>	<ul style="list-style-type: none"> <li>- Targeted beneficiaries</li> <li>- Knowledge and service providers</li> <li>- Community leaders</li> </ul>	

<b>Implementation</b>	<ul style="list-style-type: none"> <li>- LCA</li> <li>- Local observers</li> </ul>	<ul style="list-style-type: none"> <li>- PP involved in the implementation of VIS on field</li> <li>- Local administration and departments</li> <li>- Private contractors and providers</li> </ul>	<ul style="list-style-type: none"> <li>- Providers</li> <li>- Contractors</li> <li>- Volunteers</li> </ul>	
<b>Impact Assessment</b>	<ul style="list-style-type: none"> <li>- WP7 Leader</li> <li>- LCA</li> <li>- Local observers</li> </ul>			
<b>Gender landscape / GDEI</b>	<ul style="list-style-type: none"> <li>- WP8 Leader</li> </ul>			
<b>(...any relevant function of the IN-HUB)</b>				

## Annex 4. Engagement Diaries Template

IN-HUB, City:		Diary maker:	
Date		Activity period:	

Title of the entry	
Logline	(one sentence summarising the key activity or point)

### Field/dimension (Tick or describe the main dimension of the activity)

	Social (people)	
	Spatial (places)	
	Objectives (strategic)	
	Practices (making)	

### Variables

	Language	Main issues in terms of translation between different natural languages or expert formalisations vs. Common language; adopted approaches for inclusion, communication, dissemination.
	Procedures	Essential procedures to deliver the actions and engage sensible groups
	Expectations	Expected results and prospects for managing participants expectations
	Time	Essential timing and milestones of the actions

## Moment

Indicate which of the eight key moments of the process this action is related to; quote also what other moments/activities have been essential to the preparation.



Figure 7. Moments of a transformative process.

### Key questions:

- Describe the activity of engaging local stakeholders/community in the action carried during the selected period.
- Describe the strategies adopted to include the larger group of stakeholders and in particular those at risk of exclusion with a GDEI perspective.
- Describe difficulties experienced in developing the planned actions and the adopted solutions.
- Describe the added value of applying the IN-HABIT approach and methods in the specific context and key learnings deriving from the action.

### Annexes

Pictures, drawings and any other documents useful to document the event and prepare the final elaboration of the entry.

Annex 5. Integration Assessment Grid

Types of integration	Description	What is the current situation of your ITPlan?	To what extent can progress be made?
Policy/sector	<ul style="list-style-type: none"> <li>• Integration of <b>economic, social, and environmental</b> challenges</li> <li>• Join up solutions and <b>minimise</b> the effects of <b>negative externalities</b></li> </ul>		
Horizontal	<ul style="list-style-type: none"> <li>• Develop partnerships at local level</li> <li>• Bring together all the main actors around a challenge</li> </ul>		
Vertical	<ul style="list-style-type: none"> <li>• Align <b>policies, interventions, and funding</b> upwards</li> <li>• <b>Vertical chain of governance</b></li> <li>• Ensure <b>coherence</b> and build scale</li> </ul>		
Territorial	<ul style="list-style-type: none"> <li>• Ensure <b>cooperation</b> takes place between adjacent municipalities in <b>functional urban areas</b></li> <li>• Minimise <b>edge effects</b> and <b>displacement problems</b></li> </ul>		
Hard and soft investments	<ul style="list-style-type: none"> <li>• Integrate <b>physical investments</b> with <b>human resources</b> in urban regeneration</li> <li>• For instance, European Regional Development Fund (<b>ERDF</b>) + European Social Fund (<b>ESF</b>)</li> <li>• Avoid silos</li> </ul>		

## Annex 6. Co-Management Schemes Template

<b>Title</b>	<i>Please write the title of the action, VIS, the cluster of solutions, or the entire ITPlan the co-management scheme applies to.</i>
<b>1. AGREEMENT DESCRIPTION</b>	
<b>Agreements</b>	<i>Please mention the type of agreement: formal/contractual agreements (such as collaboration pacts, procurement, etc...), informal et al.</i>
<b>Object of the agreement</b>	<i>Write in a few words the nature and the scope of the agreement, in other words explaining "what" is the agreement for and why is it needed.</i>
<b>Statement of intent</b>	<i>We, the undersigned, acknowledge a common commitment to / concern About... - By working together as partners, we see the added value each of us can bring to fulfil this commitment / address this concern...</i>
<b>2. DIMENSIONS DESCRIPTION</b>	
<b>Spatial dimension</b>	<i>Please describe the geographic space the CMS is addressed to (physical delimitation, ownership (if applicable) etc...).</i>
<b>Strategic dimension</b>	<i>Please describe how the co-managed object is integrated with other actions, plans and overarching strategies. Refer to previous agreements that are being updated through this new agreement and highlight the innovative aspect of it (e.g formalizing a relation that is not typical) Detail which part of the ITPlan it implements (if not all)</i>
<b>Social dimension</b>	<i>Please list the expected beneficiaries, users, and stakeholders affected by the co-managed actions and the expected impacts on IHW.</i>
<b>Economic dimension and competences</b>	<i>Please mention professional and entrepreneurial capacities involved in the agreement and expected economic impacts of the actions.</i>
<b>3. PARTNERSHIP for COPRODUCTION</b>	
<b>Partnership</b>	<i>Please name the actors partnering in the CMS</i>

<b>Decision-making</b>	<i>Please clarify the procedures to arrive to decisions</i>
<b>Conflict resolution clause</b>	<i>Please describe the procedures to resolve disputes. Include as well the kind of conflicts that preceded the creation of the agreement</i>
<b>Tasks</b>	<i>Please clarify what each party must do and provide to reach their mutual goal. - Specifically we expect each partner to contribute to the project in the following way(s): Partner A... Partner B... Partner C...</i>
<b>Responsibilities</b>	<i>Please explain who is responsible for each objective and expected outcome . Explain chains of responsibilities and monitoring and validation roles.</i>
<b>Liabilities</b>	<i>Please consider who is liable for the CMS (meaning who is legally responsible for it)</i>
<b>4. RESOURCES</b>	
<b>Funding</b>	<i>Type of funding for the implementation of the action</i>
<b>Human resources</b>	<i>Include also volunteer based contributions</i>
<b>5. CLAUSES / RIGHTS / CAVEATS</b>	
<b>Revision Clause</b>	<i>Please clarify the circumstances and procedures under which the agreement(s) can be revised. Example: -We agree to review the partnership every ... months - An independent audit of the financial arrangements of the partnership(and any projects resulting from the partnership)will be undertaken on an annual basis - We agree to make adjustments to the partnership (including re-writing this agreement) should either a review or an audit indicate that this is necessary for the partnership to achieve its objectives</i>
<b>Performance Clause</b>	<i>Please describe the conditions that the partners need to take into account while carrying out the tasks (e.g. GDEI or green clauses or technical specifications)</i>
<b>Intellectual property and copyrights</b>	<i>Please describe the model(s) in which the intellectual outputs of the partnership will be co-managed</i>

<b>Other clauses / rights /caveats not mentioned above</b>	<i>Add any further comments that might be needed to explain the CMS</i>
<b>6. SCHEDULE</b>	
<b>Collaboration schedule</b>	<i>Please describe the phases of implementation</i>
<b>Starting Date</b>	
<b>Completion Date</b>	
<b>ADDITIONAL INFORMATION</b>	
<b>NOTES</b>	<i>Please note down any additional information</i>

## Annex 7. Financial innovation Workshop Exercise

**AIM:** Design a financial initiative that could be implemented during the last year of IN-HABIT to address funding gaps

### Questions for the exercises:

#### 1. WHAT?

- What are the main activities that need to be financed annually?
- What is the minimum funding that you need to finance each of these activities for 12 months? What is the funding gap that you need to fill

#### 2. WHO?

- What are the main funding sources that have already been used to fund IN-HABIT activities/investments in your city?
- Were they EU, national, regional, city, foundations, bank loans, private?
- Who are the potential funders of your activities in the future?

#### 3. HOW?

- Design a rough version of a new financial initiative that you could try to implement in your city to help address your funding gap.
- Is a new organization/association/company needed to attract new funding opportunities? What would it look like? (e.g. PPPP, social cooperative, social enterprise, private company, charity)

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