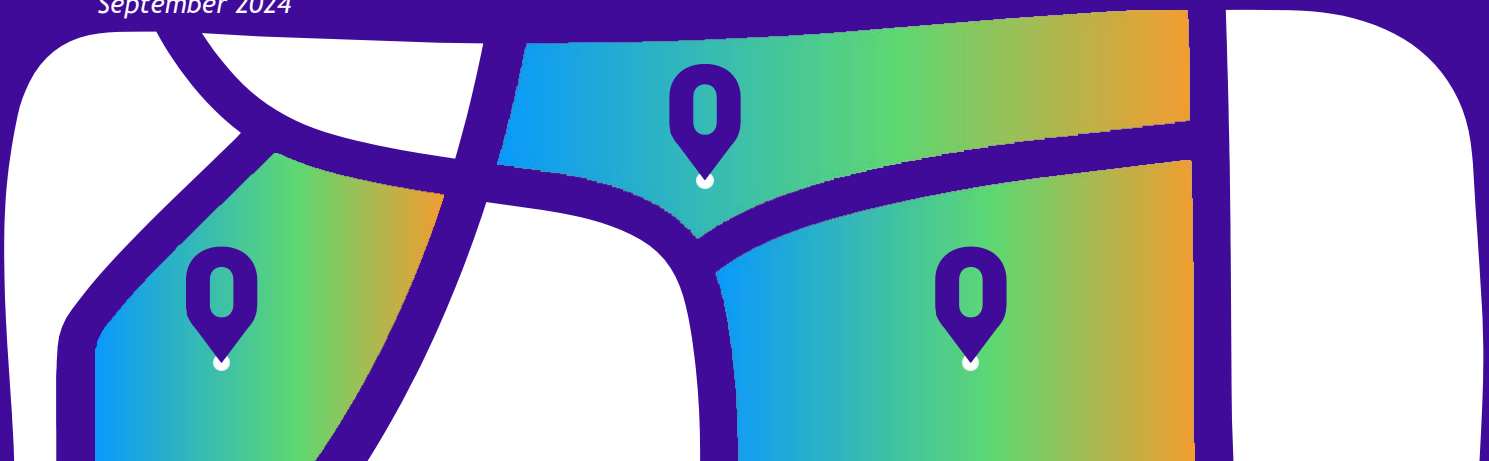




D2.3 Implementation of the final version of the co-governance model and recommendations for adapting it to Santa Ana

WP2 Engagement and social innovation: insights from cultural and creative industries and digitalization

September 2024



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About the drOp project

Digitally enabled social district renovation processes for age-friendly environments driving social innovation and local economic development, or drOp, is a Horizon Europe project. As the name shows, the core ambition of the project is the development of an integrated renovation methodology aiming to transform social housing districts into inclusive smart neighbourhoods. It mainly aims to promote social innovation and boost the local economy and with that purpose drOp will adopt a human-centred approach, will integrate innovative technologies and will explore the growth creation potential of cultural and creative industries. The end purpose is to create an integrated renovation methodology (IRM), which will be modelled through a case study in the Santa Ana neighbourhood in Ermua, Spain. Two peer cities will contribute to these efforts: Matera (Italy) with its expertise of a former European Capital of Culture (2019), and Elva (Estonia), as a digitally advanced city. The process of co-creation, meaning the active involvement of the neighbourhood's citizens, will be an important element in the development of the IRM.

Executive summary

The overall objective of the WP2 is to methodologically place the Project Drop into the literature and conversation regarding participative-oriented urban strategy of regeneration and renovation of the social and infrastructural fabric of peripheral towns in Europe. See from another perspective, it means understanding how to move from a government approach to a governance one, where citizens are at the core of their city's transformations and projects, shortening the distance among them and the other urban stakeholders, especially local municipalities. In this direction, during WP2, the project will strive for laying the foundations for prototyping an efficient co-governance strategy to the cities engaged in the project (Ermua, Elva and Matera), finding the right balance between the theoretical design, local evidence and the concrete application (and monitoring) into the territories.

This deliverable outlines the systematization of the co-governance model within the Santa Ana neighbourhood in Ermua. Building upon the four stages defined in Deliverable 2.2 (engagement, co-creation, structure test and evaluation), the model has been adapted and implemented to address the specific needs of the neighbourhood, achieving bottom-up solutions tailored to the specific needs of the community of Santa Ana. Central to this initiative is the Local Task Force (LTF), a decision-making body that incorporates all relevant stakeholders in the development of various projects in different intensities. Guided by principles of participation, the LTF ensures direct representation of all interested parties, functioning as a representative assembly with three distinct layers based on the level of involvement of citizens and other stakeholders. Thus, their implication in the design and development of the projects will vary according to their layer of the LTF. This approach enables the development of projects that engage the appropriate individuals and meet the needs of the neighbourhood. After testing the model, an evaluation of the application of this model will be conducted to identify best practices and potential barriers, aiding in its replication in other municipalities.

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1. Introduction

The objective of the present study is to demonstrate the implementation of the model and provide recommendations for enhancing its implementation and adoption in urban environments similar to the Santa Ana neighbourhood. Over the past six months, the team has focused on testing and adapting the model presented in D2.2 “Nurturing the Renovation Projects with a Bottom-up Human-Centered Approach” to the specific context and culture of Santa Ana neighbourhood.

To achieve this, the co-governance model has been piloted in initiatives prioritized by the residents during the design phase of the IRM methodology presented in D1.1 “Integrated Methodology for Social Housing Neighbourhood’s Renovation: Concept,” immediately following the prioritization sub-phase (Figure 1).

Phase	Strategic Level			Design Level			Intervention Level		
Sub-phase	Context analysis	Strategic plan	Action plan	Priorization	Exploration	Ideation	Intervention plan	Intervention	Assessment
Description	Diagnosis of the neighbourhood by its characterization and stakeholder identification	Generation of the strategic plan through the generation of the common vision	Identification of the projects and possible solutions	Priorization of the different projects to be co-created	Exploration of existing solutions and needs of the specific projects	Co-definition of the projects	Development of the proposals and their intervention plan	Implementation and testing of the proposals	Assessment of the impact and communication of results

Figure 1. IRM methodology

During this pilot process, various barriers and challenges associated with implementing each phase of the model in the Santa Ana neighbourhood were identified. These barriers included issues related to community engagement, logistical constraints, and the alignment of the model with local cultural and socio-economic contexts.

Subsequently, the team worked on identifying viable solutions and alternatives to overcome these barriers. These solutions were then applied in some initiatives and tested in the field to evaluate their effectiveness. The insights gained from this testing phase were instrumental in refining the co-governance model.

Based on the lessons learned, the team proposed a redesigned co-governance model that is better suited to the unique characteristics of the Santa Ana neighbourhood. This revised model incorporates a step-by-step process to make its application more easily achievable, thereby improving community-driven urban renewal. The systematization of the co-governance model ensures a consistent and replicable framework for implementation. The study’s findings aim to guide future applications in similar urban settings, promoting a more effective and sustainable adoption of the co-governance approach.

This deliverable is the third report of WP2 and outlines the new proposal for the co-governance model, including its testing in prioritized initiatives. The document is structured as follows:

Chapter 1: This chapter outlines the primary objective of the document. It sets the stage by explaining the purpose of the research or project, providing an overview of what is intended to be achieved through the study.

Chapter 2: Chapter 2 delves into the methodological framework that guides the study. It details the structure of the methodology, including its theoretical foundation and core principles. This section builds upon the concepts previously introduced in Deliverable 2.2, where the framework was first outlined and defined.

Chapter 3: In this chapter, the methodology outlined in Chapter 2 is specifically adapted and tailored for the case study of Santa Ana. This section explains how the general principles of the methodology are refined to address the unique challenges and opportunities presented by Santa Ana

Chapter 4: This chapter focuses on the practical application of the adapted methodology within Santa Ana's various initiatives. It provides an in-depth examination of how the framework was employed across multiple projects or programs designed to address community needs. Each initiative is described, including its objectives, stakeholders, and the participatory processes involved.

Chapter 5: This chapter describes the evaluation methodology to be employed to assess the effectiveness of the co governance model. It outlines the specific tools and techniques to be used to measure both quantitative and qualitative outcomes. The evaluation framework is explained in detail, describing the criteria and indicators used to gauge success,

Chapter 6: The final chapter synthesizes the findings of the study and reflects on the broader implications of the results. It reviews the success of the methodology when applied to the Santa Ana case study, identifying key achievements and areas for improvement. The chapter also discusses lessons learned throughout the process and how these can inform future projects or participatory initiatives in other regions.

2. Objectives

The objective of this work is to demonstrate the implementation of the co-governance model and provide actionable recommendations for enhancing its adoption, particularly in urban environments like the Santa Ana neighbourhood. The work aims to show how co-governance—a model that emphasizes shared decision-making between local authorities and citizens—can be practically applied in urban settings to address local challenges, improve public services, and foster greater community engagement. In doing so, the project intends to create a roadmap for municipalities seeking to adopt co-governance, in a way that is tailored to their unique social, economic, and infrastructural conditions. This includes not only detailing the implementation process but also identifying the key factors that facilitate or hinder the successful integration of co-governance principles in complex urban environments.

To achieve this goal, the work presents a step-by-step co-governance model designed to establish a consistent and replicable framework for implementation. The model provides clear guidance on how to initiate, manage, and sustain co-governance processes. Each step of the model is carefully designed to help municipalities and communities navigate the challenges of collaboration, ensuring that stakeholders—whether from the public sector, civil society, or private organizations—can work together effectively. This framework addresses both the practical and strategic dimensions of co-governance, offering tools and methodologies for stakeholder engagement, project development, conflict resolution, and decision-making.

A central objective of this work is to cultivate a culture of co-governance within urban communities. By fostering an environment where citizens, municipalities, and other entities collaborate on an ongoing basis, the work seeks to embed co-governance as a core part of urban governance structures. This involves establishing the necessary dynamics and structures that enable the collaborative development of projects and initiatives. It is not simply about adopting new processes but about transforming the relationship between the community and local authorities, into one characterized by shared responsibility, mutual trust, and ongoing dialogue. The work proposes mechanisms for building such dynamics, including regular participatory workshops, transparent communication channels, and shared governance bodies that facilitate the joint ownership of urban projects.

Furthermore, the aim is to generate a sustainable structure for co-governance, one that can adapt to the evolving needs of the community while maintaining continuity in leadership and engagement. This structure is designed to support long-term urban development goals, such as improving public infrastructure, enhancing social services, and promoting environmental sustainability. By integrating the community into the planning and implementation processes, co-governance allows for more contextually relevant solutions and helps ensure that the outcomes reflect the diverse needs and aspirations of the residents. This collaborative approach is expected to lead to an improved quality of life for residents, as decisions are more likely to address local priorities and be supported by the community.

3. Co-governance model

A co-governance model aims to foster collaborative decision-making among diverse stakeholders including government, community groups, and private sectors. By distributing decision-making authority and responsibilities, it enhances accountability, transparency, and responsiveness to local needs (Ma et al., 2020). This approach empowers communities by involving them directly in policymaking, fostering ownership and engagement. Co-governance encourages innovation and adaptability in addressing complex challenges, leveraging diverse perspectives to find creative solutions. Ultimately, it seeks to create more effective and sustainable governance structures that reflect the interests and priorities of all stakeholders involved.

The co-governance model proposed in D2.2 “Nurturing the Renovation Projects with a Bottom-up Human-Centered Approach” is divided into four stages: Engagement, Co-creation, Structure Test and Evaluation (Figure 2).

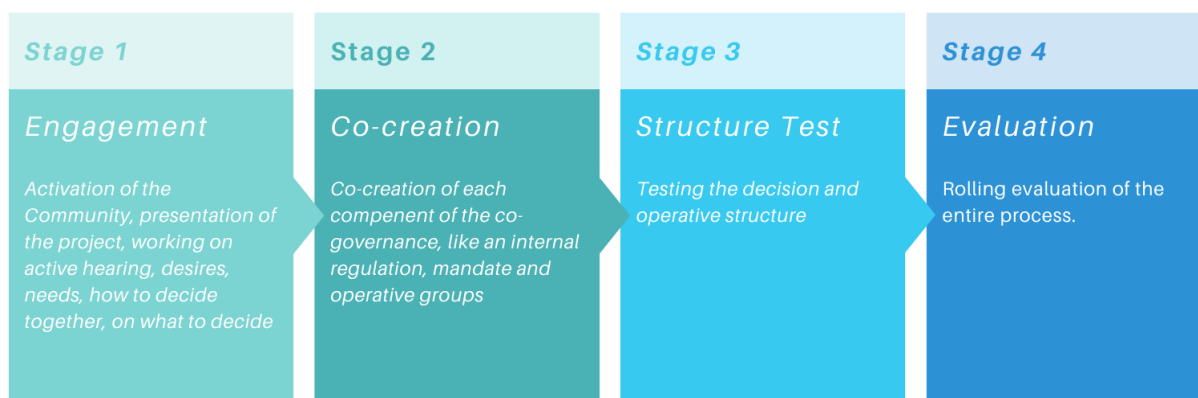


Figure 2. Co-governance model

Stage 1: Engagement

Stage 1, Engagement, establishes the groundwork for the entire co-governance process. During this phase, local facilitators, represented by drOp partners in this context, aim to create a supportive environment for citizen participation. This involves not only equipping participants with tools for enhanced engagement (such as "active listening" techniques and collective decision-making methodologies), but also ensuring an inclusive space for all citizens (Mitlin, 2021). This space allows individuals to enter and exit as needed, ensuring that everyone feels heard and involved. Participants are encouraged to contribute while also learning from one another.

Stage 2: Co-creation

Stage 2, Co-creation, empowers the community to take an active role (Cao & Kang, 2024). Citizens who participated in the previous stage collaborated in the design of the Local Task Force (LTF), establishing common urban objectives and regulations based on the drOp Co-governance model. Co-creation is pivotal in transferring power and responsibility to citizens, redefining their relationship with urban spaces. Local stakeholders collectively decide and design a new civic structure during this phase. Additionally, co-creation serves as a testing ground for generating new collaborative outputs and initiating local urban and cultural projects.

Stage 3: Structure Test

Stage 3, Structure Test, is dedicated to piloting the frameworks and tools developed in earlier stages. This phase involves evaluating the Local Task Forces (LTFs) and the projects or activities outlined previously. It ensures that these components function effectively in practice, providing insights into their real-world application and readiness for full-scale implementation.

Stage 4: Evaluation

Stage 4, Evaluation, marks the completion of the journey and prepares for the next phase, which could involve Stage 1, Engagement, with another community or on a different topic. Evaluation encompasses a comprehensive review of the entire process, including specific assessments of each workshop session (Bundi & Pattyn, 2023). This feedback provides local stakeholders with valuable insights and data to refine the model and engagement tools. Evaluation results are made transparent and accessible to all local participants.

At the core of the co-governance model, Local Task Forces (LTFs) facilitate a collaborative decision-making process among diverse local stakeholders. The LTF comprises representatives from the local municipality, citizen organizations, cultural and creative industries (CCIs), the industrial sector, startups, and/or educational institutions. Operating flexibly rather than as a fixed physical entity, the LTF convenes as required to discuss, co-design, implement, and make collective decisions.

A Local Task Force (LTF) within a co-governance framework represents a coalition of stakeholders from various sectors of the community, working collaboratively to address shared challenges and reach consensus on decisions (Andrews et al., 2008). Co-governance entails the distribution of decision-making authority and responsibilities among governmental bodies, community organizations, indigenous groups, and other relevant stakeholders.

The LTF functions as a local coordination hub tasked with guiding and managing territorial development from grassroots initiatives upwards. Its organizational structure includes (Horowitz et al., 2009) (Figure 3):

- A Coordination Structure.
- An Executive Commission.
- An Extended Commission.



Figure 3 . LTF structure

Coordination Structure

The purpose of this part of the LTF is to maintain the operability and functionality of the LTF, ensuring that the other components proceed with decision-making development smoothly. The Coordination Structure is composed by the Municipality and by experts and project manager. However, in the case of drOp, the project team will occasionally also be part of the Coordination Structure.

Executive commission

The executive commission is the council responsible for the operative decision and the design of implementation strategies, especially in relation to citizens engagement and local activities production. The Executive Commission is composed of citizens organizations, NGOs representatives and CCIs representatives.

Extended Commission

The Extended Commission acts as decision making council; thus, it represents the co-governance model at its heart. This commission has the full representativeness of all the relevant stakeholders.

These components work together to promote local development by empowering and boosting local initiatives, following principles of cooperation, active participation, and transparency.

4. The adaptation of co governance model proposal

This chapter explores the in-depth application of the co-governance model framework within the context of the Santa Ana neighbourhood. It details the specific steps and procedures necessary to effectively implement the model, offering a comprehensive guide for operationalizing the framework. By focusing on practical applications and defining clear actions, this chapter aims to provide a structured approach that aligns with local needs and conditions, ensuring that the co-governance model can be effectively applied to enhance community engagement and project success.

4.1 Stage 1: Engagement Phase

The objective of the engagement phase is to activate the community to create a conducive environment that facilitates the application and development of projects and processes through the collaboration, participation, and governance of the citizens themselves. Additionally, this phase focuses on empowering citizens in participation and co-creation processes. Through this empowerment, citizens gradually become more adept and confident in engaging with these processes (Kiss et al., 2022a; Lyon, 2021; Preston et al., 2020).

To achieve these objectives, the model proposes a series of specific workshops addressing four key themes. These themes, have been divided into 4 substages to be applied in the cases of Santa Ana neighbourhood in Ermua (Figure 4): (i) presenting the project, idea, or initiative to be developed by the community, (ii) enhancing participants' ability to actively listen to each other, (iii) creating a shared vision of potential scenarios and training the group in the skills necessary for co-creation, and finally, (iv) equipping the citizen with decision-making tools and train them in hearing opinions and taking decisions.



Figure 4. Engagement stage and its key substages

Project presentation

This phase involves introducing the project to the community, clearly articulating its goals, relevance, and potential impact. Emphasis is placed on transparency and inclusivity, ensuring all community members understand the initiative and feel invited to participate. Information is shared through various channels to reach a broad audience, encouraging questions and feedback. This step lays the foundation for trust and collaboration.

Enhancing Participants' Ability to Listen to Each Other

During this phase, activities and exercises are conducted to improve active listening skills among participants. Techniques such as focus groups, opinion sharing, and empathy exercises are employed to foster an environment of mutual respect and understanding. The aim is to build a supportive atmosphere where all voices are heard, and diverse perspectives are valued, thus enhancing effective communication and reducing potential conflicts.

Shared Vision and group Training in Co-Creation

This phase focuses on collective brainstorming to develop a unified vision for the future, exploring various scenarios and possibilities. Workshops and training sessions are held to equip participants with co-creation skills, such as collaborative problem-solving, design thinking, brainstorming, brainwriting, among others. The goal is to harness the group's creativity and expertise to envision and plan sustainable and inclusive solutions.

Decision making skills

In the final phase, participants are provided with tools and frameworks for effective decision-making, such as consensus-building techniques, consent building techniques and voting techniques (Buchecker et al., 2010; Sorensen, 2000). Training sessions emphasize the importance of considering diverse opinions, critical thinking, and ethical decision-making. This empowers citizens to make informed, democratic decisions that reflect the collective will and contribute to the project's success.

4.2 Stage 2: Co-creation Phase

The Co-Creation stage aims to engage the community in active participation through the Local Task Force (LTF). During this phase, power and responsibility are effectively transferred to citizens, enabling them to rethink their relationship with urban spaces. Local stakeholders will collectively decide and design a new intermediary civic structure, ensuring that the community's voice is integral to the process. Co-Creation also serves as a testing ground for collaborative output creation, laying the foundation for local urban and cultural projects (Ma et al., 2020; Mahmoud et al., 2023). This phase is crucial for fostering community engagement and ensuring that the projects reflect the collective vision and needs of the community. Thus, citizens who took part in the initial stage will now collaborate in the Local Task Force (LTF).

To achieve these objectives, the model proposes a series of specific workshops addressing four key themes (Figure 5): (i) definition of the working area, (ii) design of the LTF, (iii) creation of LTF and regulation definition. These themes have been defined as the substages of this second stage.

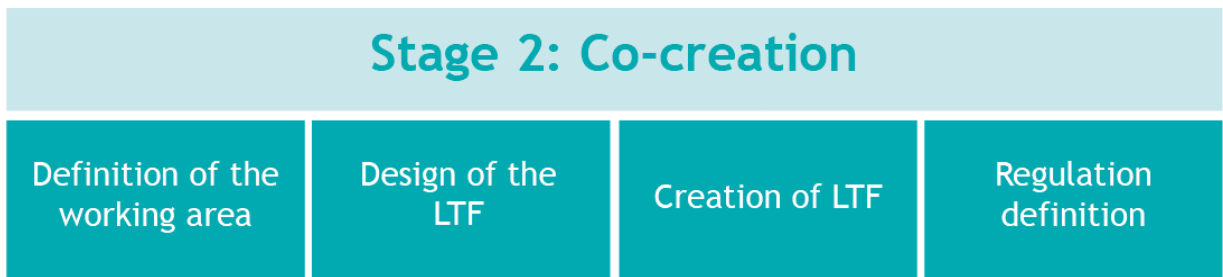


Figure 5. Co-creation Stage and its key substages

Define the working area

During the initial subphase of the co-creation phase, the Co-Governance model focuses on defining a project, space, or specific domain to support the functioning of the LTF. This involves setting clear objectives for the LTF and outlining the primary goals it aims to achieve. This phase is important to determine the framework of action, the boundaries, where the LTF can operate, and the aspects that remain outside the scope of the LTF.

Based on this working area, it is envisioned that each part of the LTF: Coordination Structure, executive commission and structure commission will have the following focus:

- **Coordination Structure:** In the case of Santa Ana neighbourhood in Ermua, the core of the Coordination Structure can be common across all projects and topics, with a few additional expert profiles potentially joining, based on the specific theme being addressed. Thus, a unified Coordination Structure for all the projects and initiatives to be held through the drOp projects is visualized in the Santa Ana neighbourhood. This Coordination Structure will have a stable core complemented with more dynamic members such as an expert, who may join or leave the team and participate in different activities as needed to address specific tasks or challenges. However, the stability of these teams is subject to political changes that may occur within the local governments (Figure 6).

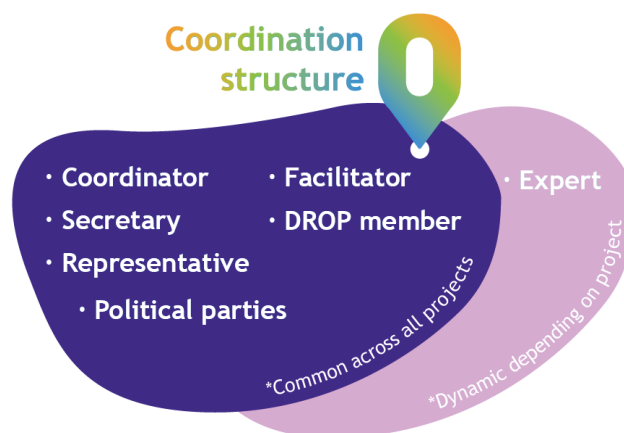


Figure 6. Roles in the Coordination Structure

- **Executive commission.** In the case of Santa Ana, one executive board per project is addressed. The topics addressed in the initiative mentioned above are diverse. Considering that the members of the board ought to be committed to the purpose of the action, the topics must, to some extent, be aligned with the mission, values and vision of the people involved. Thus, it is considered to define different Extended Commission based on the topic to be addressed. In addition, addressing all these initiatives in parallel through the same Extended Commission seems overwhelming. Furthermore, by creating several executive boards, more community members can actively participate and contribute, thereby fostering a greater understanding and appreciation of the co-governance process.

In the context of the Santa Ana neighbourhood, there is a unique approach to forming committees due to the absence of citizens' organizations, CCI representatives, or NGO representatives. Instead, different profiles have been identified to participate in the executive commission, such as representatives of neighbors with a special interest in the subject matter, and business owners. In either case, it is very important that the members of that board are committed to the purpose of the action and are convinced that LTC action is necessary to achieve better results. Moreover, for this reason, the challenges must, to some extent, be aligned with the mission, values and vision of the parties involved.

Additionally, it has been deemed valuable and beneficial to involve professionals in the field, subject matter experts in these committees, regardless of whether they reside or not in the neighbourhood. These experts play a crucial role in providing technical support to the committee members. They ensure that the neighbors involved feel secure in their decisions, assist with more complex technical issues, and share valuable knowledge. This collaboration enriches the committee's discussions and decision-making processes, leveraging external expertise to address neighbourhood issues effectively.

Finally, as in the commission structure during the drOp project, the team members will also be involved in the executive commission.

We anticipate teams that are significantly more dynamic than the traditional Coordination Structure. These teams will have a smaller core group that remains stable over time and surrounding this stable core, there will be a fluid composition of members who join and depart based on their availability and the evolving needs of the team (Figure 7).



Figure 7. Roles in the Executive Commission.

- **Extended Commission:** An Extended Commission in a Santa Ana neighbourhood includes residents and their family members, community organizations and local businesses, this inclusive body ensures comprehensive representation and active participation from all parts of the community, addressing diverse needs and fostering collaborative decision-making. An Extended Commission is a body in which anyone from the neighbourhood can participate, ensuring it is not a closed space. It includes at least one stable figure to whom residents can turn for consultations, opinions, comments, and to express their views (Figure 8).



Figure 8. Roles in the Extended Commission

Design of the LTF

The next subphase, Design of the LTF involves defining the operational framework of the LTF (Kahane et al., 2013; Kiss et al., 2022b). In this stage, possible roles to be filled are identified, along with the functioning and coordination with each group and with other groups, communication channels, tools, and the decision-making framework. The following

section details each group structure: Coordination Structure, executive commission and Extended Commission and the possible roles, channels and decision-making framework.

- Roles
- Channels
- Decision-Making Frameworks
- Collaborative Methods

Roles:

- **Coordinator:** Manages the team and the meeting. They lead the agenda, ensure time management, and facilitate dynamic and fluid meetings. They also have the authority to close topics, give the floor to speakers, and adjust prioritization, thus adapting the meeting as it progresses.
- **Secretary:** Takes notes for transparency purposes. The role of a secretary includes organizing meetings, preparing and distributing agendas and minutes, maintaining records, and ensuring compliance with regulatory requirements.
- **Representation:** Acts as a liaison with the coordination commission, executive and Extended Commission.
- **Facilitator:** Manages the co-creation session and group dynamics. A facilitator is essential for guiding co-creation processes, focusing on group decision-making and ensuring equality among participants. Their role involves inspiring and motivating stakeholders, maintaining clear communication of objectives, and integrating diverse perspectives. Facilitators also manage conflicts and continuously evaluate and redirect the process as needed. Ensuring fair interactions and avoiding hierarchies are key responsibilities.
- **Experts:** Experts provide technical support. They assist with various issues, offer guidance on best practices, and help implement solutions to improve community initiatives. Additionally, these experts may provide training sessions and serve as a resource for information and advice to empower citizens and other stakeholders and enhance their technical knowledge and capabilities.
- drOp project members.

Communication channels:

- **Meetings:** Regularly scheduled or ad-hoc meetings to discuss progress, issues, and decisions. "These meetings will be organized by the coordinator based on the demands and needs expressed by other members of the structure.
- **Email:** Used for formal communication, sharing documents, and providing updates.
- **Team collaboration platforms:** Platforms that allow for efficient communication between

team members such as Slack, Workspace chat, Zoom, Google Chat, etc

- Team communication app: It allows users to send text messages, voice notes, images, videos, and documents, and it also supports voice and video calls. Its primary purpose is to facilitate real-time communication between individuals or groups of people through apps such as WhatsApp.

Decision-Making Frameworks:

- **Mandate:** The mandate decision-making is used when predefined criteria exist. That is, when decision-making is guided by clear guidelines, policies, or regulations that dictate the process.
- **Consensus:** the consensus decision-making seeks agreement from all members through discussion and compromise. Whenever the context allows it, this way of deciding will prevail.
- **Consent:** Consent is a participatory process like consensus, but instead of seeking the best decision for the group, consent is the absence of objection. The group finds a proposal that is good enough.
- **Voting:** the voting decision-making is going to be used when consensus cannot be reached.

Collaborative Methods:

- **Workshops:** Interactive sessions that allow members to collaborate on specific issues, develop skills, and generate ideas through structured activities.
- **Brainstorming Sessions:** Meetings designed to generate a wide range of ideas and solutions in a creative and open-ended manner.
- **Surveys:** Tools for gathering feedback and opinions from a broader community, helping to inform the LTF's decisions and actions.
- **Focus Groups:** Small, diverse groups that discuss specific topics in depth, providing qualitative data and diverse viewpoints.
- **Interviews:** One-on-one or group interviews with stakeholders to gain deeper insights into their perspectives and needs.
- **Community platforms:** Online Platforms where community members can voice their opinions, ask questions, and engage with the LTF.
- **Newsletters:** Regular updates sent to stakeholders to keep them informed about the LTF's activities, progress, and upcoming events and get feedback when it is needed.

4.2.1 Creation of LTF

For the citizen engagement strategy, it is interesting to target those people who have been active in the initial phases of the process or who have shown particular interest in any of the

topics to be addressed. In this process it is essential to follow a series of steps that ensure proper identification and effective voluntary participation. However, participation will always be open to any local resident who wishes to participate voluntarily.

Once potential candidates are identified, it is crucial to establish clear and effective communication and definition and the role of each of them in the process.

4.2.2 Regulation definition

To ensure that co-governance LTF works, it is important to clearly define a common regulation among citizens. This process shared with all the participants must be transparent, accessible to all and adaptable during time. Each regulation can be adjusted based on the project and the results that the collective has to achieve. In this direction, regulation concerns a list of rules which could be clustered in the following areas:

Accessibility of Information: The co-governance model should ensure that all residents have access to the information and resources necessary to participate fully. This includes providing materials about what a co-governance is, how it is applied to Ermua, how it works and how to participate. Moreover, it regards the process of reporting meetings and decisions. The tools where finding information should be clear and shared among the participants. Roles and timing need to be clear regarding how take the responsibility of curating these processes. So, it is important to ensure that all co-governance communications, including reports, guidelines, and meeting notes, are written in plain, jargon-free language. Visual aids can be used to explain complex topics. Moreover, in order to facilitate citizens, a guide or one-on-one sessions can be set as a common practice. Set up local help desks or a support hotline for questions related to governance processes.

Decision-Making Process: Clear guidelines should be established to define how decisions are made, who has decision-making power, and the process for resolving conflicts or deadlock situations (Buchecker et al., 2010; Renn, 2004). These rules should be agreed upon by both the citizens and local authorities, with an emphasis on consensus-building and conflict resolution. This aspect can be adjusted during the time based on effectiveness, concrete needs and specificity of projects. The decision-making regulation should be flexible and possibly integrate different ways of voting based on the characteristics of the decisions that must be made. Overall, it is important to develop a step-by-step guide that outlines how decisions will be made, from the proposal phase to final approval. This guide must also include details on how decisions will be voted on (e.g., simple majority, consensus) and the timeline for decision-making processes. Moreover, regulation should clearly define the roles of each participant in the co-governance model and how to deal with conflict. In this direction, following the consensus methodology, each conflict should be embraced and resolved before proceeding with the voting process.

Co-governance rules and processes must be subject to regular review and adaptation to remain relevant and effective as the town evolves. In order to do so, it can be following these rules:

Scheduled Review Periods: This step entails establishing a timeline for reviewing the rules and processes (e.g., annually or biannually). During these reviews, input is gathered from all stakeholders, including citizens, public officials, and third-party evaluators, to assess the effectiveness of the current rules.

Citizen-Led Reviews: Involve citizen assemblies or focus groups on the review process to ensure that the rules remain aligned with community needs and interests. Allow these groups to propose amendments to the rules based on their experiences.

Amendment Procedure: Create a formal procedure for amending the rules, including how amendments are proposed, debated, and approved by the community and town council.

4.3 Stage 3: Structure Test

The Structure Test serves as a space to set up and test the structure of the LTF and its functioning in the defined projects. This stage is divided into 3 substages (Figure 9): (i) co-design, (ii) decision making and (iii) implementation.

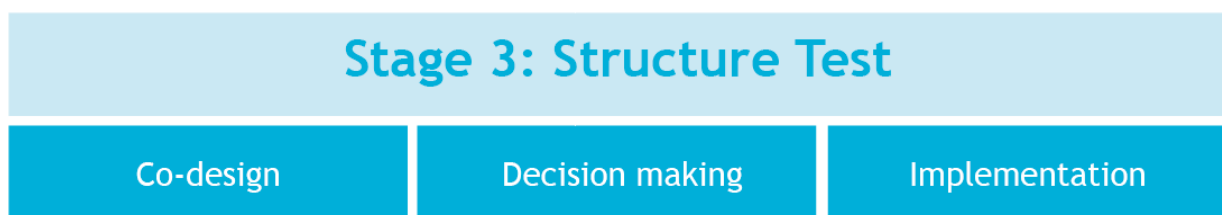


Figure 9. Structure Test Stage and its key substages

Co-design

The co-design sub-phase is a critical stage in participatory design processes where multiple structures collaborate to define solutions alongside citizens. The Coordination Structure, which oversees the project's organization and ensures coherence, works hand in hand with the executive commission, which takes responsibility for operationalizing the project's goals. Additionally, the Extended Commission also plays a crucial role in enriching the design process with diverse insights. These groups collectively engage citizens to foster a participatory environment where feedback is not only gathered but becomes a core driver of the design. The emphasis during this stage is on active citizen participation, ensuring that the final outcomes reflect their needs, experiences, and aspirations. Typically, this stage includes a variety of participatory activities, such as focus groups, -where small, diverse groups of citizens provide feedback on emerging solutions, and workshops- where citizens collaborate more deeply in shaping those solutions. The goal is to ensure that the design is not only user-centered but also rooted in the community's reality, with citizens contributing as co-creators, not passive respondents. This inclusive approach strengthens the legitimacy and relevance of the proposed solutions.

Decision making

The decision-making sub-phase is a reflective and evaluative phase where the proposed solutions, developed during the co-design stage, are thoroughly assessed. Stakeholders involved in this phase include representatives from the project's core team, citizen groups, and other key actors who contribute to the decision-making process. The focus here is on evaluating the feasibility of each solution, ensuring that the designs are realistic, implementable, and aligned with the citizens' actual needs and the contextual limitations. This includes assessing the practicality of the solutions within the given budget, available resources, and socio-political

constraints. Moreover, stakeholders also examine the effectiveness of these solutions, considering their potential impact on the community and how well they address the identified problems. During this phase, the goal is to achieve consensus, where all parties agree on the most appropriate course of action. However, when consensus is difficult or impossible to achieve, alternative methods such as consent (where no one blocks the decision but may not fully agree) or voting are employed to ensure progress. This structured, participatory approach to decision-making ensures that the selected solution reflects both expert analysis and community preferences, balancing technical viability with social acceptability.

Implementation

The implementation sub-phase is where the theoretical solutions crafted during the co-design and decision-making phases are translated into concrete actions. This phase involves executing the agreed-upon solutions in the real world, which requires detailed planning, resource allocation, and task management. The implementation process is dynamic and often necessitates continuous monitoring and adaptation. As the project progresses, it is crucial to track its development closely, assessing whether the activities are being carried out as planned and whether the expected outcomes are being met. When deviations from the plan occur, or when unforeseen challenges arise, adjustments must be made to keep the project on track. In this phase, feedback loops are essential, as they allow for real-time adjustments to be made based on ongoing observations or additional citizen input. The ultimate goal of this phase is not only to deliver the proposed solution but to ensure that it is implemented in a way that achieves the project’s objectives and effectively addresses the issues identified in earlier stages. This requires coordination across all stakeholders to ensure that the project remains aligned with its initial goals and can sustainably meet the community's needs.

4.4 Stage 4: Evaluation

This phase is the final phase, where the objective focuses on assessing the procedures and outcomes of previous stages. In the case of Santa Ana, 3 elements to be evaluated have been defined (Figure 10): the results obtained, the methodology and tools used, and the functioning of the LTF itself.

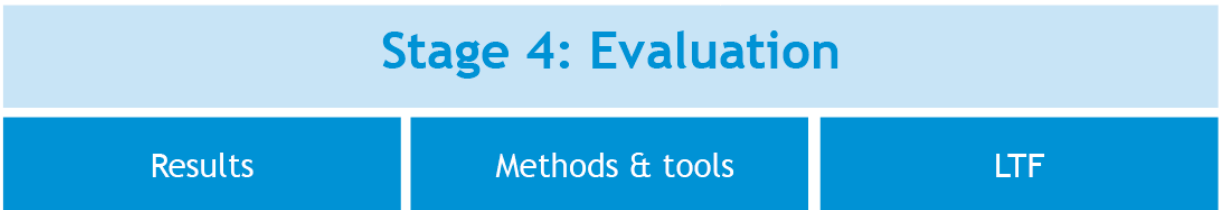


Figure 10. Evaluation Stage and its key substages

Evaluation of the Results Obtained

This phase focuses on both tangible and intangible outcomes, encompassing a wide range of dimensions. On a tangible level, this might include measurable improvements such as increased community engagement, infrastructural developments, or improvements in public services. These outcomes are often quantified through metrics that assess participation rates, or physical developments. On an intangible level, the evaluation explores more subtle changes, such as shifts in social cohesion, trust in governance, or a sense of ownership among citizens regarding

local projects. These aspects may be difficult to capture through standard quantitative methods but are essential to the long-term success of co-governance. Gathering qualitative feedback through interviews, surveys, or focus groups provides a richer understanding of how the initiative is perceived by stakeholders. This feedback can highlight successes or reveal areas where the project may not have met expectations, offering nuanced insights that can shape future co-governance efforts. Overall, evaluating both the visible and less tangible results allows for a holistic understanding of the project's impact on the community.

Evaluation of the Methodology and Tools Used

This step involves a critical assessment of whether the methods used—such as participatory workshops, digital platforms for citizen feedback, or consensus-building techniques—were suitable for the specific context and stakeholders involved. Adaptability is another key factor; effective methodologies should be flexible enough to accommodate unforeseen challenges or shifts in the process, such as changes in stakeholder participation or resource constraints. Additionally, the effectiveness of these tools can be gauged by how well they enabled meaningful participation and whether they supported equitable decision-making across diverse groups. In evaluating the tools, it is also important to consider their accessibility, particularly whether they allowed marginalized or less technologically proficient participants to engage fully. Reflecting on the successes and limitations of these tools provides valuable lessons for future co-governance initiatives, ensuring that the methodologies are continually refined to enhance participation and inclusivity.

Evaluation of the Functioning of the Local Task Force (LTF)

Evaluating the functioning of the Local Task Force (LTF) is essential for determining the internal effectiveness of the co-governance model. The LTF, typically composed of key stakeholders, community representatives, and possibly external experts, plays a central role in guiding and facilitating the process. The evaluation of the LTF examines several key aspects: group dynamics, leadership, decision-making processes, and communication efficiency. Effective leadership and facilitation are vital for steering the group toward common goals, ensuring that discussions are productive, and resolving conflicts that may arise. Additionally, the inclusivity of participation within the LTF is critical; all members should have opportunities to contribute meaningfully, and diverse perspectives should be valued in decision-making. Assessing the quality of collaboration and teamwork is also important, as it can influence the overall success of the co-governance initiative. A well-functioning LTF fosters a culture of transparency, shared responsibility, and mutual respect, which can enhance the group's ability to make informed and balanced decisions. Furthermore, the evaluation considers whether the LTF effectively communicated with the broader community and stakeholders, ensuring that the process remained transparent and inclusive throughout.

5. Application of the co governance model in Santa Ana

In the first stage of the co-governance model, the entire Santa Ana neighbourhood and all stakeholders were involved. Once the most significant initiatives and projects were selected and prioritized through the IRM methodology, the stages 2, 3, and 4 of the co-governance models were tailored to address each specific initiative.

5.1 Stage 1: Engagement

The objective of the engagement phase is **to activate the community by:** (i) presenting the project, idea, or initiative to be developed by the community, (ii) enhancing participants' ability to actively listen to each other, (iii) creating a shared vision of potential scenarios and training the group in the skills necessary for co-creation, and finally, (iv) equipping the citizens with decision-making tools and train them in hearing opinions and taking decisions.

Throughout the drOp project, particularly during Work Package 1 (WP1), several workshops and work sessions have been designed and implemented to adapt to the unique characteristics of the Santa Ana neighbourhood and the IRM methodology. These activities have effectively addressed the four objectives in the following manner (Table 1).

ACTIVITIES	DATA	DESCRIPTION	PARTICIPANTS	ACHIEVED SUB-PHASE
drOp project presentation	26.10.22	This workshop carried out with neighbours was dedicated to present first insights of the drOp project and share the experiences from SmartEnCity and ZenN projects.	Neighbours and stakeholder	Project presentation
Workshop 1	04.05.23	The workshop is divided into two parts. In the first part, the project's objective is emphasized, and the results of the SWOT analysis are presented, focusing on opportunities for: Green Santa Ana, Dynamic and Attractive Santa Ana, Digital Santa Ana, Social and Cultural Santa Ana, and Safe and Cohesive Santa Ana. they reflect, share, and debate in groups about what concerns them, what they would improve in the neighbourhood, and what they could do to take advantage of the identified opportunities."	Neighbours	Enhancing Participants' Ability to Listen to Each Other
Workshop 2	04.07.2023	The workshop focuses on generating scenarios based on two main axes of the project: community empowerment and engagement, and local economic development, as well as the SWOT analysis of Santa Ana. The residents are divided into four groups, each positioned in a different quadrant: 1. High empowerment and engagement, and high economic development.	Local Stakeholders	Shared Vision and group Training in Co-Creation

		<ol style="list-style-type: none"> 2. High empowerment and engagement, and low economic development. 3. Low empowerment and engagement, and high economic development. 4. Low empowerment and engagement, and low economic development. <p>Each group, based on their assigned scenario, must work on identifying the opportunities and barriers present in each scenario, considering four themes: the environment, the social aspect, the economic aspect, and the digital aspect.</p>		
Workshop 3	10.10.23	<p>The objective of this workshop is to achieve consensus on a single scenario for Santa Ana in the year 2035.</p> <p>Participants, working in groups, will reflect on the scenarios presented and analyzed in the previous workshop. They will then propose the most desirable scenario for Santa Ana in 2035. Finally, all groups will come together to share their reflections and work collectively to reach a consensus on a single scenario to achieve for Santa Ana 2035. This agreed-upon scenario will serve as a strategic guide for the future development of the neighbourhood</p>	Neighbours	Decision making skills
Workshop 4	24.10.23	<p>The objective of the workshop is to contrast the scenario achieved by the citizens with the vision of the stakeholders and to identify actions to be taken in order to move towards the master scenario.</p>	stakeholders	Shared Vision and group Training in Co-Creation
Workshop 5	05.03.2024	<p>The objective of this workshop is to inform participants about the progress of the drOp project and to present and prioritize the proposed actions. To achieve this, after presenting the process and actions, a dynamic activity will be conducted to foster participation and consensus among the attendees through voting and collective discussions, with the aim of advancing in a coordinated manner towards the implementation of the next stages of the project.</p>	Neighbours	Decision making skills

Table 1. Workshop session description

Thus thought these workshops and sessions it is ensured that the community is actively involved and equipped with the necessary skills and tools to contribute meaningfully to the development of a co-governance project development.

As a result, 7 initiatives were selected to be carried out. These initiatives encompass a range of topics, from urban spatial regeneration issues such as the "Architecture Ideas Competition," "Temporary Expansion of Public Spaces," and "Enhancement of Party Walls", to cultural and

social activities like "Santa Ana Day." Additionally, there are initiatives addressing issues related to aging, loneliness, and home health care, such as the "Community connection " and the "Comprehensive Care Program". And finally, initiatives focused on sustainability and energy such as the "energy community" link to the installation of photovoltaic panels.

Architecture Ideas Competition: This initiative involves organizing a competition to gather innovative architectural designs and ideas to improve the urban landscape and infrastructure of Santa Ana.

Temporary Expansion of Public Spaces: This initiative aims to create temporary extensions of public spaces, such as pop-up parks or pedestrian areas, to enhance community interaction and access to recreational areas.

Enhancement of Party Walls: This involves improving the appearance and functionality of party walls (shared walls between buildings) through artistic murals, green installations, or other creative enhancements to beautify the neighbourhood.

Santa Ana Day: A designated day to celebrate the community of Santa Ana with events, activities, and festivities to foster local pride and social cohesion.

Comprehensive Care Program: A program designed to provide holistic support to residents, including healthcare, social services, and other forms of assistance to improve overall well-being specially especially for the most vulnerable individuals, such as the elderly.

Community Connection: This initiative focuses on strengthening the social fabric of Santa Ana by creating opportunities for residents to connect through events, programs, and communication platforms.

Energy Communities: This initiative aims to establish local energy communities that generate and share renewable energy, promoting sustainability and reducing energy costs for residents.

Throughout this first stage the city council, the drOp team, professionals and experts, and citizens are involved. During this first phase, the project and process are primarily led by the drOp team. However, citizens play a significant role in determining the project's direction through their participation, as they defined where and how actions should be taken. Additionally, various experts provide insights and expertise on potential ways to meet the needs and desires expressed by the citizens. The city council, on the other hand, ensures that the project's direction aligns with legal frameworks, strategic objectives, and other relevant regulations. In this context, the individuals who participated in the initial phase will assume a more prominent role, as they will actively contribute to the LTF.

5.2 Stage 2: co creation

The second stage of the co governance model is about empowering citizens in the development and decision making of the initiative develop in the and for the neighbourhood. Thus, this second stage is about defining and building the LTF:

As previously mentioned, the residents of Santa Ana have prioritized 7 initiatives. For these initiatives, the LTF will be slightly different. In all cases, the Coordination Structure will remain consistent, with certain expert profiles rotating in and out depending on the specific topic being

addressed. Additionally, each initiative will have a customized executive and Extended Commission.

The **Coordination Structure** for the initiative selected in Santa Ana is defined as follows:

Coordination Structure

The purpose of this part of the LTF is to maintain the operability and functionality of the LTF, ensuring that the other components proceed with decision-making development smoothly. The Coordination Structure is composed of the Municipality and by expert and Drop project members.

To ensure effective operation and seamless integration of the LTF, a specific set of roles has been established.

- **Coordinator:** manages the team and the meeting. The coordinator has the authority to close topics, give the floor to speakers, and adjust prioritization, thereby adapting the meeting as it progresses.
- **Secretary:** takes notes for transparency purposes. The role of a secretary includes organizing meetings, preparing and distributing agendas and minutes, maintaining records, and ensuring compliance with regulatory requirements.
- **Representation:** acts as a liaison with the executive commission
- **Expert in Social Services:** assist in vulnerable population and healthcare need and problems, and the existing services, policies and regulations
- **Expert in Urban planning:** they assist with infrastructure, accessibility, and community development by helping how to design and improve urban spaces
- **Expert in energy:** they assist with knowledge about energy infrastructures, energy efficiency in public building...
- **Expert in creative and cultural industries:** they assist with knowledge about cultural and creative initiative and activities.
- **drOp project member.**

Then the Coordination Structure is built by people. Fulfilling the following roles (Table 2).

Profile	LTF Role
Ermua's mayor	Coordinator
Mayors' secretary	Secretary

Director of the Economic Promotion department of Ermua's municipality & main coordinator drOp project	Representation and Drop project member
Municipal social service technicians	Expert in Social Services Technicians.
Urban planning municipal technicians	Expert in urban planning
Culture department of the municipality	Expert in cultural activities

Table 2. Roles of Coordination Structure

Next, the development of the co-governance model based on the initiatives implemented is shown."

5.3 Temporary expansion of public space

This initiative seeks to change the use of urban public space in a provisional and reversible way by introducing elements such as temporary pedestrian zones, urban furniture and other flexible outdoor areas. The goal is to enrich community engagement and provide increased access to recreational opportunities, thereby fostering a more vibrant and interactive urban environment.

In this initiative, the first three stages of the model have been applied: the engagement stage, the co-creation stage and the structure test.

As mentioned before the engagement phase was develop before the initiative were defined, so that this first phase would be the same for every initiative and as explained in section 5.2. Thus, the co-creation stage and the structure test stage are described in detail.

5.3.1 Stage 2: co-creation

The second stage is about defining the LTF and its operational functioning. To do so, the next steps are taken: (i) defining the working area, (ii) designing of the LTF, (iii) creation of LTF and (iv) Regulation definition.

Working area of the LTF

The objective of the LTF is to delineate the future utilization of the space, formulate and execute a plan for its refurbishment according to the new purpose and project conditions and monitor its progress thereafter.

Designing and creation of the LTF

In this section, the executive and Extended Commissions are described in depth. While the Coordination Structure is uniform across all and is defined in section 5.2

Executive commission

The executive commission is the council responsible for the operative decision and the design of implementation strategies, especially in relation to citizens engagement and local activities production.

The roles identified in the executive commission for the Santa Ana case are the following ones.

- **Coordinator:** Manages the executive commission and the meeting. They lead the agenda, ensure time management, and facilitate dynamic and fluid meetings. They also have the authority to close topics, give the floor to speakers, and adjust prioritization, thus adapting the meeting as it progresses.
- **Facilitator:** Manages the co-creation session and group dynamics. Their role involves inspiring and motivating citizen and other stakeholder
- **Secretary:** Takes notes for transparency purposes, organizing meetings, preparing and distributing agendas and minutes, maintaining records, and ensuring compliance with regulatory requirements.
- **Representation of Coordination Structure:** Acts as a liaison with the Coordination Structure
- **Representation of Extended Commission:** Acts as a liaison with the executive and Extended Commission.
- **drOp project members.**

When recruiting members to be part of the executive commission, it is crucial to ensure that people are committed to the general purpose of the co-creation and are convinced that joint action is needed to achieve that purpose. To be part of this commission, we have prioritized the level of involvement in the engagement phase, the degree of concern for neighbourhood development, and the commitment towards both the overall drOp project and this specific initiative. In this regard, the executive commission focuses on individuals who have frequently attended the activities developed in the engagement phase. However, we also consider anyone who, for various reasons, may not participate in the engagement phase but demonstrates a high level of interest and dedication.

Thus, the Extended Commission is composed of 4 individuals involved in the drOp project, including 1 person who is a municipal worker, and 5 people from the neighbourhood. Being the first LTF to be launched in Santa Ana, most roles have been filled by individuals from the drOp project (Table 3).

Profile	LTF Role
Architect of drOp project (Silvia)	Coordinator
drOp project officer	Secretary

Designer and drOp project member	Facilitator
Director of the Economic Promotion department of Ermua's municipality & main coordinator drOp project	Representation of Coordination Structure
Neighbor 1	Representation of Extended Commission
Neighbor 2	Participant
Neighbor 3	Participant
Neighbor 4	participant
Neighbor 5	Participant

Table 3. Roles of Executive commission

Extended Commission

The Extended Commission is composed of all individuals who reside in, have family ties to, or operate a business within the neighbourhood. This commission operates without a formal hierarchical structure; instead, members rely on a designated coordinator and representation of the Extended Commission who serves as a central point of contact for addressing the neighbourhood's needs and concerns (Table 4).

Profile	LTF Role
Neighbor 1	Representation of Extended Commission
Neighbor 2	Coordination

Table 4. Roles of Extended Commission

Regulation Definition

To ensure that the LTF (Local Task Force) and citizen participation, along with other stakeholders, function effectively and without generating tensions, it is essential to establish certain rules. These rules will help the teams work harmoniously and foster positive relationships with the citizens. Within the framework of the drOp project and its various initiatives, the following rules have been defined.

1. Active and Neutral Participation

In this citizen participation process, all participants are expected to actively contribute their ideas and opinions, knowing that their input is valued equally, regardless of their background or expertise. Every contribution will be treated with respect, and participants are required to listen attentively without interrupting or dismissing others, even when disagreements arise. Facilitators will maintain a neutral stance, ensuring that no particular idea or participant is given preferential treatment. They will encourage balanced participation by preventing dominant voices from overshadowing others and may intervene to ensure that quieter participants have the opportunity to contribute, while ensuring no one is pressured into speaking. All voices should be heard in a respectful, collaborative manner to promote an inclusive dialogue.

2. Clear and inclusive Communication

All communication with the citizens must be clear and inclusive. Project managers, participation facilitators, experts, project coordinators and other stakeholders should avoid using technical jargon, overly complex language, or specialized terminology that may hinder understanding. This ensures that participants from diverse backgrounds, regardless of education or expertise, can meaningfully engage in discussions. The people in charge of project communication, and participation sessions are responsible for explaining ideas and concepts in plain language, making sure that everyone can understand the information, follow the conversation and contribute effectively. In addition, participants are encouraged to ask for clarification if something is unclear, fostering an open environment where questions are welcomed.

3. Visual and Engaging

The materials generated during the sessions, including written documents, visual aids, and other communication tools, should be crafted in a visually engaging and user-friendly way. This means incorporating clear, easy-to-understand visuals and using straightforward language to make the content accessible to all participants. Materials should also be made available in multiple formats—such as digital versions, large print, or audio—to accommodate different preferences and needs. By focusing on visual appeal and inclusiveness, the process ensures that everyone can fully engage, contribute, and comprehend the discussions and decisions, fostering a more inclusive and dynamic environment.

4. Transparency in the Process

The process, objectives, and decision-making criteria must be communicated clearly to all participants. Transparency is vital for building trust, as it allows participants to understand how their input will be used and how decisions will be made. This includes outlining the steps of the process and the timeline for implementation. Additionally, providing detailed explanations of how contributions are integrated into the final decisions helps participants see the direct impact of their involvement. Regularly updating participants on progress and any changes to the process ensures ongoing clarity and reinforces their confidence in the process.

5. Mutual Respect

Participants must treat each other with respect, regardless of differing opinions. Everyone

should feel safe to express their views without fear of judgment or ridicule. Respect is the cornerstone of a productive dialogue and helps create an atmosphere where all ideas can be heard and appreciated

6. Accessible information

Provide easy access to project information and developments through various communication channels. A neighbourhood office will serve as a physical point of contact, complemented by a dedicated email address and phone number for inquiries. This multifaceted approach guarantees that stakeholders can stay informed and engaged according to their preferences, whether in person, by phone, or online.

Additionally, maintain regular updates and transparent communication regarding the outcomes of the project. This ongoing exchange of information reinforces participants' sense of value and ownership, demonstrating that their input is impactful and appreciated. By keeping communication channels open and providing continuous feedback, the process fosters sustained engagement and ensures that all participants remain well-informed and actively involved.

7. Constructive approach

There are no bad or good ideas; every contribution is valuable and important. All ideas will be treated with the same level of respect and consideration, and they will be given the attention and space they need within the process. Instead of focusing on flaws or dismissing suggestions, the emphasis will be on building upon each idea, exploring its potential, and finding ways to incorporate it into the collective outcome. This approach fosters a positive, collaborative environment where all participants feel their input is valued and where creativity can thrive without judgment.

8. Inclusion and Diversity

Ensure the participation of individuals from various backgrounds, perspectives, and experiences to make the process representative and fair. It is essential that no one is excluded based on gender, age, ethnicity, or socioeconomic status. The diversity of participants enriches the discussion by bringing multiple viewpoints, allowing for more comprehensive and innovative solutions

9. Confidentiality

When necessary, ensure that information shared by participants is kept confidential, particularly when dealing with sensitive issues. Confidentiality helps to build trust among participants, encouraging them to speak more openly and share personal or controversial perspectives without fear of negative repercussions.

10. Flexibility

The process must be flexible enough to adapt to the emerging needs of participants or unexpected changes in circumstances. This could involve modifying the structure of the discussions or revisiting certain topics if new information comes to light. Flexibility ensures that the process remains relevant, inclusive, and effective, accommodating the dynamic nature of citizen participation.

5.3.2 Stage 3: structure Test

The Structure Test serves as a space to set up and test the structure of the LTF and its functioning in the defined projects. This estate is divided in 3 steps (i) co-design, (ii) decision making and (iii) implementation

The third stage is carried out in two cycles. In the first cycle, citizens collaboratively co-design various solutions before reaching a consensus on the final solution, which is then implemented using the municipality's currently available equipment and a very low budget. This implementation will be maintained over 2 months to test whether this new, co-designed use by the residents truly meets their needs.

In a second cycle the citizens who are part of the Extended Commission analyze and provide constructive criticism of the new space. Based on this information, the Extended Commission in close collaboration with the Coordination Structure develops a brief. This brief is the one that different design, landscaping, and architecture studios follow to develop different solutions. Once the solutions are collected, they are validated by both the Extended Commission and the Coordination Structure, selected the one that fits better by the Extended Commission and implemented.

First cycle

In order to co design the expansion of public space, Firstly, a Mapathon event was organized, bringing together local community members (residents, family members of the residents and business owners). Secondly a workshop session was design and develop to determine the new space.

Mapathon

The objective of the Mapathon is to collaboratively map out and analyze the geographic and social landscape to determine the needs and afterwards define suitable locations for the initiative's application.

During the event, participants use a digital mapping tools to collect data such as, community needs, existing infrastructure picture, potential barriers, etc. This collaborative mapping process involve detailed discussions and shared insights, ensuring a comprehensive understanding of the area's dynamics (Figure 11).



Figure 11. Mapathon session

The collected data was then analyzed and potential sites that matched the criteria for implementing the initiative were defined by the Extended Commission and approved by the Coordination Structure. Finally, square in front of the elevator, placed at was defined as an area to work on the initiative of “temporary expansion of public spaces”.

The selected area is located at the terminus of the road that traverses Calle de Santa Ana 1 and San Roke, situated between buildings with modest scenery. Currently, this area accommodates three parking spaces. Characterized by its rounded shape, resembling a small square, this location serves as a gateway for residents of Santa Ana, warmly welcoming them as they enter their neighbourhood from this direction. Additionally, this area includes a bar that acts as a hub for social gatherings and neighbourhood activities, making it an ideal candidate for conversion into a public square. (Figure 11).

Current street with three parking spaces



Closed to traffic for temporary expansion



Figure 12. The before and after of the square

Workshop

To revitalize this space and align its use with the needs of the citizens, a workshop was held, where residents, family members of the residents and business owners were invited to attend and collaborate in defining the new space (Figure 13).



Figure 13. Workshop session in the square

The workshop is divided into two phases. In the first phase, each team defines its proposed space and presents it to the rest of the teams. This involves generating a proposal for the new space, specifying the intended uses and selecting appropriate furniture. To do so, first, each group arranges on a panel various cards depicting different types of furniture. Next, they stage the proposal from the panel in the space using images of furniture, chalk, chairs, and miniature trees, explaining their proposals to the other teams (Figure 14).



Figure 14. Workshop session tools

In the second phase, a discussion took place regarding the two proposals. The teams evaluated and debated the merits and challenges of each design, ultimately collaborating to co-define a unified space that incorporates the strengths of both proposals.

The final solution proposed by the residents was as follows:

Firstly, they suggested creating an area with more shade, as the space received intense sunlight during the summer, resulting in excessively high temperatures. This change was aimed at enhancing the comfort of the area. Secondly, the residents requested an increased number of benches and tables. These additions were intended to serve both the elderly, who enjoyed leisurely walks and needed resting spots, and younger people, who could use them as gathering points. Furthermore, the residents desired a cozier and more inviting environment. At the time, the space felt unnatural, situated amidst a cluster of buildings and becoming quite dark at dusk due to inadequate lighting. To address this, the proposal included incorporating vegetation around the perimeter and within the central area as a natural divider. Additionally, installing small, warm lights was proposed to improve the ambiance and provide better illumination during the evening. Finally, the residents proposed creating play areas for both young and older children. This included installing a ping pong table and incorporating creative and collaborative play equipment, such as ground games and other interactive elements, beyond the traditional swing sets and slides. (Figure 15).



Figure 15. Some results from the co creation workshop

Thus, with the equipment available from the municipality and a low investment in the purchase of new elements, the temporary space has been arranged as follows (Figure 16).

Several vinyls have been placed on the floor for decorative purposes, all featuring the color palette of Drop. Some are simple circles, while others include traditional games for children to enjoy. Additionally, a picnic table with benches has been installed to encourage people to use the square for eating, playing cards or board games, working, reading, or simply enjoying the sun. Two more benches have been added, positioned facing each other to promote social interaction. Two additional trash containers have also been installed. Finally, to create a cozier and more naturalistic atmosphere, the metal fence has been covered with plastic sheets and decorated with LED bulbs powered by solar panels, which light up at night.



Figure 16. Mid implementation

5.3.3 Next STEPS

The following steps focus on conducting a session with the Executive Commission to gather their impressions and feedback on the redesigned space. The goal of this session is to gain a deep understanding of the committee's feelings and perceptions regarding the new space. Aspects such as the warmth of the space, its usage and usability, and its overall functionality will be explored. To do so, a second round is going to be done where thought filed observation and conversation with neighbors the Extended Commission will evaluate the use of previously defined space and identify insight to readapt the square. Afterward a brief is defined and solutions from professionals are collected, filtered and selected.

Based on the feedback collected from the Executive Commission, the characteristics and criteria for the space will be redefined to better align with the committee's insights. Following this, several companies will be invited to submit proposals for the redesign of the square, using the newly established criteria as their basis. The Extended Commission will review these proposals and select the one that best meets the needs and expectations of the citizens.

Once a proposal is chosen, it will be developed and implemented. After the development phase, a thorough evaluation will be conducted to assess both the effectiveness of the final solution and the co-governance process that was followed throughout the project. This evaluation will help ensure that the project not only fulfills its intended purpose but also reflects a collaborative and transparent approach to decision-making.

5.4 Enhancement of Party Walls

Enhancement of Party Walls aims to improve both the aesthetic appeal and functionality of party walls by incorporating artistic murals, green installations, and other innovative enhancements. These improvements are intended to bring the perception of the citizens to their environment through urban art to beautify the neighbourhood, strengthen community identity, and contribute to a more pleasant and visually appealing urban landscape.

In this initiative, the first and the second stages of the model have been applied: the engagement stage, the co-creation stage.

As mentioned before the engagement phase was develop before the initiative was defined, so that this first phase has been the same for every initiative and it is explained in the section 5.1. Thus, the co-creation stage is described in detail.

5.4.1 Stage 2: co- creation

The second stage is about defining the LTF and its operational functioning. To do so, the following steps are taken. (i) definition of the working area, (ii) design of the LTF, (iii) creation of LTF and (iv) Regulation definition.

Working area of the LTF

The objective of the LTF is to identify the wall where to develop the painting, to determine the legal and formal aspects of developing it in that space, define the topic of the painting, select the final design and develop it.

Designing and creation of the LTF

In this section, the executive and Extended Commission are described in depth. While the Coordination Structure is uniform across all and is defined in section 5.2.

Executive Commission

The Executive Commission is the council responsible for the operative decision and the design of implementation strategies, especially in relation to citizens engagement and local activities production.

The roles identified in the Executive Commission for the Santa Ana case are the following ones.

- **Coordinator:** Manages the Executive Commission and the meeting. They lead the agenda, ensure time management, and facilitate dynamic and fluid meetings.
- **Facilitator:** Manages the co-creation session and group dynamics, focusing on group decision-making and ensuring equality among participants. Their role involves inspiring and motivating stakeholders. Facilitators also manage conflicts.
- **Secretary:** Takes notes for transparency purposes. Takes notes for transparency purposes. The role of a secretary includes organizing meetings, preparing and distributing agendas and minutes, maintaining records, and ensuring compliance with regulatory requirements.
- **Representation of Coordination Structure:** Acts as a liaison with the Coordination Structure
- **Representation of Extended Commission:** Acts as a liaison with the executive and Extended Commission.
- **Experts of urban art.** The expert will guide on the existing options and possibilities and, together with the residents, will outline a comprehensive development plan to go ahead with the initiative.
- **drOp project member.**

To recruit members, those people actively involved in the engagement phase are periodized, since they are the most concerned and committed people. However, anyone who shows high interest and dedication is also considered, even if they did not participate in the engagement phase. Additionally, to support the development of this project, explore existing options, and understand current trends, it is beneficial to involve an expert in the field.

Thus, the Extended Commission is composed of 4 individuals involved in the Drop project, including 1 municipal worker, and 6 people from the neighbourhood, one of whom is an expert in design and art (Table 5).

Profile	LTF Role
Architect of drOp project	Coordinator
drOp project officer	Secretary
Designer and drOp project member	Facilitator
Director of the Economic Promotion department of Ermua's municipality & main coordinator drOp project	Representation of Coordination Structure
Designer/ artist and neighbor of Santa Ana	Expert
Neighbor 1	Representation of the Extended Commission
Neighbor 2	Participant
Neighbor 3	Participant
Neighbor 4	Participant
Neighbor 5	Participant

Table 5. Executive Commission for enhancement of party walls

Extended Commission

The Extended Commission is composed of all individuals who reside in, have family ties to, or operate a business within the neighbourhood. This commission operates without a formal hierarchical structure; instead, members rely on a designated coordinator and representation of the Extended Commission who serves as a central point of contact for addressing the neighbourhood's needs and concerns (Table 6).

Name And Surname	Profile	LTF Role
Neighbor 1	Representation of Extended Commission	Neighbor 1
Neighbor 2	Coordination	Neighbor 2

Table 6. Extended Commission for enhancement of party walls

REGULATION

The 10 rules for ensuring effective communication and regulation have been established in the section 5.3.1, and they apply uniformly to all initiatives within the DROP project.

5.4.2 Stage 3: structure Test

The Structure Test serves as a platform to establish and evaluate the structure of the LTF and its functioning within the defined projects, while simultaneously co-designing, co-implementing, and co-evaluating the initiative. In order to co-design a wall, a Mapathon event was first organized, bringing together members of the local community (residents, their family members, and business owners) as was done in the previous initiative. Through the Mapathon several spaces where wall beautification was needed were identified.

The results of the Mapathon identified two types of spaces where the initiative could be applied: private and public spaces. The private spaces (Figure 17. Private spaces) identified consist of a group of facades that can be beautified, either because they are highly visible to the public or because they surround a square where beautification would enhance the comfort and appeal of the area.



a) space 1

b) space 2

c) space 3

Figure 17. Private spaces

Additionally, three public spaces were identified (Figure 18). The first, referred to as the elevator, is characterized by its current concrete block aesthetic, which is generally disliked by the residents. They describe it as cold and unfinished in appearance. The second space is a highly frequented area with an old mural that no longer represents the neighbourhood, is generally disliked by the residents, and has fallen into significant disrepair. This space is located next to the elevator that provides access to the neighbourhood. The second space is a set of stairs located at the opposite end of the neighbourhood, which also serves as an access point. It is busy area, especially among children who use it to reach the upper part of the neighbourhood where the school is located.



a) space 1



b) space 2



b) Space 3

Figure 18. Public spaces

Subsequently, the most suitable space was selected by the Extended Commission, and in collaboration with a member dedicated to Cultural and Creative Industries (CCI), the style and theme for the mural to be developed were determined (Figure 19).

*Figure 19. Style proposal for ideation*



Figure 20. Executive Commission meeting on the street

The public space selected was the area with the existing mural located next to the elevator (Figure 18). The Executive Commission decided that it was time to create something more deeply rooted in the neighbourhood, while also addressing the deterioration of the space, which significantly detracts from the area's appearance. Additionally, given its proximity to the elevator, the mural connects visually with the elevator structure. As a result, it was positively considered not only to redefine the mural but also to extend its concept towards the elevator, thus enhancing and beautifying it as well.

Furthermore, to foster a stronger connection with the community, the design and development of the mural will be undertaken by a local creative individual and artist. In this context, through collaborative efforts between the executive committee members and under the leadership of this creative individual, key elements for the mural's creation were identified.

The Executive Commission highlighted several key aspects regarding the themes the murals should communicate. It was considered interesting to depict nature and greenery, as these elements are currently lacking in the neighbourhood. Additionally, the idea of portraying the people of the community was emphasized, with a vision of the neighbourhood as a welcoming, open, multicultural, friendly, and united space. Finally, it was noted that the area in question is frequently traversed by children and young people, along with their caregivers—parents and grandparents—who pass through on their way to the school located in the upper part of the neighbourhood. Representing something that could resonate with them was seen as potentially valuable.

In another exercise aimed at highlighting aspects or characteristics of the neighbourhood, the following points were raised

- A sense of tranquility
- Sunny

- A family-friendly environment
- Local services such as fruit shops, butcher shops, bars, etc.
- The distinctive balconies of the buildings in the area
- The steep slopes and staircases, as the neighbourhood is situated on hilly terrain

Finally, some sort of messages that conveys the idea of community involvement in shaping and developing the neighbourhood were define such as: "Let people participate more in the neighbourhood" and "Let's build the neighbourhood from within the neighbourhood."

5.4.3 Next STEPS

The following steps have been outlined for moving forward: first, the CCI, using the information gathered from the session with the Executive Commission, will develop three proposals. This phase will take approximately 3 weeks. These proposals will then be reviewed by both the executive committee and the Coordination Structure to ensure that they meet the established criteria. Once the proposals receive approval, they will be presented to the Extended Commission, where a collective decision will be made regarding which l will be developed.

After the proposal is selected, an invitation will be extended to all residents and individuals who lived there or regularly pass through the area to participate in the creation of the painting. The process will be led by the person who designed the mural.

5.5 Comprehensive Care Program

The Comprehensive Care Program is designed to offer holistic support to residents by integrating healthcare, social services, and various forms of assistance to enhance overall well-being. It focuses particularly on the most vulnerable individuals, such as the elderly, aiming to address their specific needs. This initiative aims to develop and implement home health and care prototypes to improve people's quality of life using digitalization and new technologies in three key areas:

- Close Connection through Video Conferencing to support individuals at home through user-friendly video conferencing sessions. By providing regular care, it helps reduce loneliness and enhances participants' well-being.
- Personalized Medication Management for Polymedicated Users service to ensure proper medication intake, supervised by local pharmacy professionals. In case of any issues, the service promptly informs family members and caregivers, providing peace of mind and security.
- The Preventive Strength and Balance Assessment identifies and prevents potential accidents, such as falls, by assessing individuals' strength and balance. This approach not only prioritizes safety but also provides more human services by offering proactive, personalized care.

In this initiative, the first 2 stages of the model have been applied: the engagement stage and the co-creation stage.

As mentioned before the engagement phase was developed before the initiative were defined, so that this first phase has been the same for every initiative and it is explained in section 5.1. Thus, the co-creation stage and the structure test stage are described in detail.

5.5.1 Stage 2: co-creation

Working area of the LTF

The objective of the LTF is to define and develop a pilot test in collaboration with the residents of Santa Ana, focusing on the utilization of pill dispenser service as well as the Preventive Strength and Balance Assessment. This initiative aims to engage directly with the community to gather insights, assess feasibility, and refine the service offering through a trial phase. By involving Santa Ana residents in this pilot, the LTF seeks to find a product/service that fulfills the need of the most vulnerable residents of Santa Ana.

Designing and creation of the LTF

In this section, the executive and Extended Commission are described in depth. While the Coordination Structure is uniform across all and is defined in section 5.2.

Executive Commission

The Executive Commission is the council responsible for the operative decision and the design of implementation strategies, especially in relation to citizens engagement and local activities production.

The roles identified into the Executive Commission for the Santa Ana case are the following ones.

- **Coordinator:** Manages the Executive Commission and the meeting. They lead the agenda, ensure time management, and facilitate dynamic and fluid meetings. They also have the authority to close topics, give the floor to speakers, and adjust prioritization, thus adapting the meeting as it progresses.
- **Facilitator:** Manages the co-creation session and group dynamics. Facilitators also manage conflicts and continuously evaluate and redirect the process as needed. Ensuring fair interactions and avoiding hierarchies are key responsibilities.
- **Secretary:** Takes notes for transparency purposes. Takes notes for transparency purposes. The role of a secretary includes organizing meetings, preparing and distributing agendas and minutes, maintaining records, and ensuring compliance with regulatory requirements.
- **Representation of Coordination Structure:** Acts as a liaison with the Coordination Structure
- **Representation of Extended Commission:** Acts as a liaison with the executive and Extended Commission.
- **Representation:** Acts as a liaison with the executive and Extended Commission.
- **Experts in health care services:** Experts provide technical support. They assist with technical aspects related to health care products and services and explain and promote the value of such a services

- **Expert pharmacist** it provides support in pill services and patient needs
- **drOp project member.**

This project focuses on the one hand, on individuals who are on multiple medications, and on the other, on those interested in understanding their strength and body balance thus people involved in the Executive Commission must be: those who are on multiple medications, family members of such individuals, potential future patients or their families, and experts in the field. Therefore, the neighbors involved in this commission are those who have shown interest in participating in the testing of the pill dispenser service and body balance and strength study. Additionally, it has been deemed beneficial to invite pharmacies to this commission, as they will be providing the service, and the company Fagor Healthcare, which owns the product and physical therapist. Thus, the Extended Commission is composed of 4 individuals involved in the Drop project, including 1 person who is a municipal worker, and 5 people from the neighbourhood (Table 7).

Profile	LTF Role
Coordination of health and sports department of Ermua.s municipality	Coordinator
drOp project officer	Secretary
Designer and drOp project member	Facilitator
Director of the Economic Promotion department of Ermua's municipality & main coordinator drOp project	Representation of Coordination Structure
Fagor healthcare director	Expert
Pharmacy owner	Expert
Neighbor 1	Representation of the Extended Commission
Neighbor 2	Participant
Neighbor 3	Participant
Neighbor 4	Participant

Neighbor 5	Participant
Neighbor 6	Participant

Table 7. Executive Commission of comprehensive care program.

Extended Commission

The extended committee is composed by every person interested in this topic with an special attention on elderly individuals who are likely to become polypharmacy patients in the future, along with their family members, people at risk of experiencing a decline in strength and mobility in the near future, pharmacy owners, NGOs that supports elder people and their families, Medicine Universities and young people with special interests and sensibility in the topic. This commission operates without a formal hierarchical structure; instead, members rely on a designated coordinator and representation of the Extended Commission who serves as a central point of contact for addressing the neighbourhoods' needs and concerns(Table 8).

Name And Surname	Profile	LTF Role
Neighbor 1	Representation of Extended Commission	Neighbor 1
Neighbor 2	Coordination	Neighbor 2

Table 8. Extended Commission of comprehensive care program.

REGULATION

The 10 rules for ensuring effective communication and regulation have been established in the section 5.3.1, and they apply uniformly to all initiatives within the DROP project.

5.5.2 Stage 3: structure Test

The Structure Test serves as a platform to establish and evaluate the structure of the LTF and its functioning within the defined projects, while simultaneously co-designing, co-implementing, and co-evaluating the initiative. In order to co-design the services aimed at personalized medication management for polymedicated patients, the Executive Commission convened to address several key elements. These included determining the cost of the service after the DrOp Project concludes, defining the operational structure of the service (such as the frequency of consultations, functioning methods of patient contact, etc.), and establishing effective communication strategies with the patients.

5.5.3 Next STEPS

Close Connection through Video Conferencing to support individuals at home through user-friendly video conferencing sessions. By providing regular care, it helps reduce loneliness and enhances participants' well-being.

The upcoming steps for the Personalized Medication Management service focus on presenting the service's operational framework to the individuals participating in the pilot phase and subsequently launching the service. The executive committee will convene every 3-4 months to review the service's performance and analyze satisfaction levels from both patients and participating pharmacies. This ongoing evaluation will aim to identify areas for improvement and implement changes where feasible to enhance the service's overall effectiveness.

Regarding the Preventive Strength and Balance Assessment service, the next steps involve coordinating with the executive committee to determine when, where, and how the service will be offered to the residents. This includes defining the service's operational details as well as establishing clear communication strategies to ensure its proper dissemination and engagement within the community.

The service aimed at fostering close connections through user-friendly video conferencing sessions for individuals at home is currently under evaluation by the Coordination Structure. The evaluation process involves assessing the technical feasibility, user experience, and potential benefits of the service.

5.6 Architecture ideas competition

The competition of architectural ideas aims to generate ideas for the improvement of public space to encourage engagements among the citizens of Santa Ana. This public space aims to formalize the identity for the social cohesion of the neighbourhood.

The citizens will first identify the public spaces in Santa Ana open to improvement and to urban intervention; then a space will be selected to intervene, and a functional program and the needs will be defined for the design of the competition.

5.7 Community connections

This initiative aims to foster social cohesion in Santa Ana to combat loneliness through activities that promote socialization and create intergenerational support networks.

A comprehensive agenda of activities will be organized to promote socialization and establish support networks to combat loneliness. This includes extending the municipal program named "Dame tu mano" and other ongoing initiatives to Santa Ana, organizing workshops that foster idea cohesion through group dialogue and the exchange of emotions, feelings, and perspectives, and facilitating knowledge-sharing activities between elders and young people, among other initiatives.

5.8 Santa Ana day

Santa Ana day aims to create moments of fun and also strengthen social bonds, community identity, and overall well-being. A neighbourhood festivities day will be organized in which gastronomic, musical, cultural events are held promoted by a festival committee made up of residents of the neighbourhood to provide social benefits for the local community.

5.9 Energy communities

Energy Communities are citizen driven energy actions to contribute to the decarbonization of the energy system. In addition to benefitting from affordable and clean energy, energy communities also promote social cohesion by fostering collaboration and a sense of solidarity, by gaining empowerment controlling over their energy production and consumption, contributing to environmental consciousness, and economic well-being. Connected to the installation of photovoltaic panels, which is also planned under the umbrella of the drOp project, the formation of an energy community is envisioned. This community will be volunteer-based, allowing all residents of Santa Ana to join at any time. The photovoltaic panels will be installed on the roof of a public building, and the generated energy will be shared among the community participants, a school, and the municipality of Ermua. Additionally, the formation of this energy community will include various services and workshops for members, aimed at improving their energy consumption habits and literacy in energy efficiency

6. Evaluation

The evaluation process is structured into three major stages: preparation, data collection and evaluation. The activities to be carried out in each of these phases are outlined below

6.1 Stage 1: Preparation

This initial phase is centered on planning and defining the scope of the evaluation. To do so a evaluation team is build, and the relevant criteria, indicators, and methods are selected. A critical part of this stage is ensuring that the evaluation design is aligned with the overall goals of the project or program being assessed.

1. Defining the Evaluation Team:

The Coordination Structure, together with the Executive Commission, forms the evaluation team. This team is composed of both public officials and citizens, ensuring diverse representation.

In alignment with the previously outlined structures, the evaluation team defines the indicators that will measure both the results, and the processes implemented. Additionally, the team will identify the appropriate data collection tools—such as surveys, feedback forms, and attendance logs—ensuring that these tools are suitable for gathering both quantitative and qualitative data.

For the development of the indicators, the team has taken into consideration the work completed in Deliverable 1.4, 'KPI Definition and Evaluation Model.' The focus has been placed on evaluating participation, outcomes, the performance of the methodology and tools used, as well as the level of acceptance. Through this approach, the team has arrived at a set of indicators, which are presented in Table 9.

Indicator	Evaluation Method
Outcome Indicators:	
trust and transparency	Community surveys and interviews
Sense of social cohesion	citizen and stakeholder surveys and interview
Co governance skills improvement in citizens	Community surveys and interviews

Co governance skills improvement in public officers	Community surveys and interviews
Positive changes in neighbourhood infrastructure	Assessment of Neighbourhood Infrastructure Improvements
Process indicator	
Number of citizens actively involve in LTF	Collect attendance data for each meeting and activity
Number of participants in public consultations.	tracking the total number of individuals who attend public consultations
Number of citizens informed	Track and count the activities done to inform the citizen
Stakeholders involved	Tract the stakeholder participating in the different activities, such as meeting, focus groups or workshops
Comprehensiveness and clarity	Community surveys and interviews
Perceive Easy of use	Community surveys and interviews
Perceive usefulness	Community surveys and interviews
General indicator	
Citizen overall satisfaction	Community surveys and interviews
Public offices overall satisfaction	Community surveys and interviews

Table 9. Indicators

2. Establishing Baseline Data

The evaluation team gather baseline data. This involve measuring the starting point for outcomes such as public trust, social cohesion, quality of life perception Baseline surveys and focus groups with stakeholders will help set the initial metrics.

6.2 Stage 2: Data Collection

1. Ongoing Data Collection:

For indicators such as attendance at meetings, data will be collected continuously. The evaluation team will monitor sign-in sheets or digital registration systems to track participant numbers. In addition, Surveys and feedback forms will be distributed after significant events in order to measure citizen satisfaction and the usefulness of the activities done.

Furthermore, the evaluation team will review the data collected. This review will focus on progress toward achieving the defined outcomes and the reliability of the indicators being tracked.

6.3 Stage 3: Final Evaluation

1. Conducting Final Data Collection:

At the end of the designated evaluation period (e.g., 2 to 3 years), the evaluation team will conduct a final round of data collection. This will involve using the same tools and methods as in the baseline and mid-term phases, allowing for direct comparisons.

Special attention will be paid to long-term indicators, such as sustained participation in co-governance activities, and improvements in public trust, transparency and social cohesion.

2. Comparing Data Against Baseline:

The evaluation team will compare the final data against the baseline to assess the overall effectiveness of the co-governance model. The analysis will highlight areas of significant improvement (e.g., increased political participation, better collaboration between stakeholders) and any areas where further action is needed.

3. Final Reporting and Recommendations:

A comprehensive final report will be prepared, presenting the results of the evaluation and offering recommendations for future co-governance practices. This report will be shared with the local administration, CCIs, and the public to maintain transparency.

The report should also include suggestions for long-term monitoring, especially for indicators related to community cohesion, neighbourhood growth, and sustainability of collaborative governance practices.

Stage 4: Long-Term Monitoring and Adjustments

1. Ongoing Monitoring:

After the final evaluation, certain indicators (e.g., public trust, transparency, collaborative skills,) will continue to be monitored to ensure that the co-governance model remains effective. The evaluation team will establish a regular schedule for data collection, such as annual surveys

or biannual reviews of public infrastructure.

2. Continuous Adjustments:

As the town evolves, the co-governance model will need to be adapted. The evaluation team will remain active in identifying new challenges or opportunities and will adjust the indicators and evaluation methods accordingly.

This ongoing adaptation will involve regular consultations with citizens, local administration, and CCIs to ensure that the evaluation remains relevant and aligned with community needs.

7. Conclusions and lessons learned

Throughout the development of the co-governance process in the Santa Ana neighbourhood, a structured and replicable framework has been established, facilitating collaboration between the municipality, citizens, and other local entities. This model has allowed projects to be carried out jointly, from conception to implementation, ensuring that decisions are inclusive and reflect the needs and aspirations of the community. Through a step-by-step methodology, participatory sessions, workshops, and decision-making mechanisms have been conducted, strengthening the bond between the various stakeholders involved. Additionally, multiple tests and case studies have been carried out in various initiatives within the neighbourhood, allowing for the evaluation of the model's effectiveness and the necessary adjustments to be made to adapt it to the local context. These efforts have contributed to the improvement of the urban environment and social cohesion in Santa Ana, laying the foundation for sustainable and participatory development.

In the application of the co-governance methodology in the various initiatives developed in the Santa Ana neighbourhood, a series of fundamental pillars have emerged, guiding the success of the process. These lessons learned are key to ensuring that projects not only reflect the community's needs but also foster active and sustained participation over time. The experience in Santa Ana has demonstrated that, for co-governance to work effectively, it is essential to have a solid structure that enables the involvement of all actors, inclusive and flexible participation tools, and transparent communication that strengthens citizens' trust in the process. These lessons are the result of continuous interaction between local entities and residents, and they constitute a set of principles applicable to other urban contexts seeking to implement similar co-governance models. Below, the key lessons learned from this experience are presented in detail.

Lesson 1: Creating a Long-Term and Multi-Level Engagement Structure in Santa Ana

In the Santa Ana neighbourhood, the co-governance model aims to foster consistent and transparent participation over the long term. Given the diverse initiatives taking place, it is crucial to establish a structure that promotes multi-level engagement, allowing for sustained citizen involvement across various projects. Like in other co-governance process, citizens in Santa Ana may face exhaustion or disillusionment from prolonged participatory processes, especially if previous attempts were ineffective or unclear. To counteract this, the co-governance framework must provide a clear and consistent decision-making process, where roles, responsibilities, and the pathway to decision-making are transparent. In Santa Ana, this means having well-defined stages for project development, decision-making, and feedback mechanisms, ensuring citizens understand how their contributions will influence outcomes.

Moreover, offering participants autonomy in deciding their level of engagement is essential. In Santa Ana, this involves creating a flexible structure where residents can choose to engage more deeply in projects that resonate with them or participate occasionally when they feel most comfortable.

Lesson 2: Offering Tailored Engagement Activities for the Santa Ana Community

Santa Ana is home to a heterogeneous community, with varying needs, interests, and levels of capacity to participate in co-governance initiatives. Therefore, the engagement activities must be designed to cater to the entire community, offering different levels of participation that suit

the diverse group of residents. The co-governance model in Santa Ana should avoid overburdening citizens with lengthy processes or numerous workshops that can drain time and energy. Instead, streamlining engagement activities by combining topics into fewer, more comprehensive meetings or workshops will create a more efficient and practical structure.

For example, it would be more effective to use multi-topic sessions, where participants can discuss various issues at once, rather than generating separate workshops for each. This way, residents can engage meaningfully without feeling overwhelmed.

Lesson 3: Promoting Self-Efficacy and Capability Among Santa Ana Residents

In the Santa Ana neighbourhood, it is essential to boost residents' confidence in their ability to contribute to the co-governance process. Many citizens, especially older residents, may feel disengaged or incapable of influencing the outcomes of urban initiatives. To address this, the co-governance model should emphasize the tangible results of participation, ensuring that the outcomes of citizen involvement are visible and meaningful. When citizens witness the real impact of their efforts—such as improvements to public spaces or new services—they are likely to feel a sense of accomplishment, which reinforces their belief in their capacity to effect change.

The initiative develops in a city level, should avoid technical language that might confuse or exclude some participants. By using inclusive language and ensuring the process is visible to all, the model can overcome barriers like expertise gaps or issues of representation. The key to sustaining participation is to show that the co-governance process is genuinely empowering and that all residents—regardless of age, background, or knowledge—can make valuable contributions.

Lesson 4: Technology as a Support Tool in Santa Ana's Co-Governance Model

Technology should serve as a facilitator for citizen participation rather than an end in itself. The neighbourhood's co-governance model should integrate technology in ways that enhance the participatory experience without creating a divide between tech-savvy individuals and those who are less comfortable with digital tools. Given the mixed levels of technological literacy among Santa Ana's residents, it is important to adopt a dual-track approach that includes both digital and non-digital alternatives for engagement.

For instance, while some residents may prefer online platforms for providing feedback or attending virtual meetings, others might feel more comfortable with in-person workshops or printed materials. The key is to communicate the value of using technology clearly, explaining how it simplifies processes like voting on initiatives or tracking project progress, without overwhelming citizens who are less familiar with digital tools. This inclusive approach ensures that technology enhances participation rather than excluding certain groups, maintaining the focus on people-driven solutions rather than technology-driven outcomes.

Lesson 5: Transparent Communication and Demonstrating Impact in Santa Ana

One of the most important elements of the co-governance model in Santa Ana is transparency. Citizens are more likely to stay engaged if they clearly understand how their input is being used and what impact it has on their community. The model must therefore prioritize clear and continuous communication throughout the participatory process. This involves regularly

updating residents on the progress of initiatives, explaining how decisions are made, and highlighting the tangible effects of their contributions.

To build trust and long-term commitment, the model should also leave room for feedback in every stage of communication. By providing opportunities for residents to share their thoughts on both the process and its outcomes, the co-governance model in Santa Ana can maintain a feedback loop that strengthens participation over time. Additionally, clear communication about the decision-making process helps demystify power structures and reduce mistrust, making citizens feel more valued and included in the governance process.

Finally, this report provides a comprehensive overview of the current status of 7 initiatives that are following the co governance methodology . It highlights the progress made, the challenges encountered, and the insights gained throughout the process. The results of the initiative will be presented in the upcoming delivery D1.6: Integrated Methodology for Social housing Neighbourhood's Renovation

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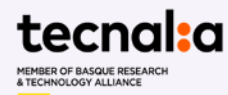
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List of abbreviations and acronyms

Table 10. Abbreviations used in the report.

Abbreviation	Description
drOp	Digitally enabled social district renovation processes for age-friendly environments driving social innovation and local economic development Project name
LTF	Local Task Force:
CCIs	Cultural and Creative Industries
IRM	Integrated Renovation Methodology
NGO	Non-governmental organization

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