

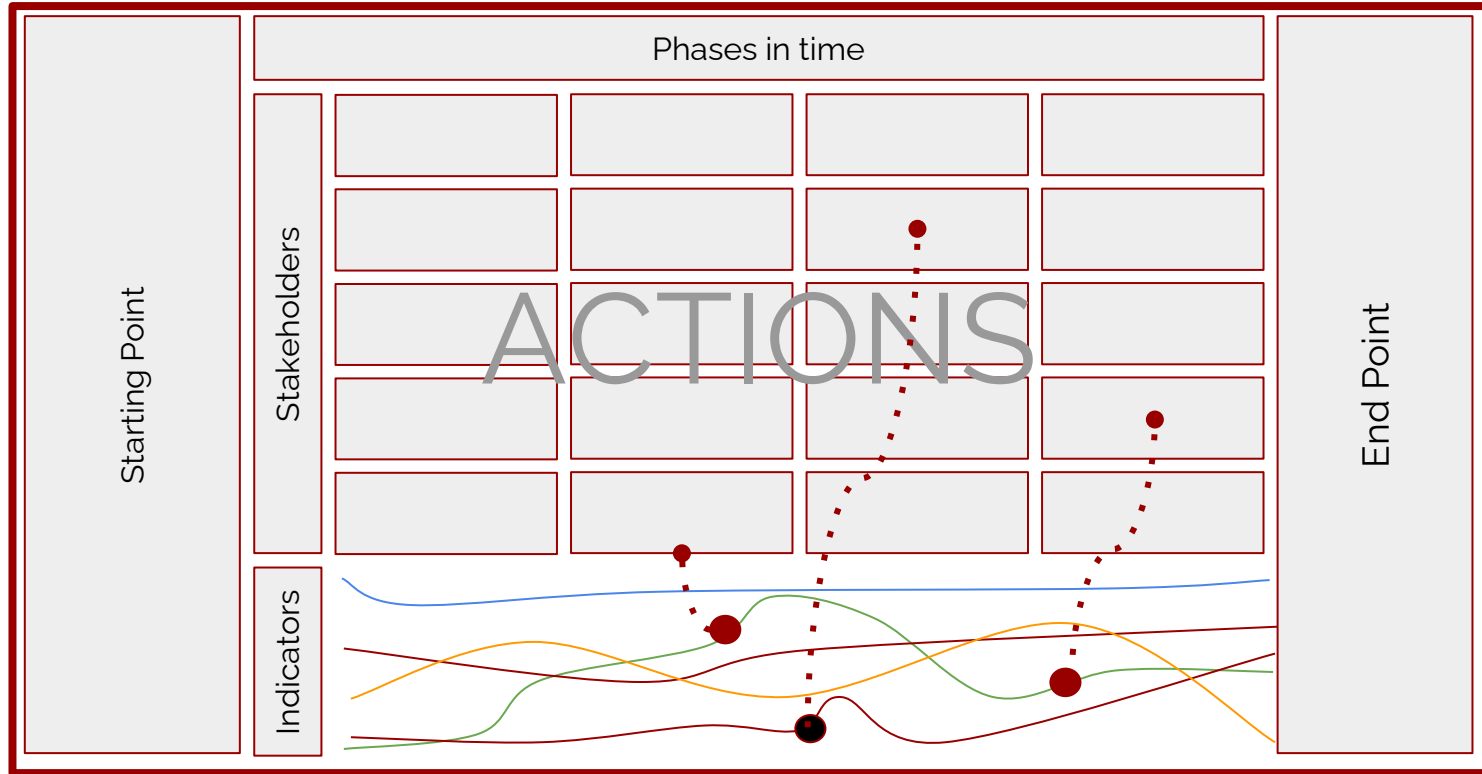


# Transfer Journey Mapping **template**

and impact measurement

Liat Rogel, Service Designer, Urbact Expert

# Transfer Journey Mapping



# Transfer Journey Mapping - Starting Point (Template)

## 1. Evaluation

In the box below, please provide a short description of:

- why you joined the transfer network to start with
- what were your expectations

Amsterdam

### 1. We joined the transfer network because...

The city council and the board of mayor and aldermen have a strong desire to form a new bond, like the city of Naples did, with citizens and to give them more freedom to 'use' the city and the assets the city provides. To become a 'co-city' and develop innovative ways of working together with citizens on creating public value. In this regard the ancient Italian legal way of "civic use" that was used to institutionalize the informal/social management of these buildings is very interesting for the city of Amsterdam. This as well as the innovative dialogue between administration and citizens and the process of juridical co-creation that was build. The city of Amsterdam has a strong believe that the new form of participatory governance that was developed and the civic use of the city's assets can be the same driving force for the social and economic development of the city as it was in the city of Naples.

### 2. Our expectations were...

We hoped to be inspired by other cities and practices and by sharing legal tools and instruments. How to really become a co-city?



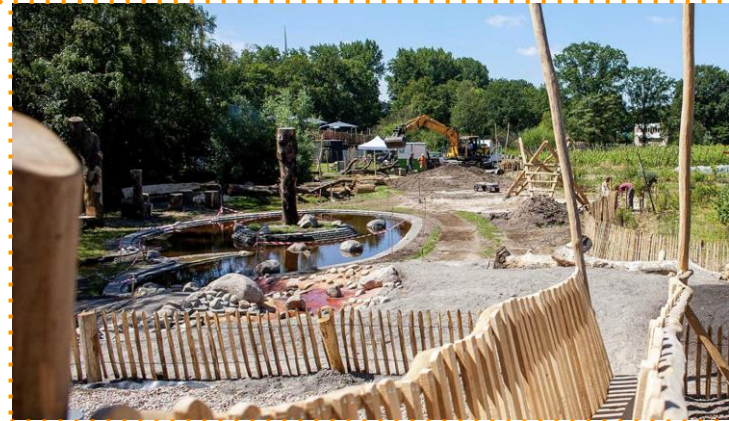
# Transfer Journey Mapping - Starting Point (Template)

## 2. Assets

In the spaces below, please provide images of your **STARTING** asset(s) along with a short description (ex. Type of building, etc.).



Energy as a common good and buildings, rooftops, etc. for energy commons and energydemocracy



Food as a common good and 'free space' for food commons and food democracy

# Transfer Journey Mapping - Starting Point (Template)

## 3. Challenges

In the box below, please provide a short description of your top 4 challenges.

ULG: how to 'organise' a ULG in a meaningful way. How to truly involve Amsterdam residents and commoners in the ULG?

### Challenge #1:

Internal organisation: how to organise the internal organisation around the project?

### Challenge #2:

Knowledge/ narrative on commons: the commons are not widely known in the NL, so we face two challenges: how to talk about 'common goods' AND how to talk about the organisational model of the commons?

### Challenge #3:

Money/ plots: how to organise finance and assets for commons?

### Challenge #4:



# Transfer Journey Mapping - Starting Point (Template)

## 4. Policy

**In the box below, please write a short description of your starting point in terms of policy.**

We want to form a new bond with citizens, acknowledge the commons and make way for them in a practical and inspirational way.

Commons?

*Type an 'X' to indicate Yes or No*

YES

NO

**In the box to the right, briefly describe how innovative your policy was.**

Firstly, we (are in the process of) changing the narrative of the commons; acknowledging common goods. Secondly we are supporting the organisational model of the commons. This is 'easier' when there's an existing legal framework - like the citizen energy community or 'wooncooperatie' (citizen housing cooperation).

Citizen participation?

*Type an 'X' to indicate Yes or No*

YES

NO

**In the box to the right, briefly describe how innovative your policy was.**

We are working towards a 'co-city desk', very innovative since it will acknowledge the commons as a 'sector' with special support and policy

# Transfer Journey Mapping - Starting Point (Template)

## 5. ULG

In the box below, please briefly describe how the ULG was first structured. Include references to the 5 types of stakeholders involved.

### **At first, we structured our ULG...**

We structured our ULG very informal to start with, and chose to 'join' events rather than 'invite' people to our events. The ULG is now getting more organised. Hopefully we can continue the ULG in a 'commission' that will support the 'co-city desk' as an independent advisor after this project.

# Transfer Journey Mapping - Starting Point (Template)

## 5. ULG

In the table below, please briefly describe how the 5 types of stakeholders were involved and their impact.

**\*\*TIP:**        *Refer back to the previous files you created on this topic\*\**

Stakeholder Type	How was the stakeholder involved?	What was the impact/influence?
<i>Public</i>	Research and many 'talks and walks'	Strengthening the network, more knowledge
<i>Private</i>	Small social businesses and social entrepreneurs are involved	Strengthening the network
<i>Knowledge/ Institutions</i>	Several meetings and 'coffees' to see how to cooperate	More knowledge and innovation
<i>Social Organizations</i>	We asked a network organisation on the commons to do research on perspectives for the public to enhance the commons	More knowledge of needs and networks
<i>Commoners/ Civic/ Innovators</i>	We asked artists to make a 'whole commons catalog' to show the 'perspective of the commons on the city'	Broadening the network, sharing the stories, building the narrative



# Transfer Journey Mapping - Starting Point (Template)

Mature

6. Objectives

In the box below, please briefly describe your starting objectives for the project.

Strengthening the Amsterdam ecosystem of commons and commoners

**Objective #1:**

Sharing of (International) experiences on needs and possibilities

**Objective #2:**

Research on (potential) policy measures

**Objective #3:**

Enriching the narrative of democratisation

**Objective #4:**

# Transfer Journey Mapping - Starting Point

Amsterdam

**Co-Gov**

**Enabling State**

**Soc&Econ Pooling**

**Experimentalism**

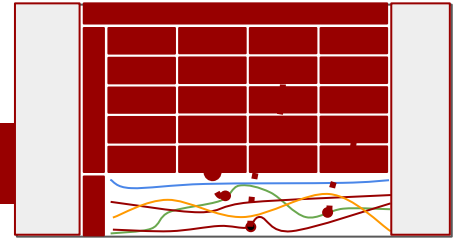
**Tech Justice**

weak	Moderate	Strong
	x	
	x	x
	x	
		x
	x	

## Transfer Journey - Starting Point



# Transfer Journey Mapping - Actions



		Phases/Time	
Stakeholders	Public	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	Private	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	Knowledge institutions	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	Social organizations	What actions were made by this stakeholder?	What actions were made by this stakeholder?
	commoners/civic/innovators	What actions were made by this stakeholder?	What actions were made by this stakeholder?

**1** - Not all stakeholders acted at the same moment  
 - Sometimes the same action happen together  
 - Actions are of your ULG but main Transnational activities should be included  
 - Think about the most relevant actions  
 - You may add dots with specific moments you wish to highlight

**2** - **Remember the specific CivicEstate timeline including transnational meetings, this may help you to remember better your own journey.**



# Transfer Journey Mapping

## Starting Point (0-3 Months)

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

Phases/Time (0-3 Months)			
Stakeholders	Public	First ecosystem meetings	What actions were made by this stakeholder?
	Private		What actions were made by this stakeholder?
	Knowledge institutions	Several projects and PHDs on commons in Amsterdam	What actions were made by this stakeholder?
	Social organizations		What actions were made by this stakeholder?
	commoners/ civic/ innovators	Daily practice of commoning	What actions were made by this stakeholder?

00 - 03 Months

(Use if you have extra phases)

# Transfer Journey Mapping

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

## Transfer Learning Period to Transfer State Report (4-12 Months)

### Phases/Time (4-12 Months)

<b>Stakeholders</b>	<b>Public</b>	Research / stakeholder mapping/ codesigning of project with stakeholders / organising ULGs	Research / codesigning of project with stakeholders / organising ULGs / first drafts of policies / organising workshops	What actions were made by this stakeholder?
	<b>Private</b>			What actions were made by this stakeholder?
	<b>Knowledge institutions</b>	First talks	Codesigning project	What actions were made by this stakeholder?
	<b>Social organizations</b>	Research	Research and participation in ULGs and network meetings	What actions were made by this stakeholder?
	<b>commoners/ civic/ innovators</b>	Participation in ULGs, organising events	Participation in ULGs, organising events, reviewing policies,	What actions were made by this stakeholder?

**4 - 8 Months**

**9 - 12 Months**

**(Use if you have  
extra phases)**

# Transfer Journey Mapping - Starting Point

Amsterdam

**Co-Gov**

**Enabling State**

**Soc&Econ Pooling**

**Experimentalism**

**Tech Justice**

weak	Moderate	Strong
		x
		x
	x	
		x
	x	

# Transfer Journey Mapping

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

## Learning Period and Training to Sharing (13-24 Months)

### Phases/Time (13-24 Months)

Stakeholders	Public	Research / organising ULGs / codesigning possible policies / organising workshops / organising whole commons catalog	Communication about project / organising ULGs / codesigning possible policies / organising workshops / publishing whole commons catalog	What actions were made by this stakeholder?
	Private	Talks and events with several funds and banks and financial institutions on 'financing commons'	Talks with EIB	What actions were made by this stakeholder?
	Knowledge institutions	Participation in events and ULGs	Participation in events and ULGs, organising own events on commons	What actions were made by this stakeholder?
	Social organizations	Research and participation in ULGs and network meetings	Research and participation in ULGs and network meetings	What actions were made by this stakeholder?
	commoners/ civic/ innovators	Participation in ULGs, organising events, reviewing policies,	Participation in ULGs, co-organising events, reviewing policies, talks about the legal framework, cooperation amongst commoners	What actions were made by this stakeholder?

**13 - 16 Months**

**17 - 20 Months**

**(Use if you have extra phases)**



# Transfer Journey Mapping

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

## Learning Period and Training to Sharing (13-24 Months)

### Phases/Time (13-24 Months)

Stakeholders

Public	Communication about project / organising ULGs / codesigning possible policies / organising workshops / movie on Amsterdam commons/ disseminating results
Private	Ongoing and new talks with banks and funds
Knowledge institutions	Participation in events and ULGs, organising own events
Social organizations	Dissemination of results and participation in ULGs and network meetings
commoners/ civic/ innovators	Participation in ULGs, organising events, reviewing policies,

What actions were made by this stakeholder?

What actions were made by this stakeholder?

What actions were made by this stakeholder?

What actions were made by this stakeholder?

What actions were made by this stakeholder?

**21 - 24 Months**

**(Use if you have extra phases)**

# Transfer Journey Mapping

In the boxes below, briefly describe the actions done by each stakeholder during this phase, using just a few words.

## Sharing Period (25-27 Months) & End Point (28-30)

Phases/Time (25-28; 28-30 Months)

Stakeholders	Public	Communication about project / organising ULGs / organising workshops/ disseminating results	Communication about project / organising ULGs / organising workshops / disseminating results	What actions were made by this stakeholder?
	Private			What actions were made by this stakeholder?
	Knowledge institutions	Organising events and projects on commons; research on feasibility of Madrid / Naples 'model' in Amsterdam	Organising events and projects on commons; research on feasibility of Madrid / Naples 'model' in Amsterdam	What actions were made by this stakeholder?
	Social organizations	Organising events	Organising events	What actions were made by this stakeholder?
	commoners/ civic/ innovators	Organising events, co-designing co city desk	Organising events, co-designing co city desk	What actions were made by this stakeholder?

**25 - 27 Months**

**28-30 Months**

**(Use if you have extra phases)**

# Transfer Journey Mapping - Indicators

## Co-Gov

**Co-Governance** refers to the presence or absence of a self-, shared, collaborative or polycentric organization for the governance of the commons in cities;

## Enabling State

**Enabling State** expresses the role of the State in the governance of the commons and identifies the characteristics of an enabling state that facilitates collective actions for the commons;

## Soc&Econ Pooling

**Social and Economic Pooling** is the distinction between an urban governance scheme based on co-governance, and an urban governance scheme based on urban pools, This variable is maximized when civic actors adopt a more entrepreneurial approach;

## Experimentalism

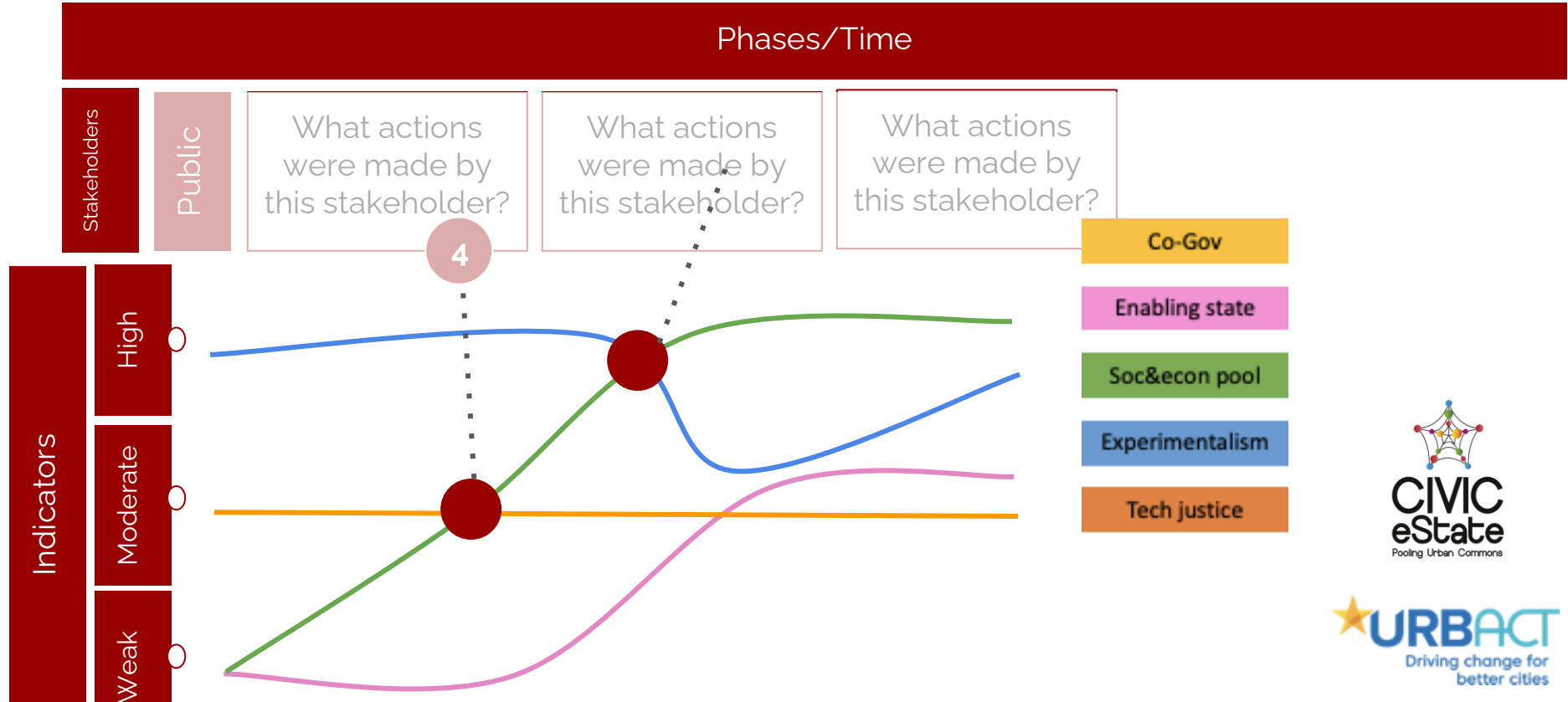
**Experimentalism** is the presence of an adaptive, place-based and iterative approach to design legal and policy innovations that enable the urban commons;

## Tech Justice

**Tech Justice** highlights the potentiality of digital infrastructures and access to technology in particular for vulnerable people and communities as an enabling factor of collaboration, local development and social cohesion.



# Transfer Journey Mapping - Measurement (Done in Meeting)



# Transfer Journey Mapping - End Point (template)

## Assets

In the spaces below, please provide images of your ENDING asset(s) along with a short description (ex. Type of building, etc.).



Fooddemocracy:  
kaskantine



Energy democracy:  
Ketelhuis WG

# Transfer Journey Mapping - End Point (template)

Change

**During the meeting, reflect on the 4 challenges you described in Slide 5. How did you meet these challenges? Describe your successful strategies.**

## **Challenge #1:**

We try to make the ULG meetings a two-way and 'natural' step both in the project and in the process of participants by following their pace and interests

## **Challenge #2:**

The internal organisation is developing into a new way of working. We've shared the concept policy and are developing an action plan together now with other departments and directorates

## **Challenge #3:**

The narrative on the commons is an ongoing challenge We have the Catalog, that is really helpfull, but what we really need is a different perspective and understanding of the city

## **Challenge #4:**

Financing is and will be a big challenge.



# Transfer Journey Mapping - Ending Point (Template)

## Policy Changes

**During the meeting in the boxes below, please write a short description of how your policy changed throughout the journey in terms of Commons and Citizen Participation.**

We've considered a legal framework, a policy framework and are now working on an 'action plan', The action plan has 2 ingredients: 1. Narrative: what are commons, how do we see the movement, and why do we want to cooperate with them. And 2: Legal: what are we going to do/ what are our local policy/legal measures. This will be an integral product- with several departments working on it.

Commons?

YES -

Type an 'X' to indicate Yes or No

NO -

We want to see the commons as a movement, and recognise and acknowledge them as such

Citizen participation?

YES -

Type an 'X' to indicate Yes or No

NO -

We want to work together, be a co-city

# Transfer Journey Mapping - Ending Point (Template)

## ULG Changes

**During the meeting in the box below, please briefly describe how the ULG was structured toward the end. Include references to the 5 types of stakeholders involved.**

### **In the end we structured our ULG...**

The ULG is an informal network/ a swarm of public servants and citymakers and social entrepreneurs and knowledge institutions. Partly invited personally, partly invited through specific citymaker networks.

### **Our ending ULG involved stakeholders in the following ways:**

*Public:* Formal meetings, whatsapp groups, news on intranet. etc

*Private:* Invitations, whatsappgroups..

*Knowledge/Institutions* Formal meetings, invitations, whatsappgroups

*Social Organizations:* Invitations, whatsapp groups.

*Commoners/Civic/Innovators:* Meetings, whatsapp groups, actively involving and following needs.



# Transfer Journey Mapping - Ending Point (Template)

Mature

Objectives

**During the meeting in the box below, please briefly evaluate the success of your objectives described in Slide 11 for the project.**

Ecosystem: we strengthened the ecosystem by organising events, publishing papers and creating a narrative

**Objective #1:**

The sharing of good examples is vital and very helpful. Not to be overestimated how important that is.:

**Objective #2:**

Policy research: we have a good idea now of what kind of policies are helpful/ possible/ feasible/ and wanted. .

**Objective #3:**

Narrative: by sharing our stories, even by organising the window of the most important bookstore in town in the commons catalog theme, we've enriched the narrative of local democracy a lot.

**Objective #4:**

# Transfer Journey Mapping - End Point (template)

## Evaluation

During the meeting, reflect on the 5 indicators and their development through the project.

- What changed and why did they change?
- What do you think of your ending point?

Regarding the 5 indicators, our transfer journey developed in the following ways:

Indicator	How did this indicator develop? Why?	Weak, Moderate, or Strong?
Co-Gov	Covid has not made it easier but we still know how to find each other	strong
Enabling State	Amsterdam is a big, complicated organisation with lots of people working for the city of Amsterdam. You can find your allies but when it comes to budgets and finances, things become more delicate	strong
Soc&econ pool	There is a strong network of city makers, city making civil servants, social entrepreneurs and the like.	moderate/strong
Experimentalism	We've worked together with other stakeholders a lot. At the moment we are doing research on the impact of commons on the donut model of Kate Raworth and then especially on the innercircle.	strong
Tech justice	We want to be strong on this point, but also Covid has shown - people without access to internet/ laptops/ etc.- that this is still something to	moderate

DESCRIBE WHAT YOU THINK OF YOUR END POINT HERE...