

PARTICIPATORY ACTIONS FOR SOCIAL INCLUSION



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Erasmus+

PARTICIPATORY ACTIONS FOR SOCIAL INCLUSION

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e fundación
emplea





Brainstorming with partners during kick-off in Alicante, Spain, PASI 2020



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INTRODUCTION

Millions of Europeans are still on the side-lines of both the labour market and social inclusion. Together with social marginalisation, often comes urban exclusion, taking the form of marginalised, precarious neighbourhoods. These places are characterised by extremely deteriorated buildings, which offer very low comfort, and, in some of the worst cases, unhealthy or unsafe living conditions. The five partners of PASI, which stands for Participatory Actions for Social Inclusion, have identified three main needs to address within this European strategic partnership. First: to structure and somehow legitimate participatory methodologies and their effects in combating urban precarity. Second: to gather methodological references about participatory actions and social inclusion so that entities of the third sector and civic organisations may use such approaches. And third: to address the topic through a cross-disciplinary approach, as the challenges of inhabitants living in precarious neighbourhoods can be diverse. Therefore, thanks to the gathering of partners' experiences, the Erasmus+ project PASI aims to define the components of good practices of participatory processes within places of urban exclusion. To do so, we chose to analyse case studies where such methodologies have been applied by third sector entities. This led both to a definition of participatory methodologies for social inclusion in places of urban exclusion and an identification of the needed core competencies for a local development in such places.

A HANDBOOK AND A CARD GAME

This handbook is the main deliverable of PASI - Participatory Actions for Social Inclusion. It has been thought, designed, and written collectively by partners from France, Spain and Italy who work in various professional fields and with different target groups. Together, they share the common intent of promoting social inclusion through partici-

partory methods, activities and an overall approach towards communities that are at risk of exclusion and marginalisation.

This manual aims to provide a theoretical and practical working tool for any professional who may benefit from introducing participatory techniques in their line of work, or is already familiar with participatory actions, but is willing to expand their know-how with new techniques and perspectives. The participatory tools, skills, and methods illustrated here may be used in different professional areas and fields, such as social work, professional retraining, urban planning, education, policymaking, and psychological interventions. They may also be useful with a variety of target groups. Furthermore, they may apply to specific activities and tasks of a project, or be a structural trait of it all.

The handbook is organised into three main sections. The first chapter focuses on concepts and gives an insight into the shared theoretical framework of PASI. We find it relevant, if not necessary, to have a common understanding of concepts. Even if each stakeholder can contribute from a different approach, the idea of having a *Lingua Franca* is very important to work together. Following this line of reasoning, we propose in this handbook a series of definitions and descriptions of key concepts, alongside the core terms of participation and social inclusion. The second chapter describes case studies of each partner within PASI and illustrates their actors, ecosystem, milestones, business model, and impacts, with a specific reference to which “2030 Sustainable Development Goal” the described case study has aimed to contribute. The third chapter is dedicated to participatory tools regularly used by the PASI partners on their projects promoting social inclusion.

Addressing the main targeted audience of this handbook –potential operating partners and public authorities who may wish to undertake participatory processes, we propose a card game that describes the different tools, and lets anyone free to articulate them within a given project. By doing

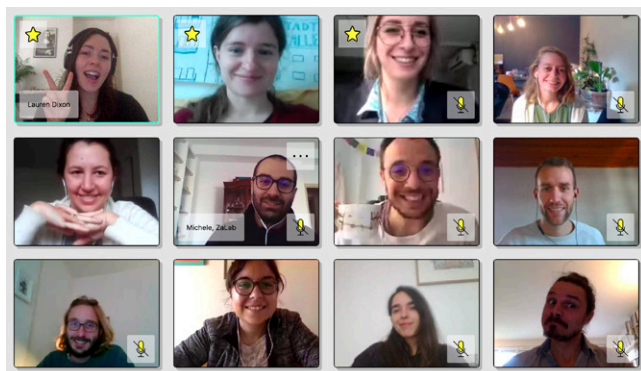
so, we aim to give insights on creating and strengthening tailor-made methodologies or specific and adjustable techniques of participation:

We can hold a public meeting but it won't be participatory. It is always the same people who speak, so there is a need for a method. A tool is a method. (Frederic, Finacoop)

In Italy, there is a difference between method and technique. If you use a method, there is someone that wrote down some rules and you have to stick to the rules and if you follow the rules, you will get the results. A technique is more an approach... If you follow a technique, you are more flexible and you can get the result following a philosophy. I think there's no clear method in the participatory video but of course, we can find some grids or schemes. (Michele, ZaLab)

PASI'S METHODOLOGY

As an Erasmus+ project, financed by the European Union and part of the specific program “Strategic Partnerships for adult education project”, PASI’s aim was to exchange knowledge and best practices among partners to explore how the participatory approach in places of precariousness can contribute to social inclusion. Along the process, each partner organised a transnational meeting in order to explore its own field (professional insertion, social follow-up, social and solidarity economy, art as intercultural mediation and architecture) and set up a common progressive reflection about a common theoretical frame, the selection of case studies and the exchange of specific tools. While doing so, the biggest challenge we had to face was to adapt to the pandemic situation. When the Covid struck in 2020, most of the partners had to provide emergency help to their beneficiaries, enabling them to eat properly, protect themselves from the



Online transnational event, PASI 2021

virus, and fight the extended precariousness they were experiencing due to the loss of their jobs or income. Thus, we had to reschedule the general calendar of the project. We also adapted our transnational meetings, from physical to online events. To maintain a spirit of fluidity and interactivity and keep the PASI project on track, we used online tools ranging from interactive video conference platforms to interactive visual brainstorming apps and other collaborative platforms. In addition to the transnational meetings, two learning events were held to further experience each other's field, try and use specific tools developed by the host partner and exchange with beneficiaries, stakeholders and guest speakers. The learning events were specifically oriented toward lifelong learning processes and sharing knowledge among partners. In return, this helped to create further knowledge. Concluding the project, the multiplier event is an opportunity to unveil the main deliverable of PASI and meet with potential partners, with whom each of us may undertake forthcoming projects to promote participation in projects towards social inclusion. Key speakers from Europe are invited to share different perspectives about their take on participatory action. The event held contributions through round tables, workshops, screenings and exhibitions.

PASI'S PARTNERS

Our group is composed of a rich cultural and geographical diversity and each member has brought their own particular expertise to and throughout the project. Quatorze is the lead partner of PASI, and contributed its experiences and resources regarding architecture and slum resorption projects; ACINA shared its experience on social and professional follow-up in the context of slum resorption projects, Emplea Foundation provided its expertise on professional insertion and the improvement of employability; Finacoop shared its knowledge concerning Social and Solidarity Economy, and ZaLab brought to the table its experience in organizing participatory video workshops.

QUATORZE

The NGO Quatorze develops and promotes social and solidarity architecture for agile and resilient territories. Working at various scales, Quatorze projects' processes deal with

During the transnational and learning events we were very pleased to welcome:

Michaël Jacques, from France, project manager at Les Enfants du Canal, to talk about the project "Le Mesnil",

Merril Sinéus, from France, an architect at Oboh, to talk about the project "Le Mesnil",

Alina Dumitru and Maud Grecu, from Romania, former inhabitants of the Bondy slum, to talk about their experiences within the Bondy project,

Saimir Mile, from France, to talk about La Voix des Rom, a Rromani anti-racist and intersectional organization,

Elena Ostanel, from Italy, to talk about grassroots initiatives to transform neighbourhoods,

Chiara Digrandi, from Italy, to talk about participative photography workshops,

Marco Gnaccolini from Italy, to talk about shared dramaturgy in social theatre,

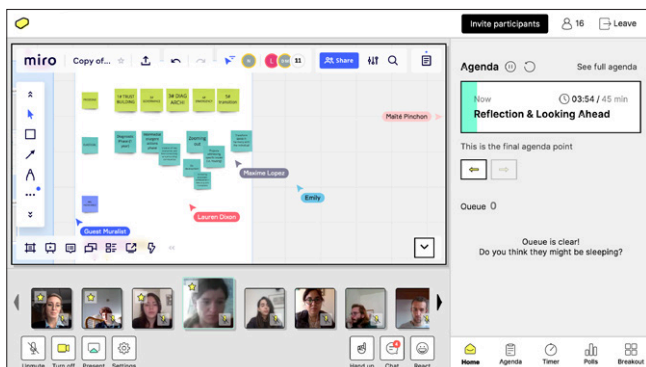
Javier Leoz and Iñigo Mendez, from Spain, to talk about the process put in place to reach generation renewal in a village ,

Donatienne Lavoillotte-Munier, from France, to talk about La Koncepterie and the way to design an environmentally and socially responsible international event.

participation in conception and construction. By opening the process of transforming the living environment to its users and inhabitants, the beneficiaries of the different projects we undertake are largely invited to be involved in the making of a shared vision of a concrete future. Quatorze's projects aim for social inclusion at large and specifically for socially vulnerable people. They are enrooted into local development methods among which learning and training are largely taken into consideration thanks to the LAB14, an internal training centre about ecological construction. With an experimental and incremental approach, our fields of intervention address precarious neighbourhoods and places of social and spatial exclusion. Quatorze works to improve the living conditions by making public spaces, common equipment and living areas. As architects, urbanists, builders and sociologists, we are interested in spaces, their mixed uses, managements, operating mechanisms and appropriations. Based both in France and Spain, Quatorze builds places that can create links among people.

ACINA

ACINA is a French non-profit organisation recognized of general interest and created in 2014 by professionals in development and humanitarian action. While working on migration and human trafficking issues in 2013, they decided to explore new avenues, forge new methodological tools and lead determined action in the field, to try to respond to the problems of poor housing and access to employment for newcomers. ACINA aims to allow newcomers a worthy exercise of their belonging to society to enable them to acquire their autonomy in the French socio-administrative system. To this end, the association participates in the structuring of a dynamic micro and macro ecosystem. To support people towards a free choice of the life course, ACINA acts mainly on 2 axes: a) Social support through sustainable access to common law through domiciliation, health cover, schooling, access to accommodation and housing and other key



Online collaborative work during transnational event, PASI 2021

topics; b) Professional integration through individualised support (co-construction of the professional project, preparation for interviews, post-employment follow-up, etc.) and collective workshops (CV writing, self-confidence, discovery of trades, etc.). ACINA also organises French lessons, digital workshops, convivial moments and cultural outings. ACINA teams make regular visits to people's places of life: shanty towns, squats, social hotels and so forth. The involvement and participation of the primarily concerned in the construction and development of its projects are at the heart of the association's reflections.

FINACOOOP

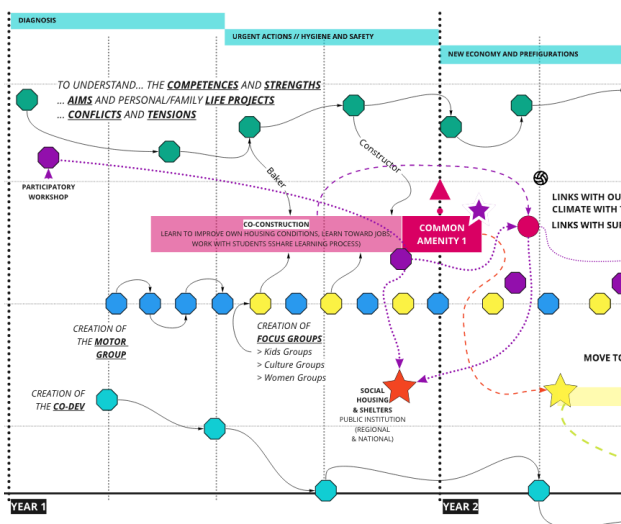
Finacoop is the first French accounting firm in the legal form of a Collective Interest Cooperative Company (SCIC under French law). Founded in 2015 in Paris, it is now spread out across France, with offices in Bordeaux, Bayonne, and Rennes. Finacoop is specialised in the support and consultancy of Social and Solidarity Economy (SSE) organisations ranging from associations to social businesses along with cooperative companies, foundations or endowment funds. The firm is today boasting more than 800 beneficiaries, with some like Biocoop, Emmaüs or Lita.co ranking among the prominent figures of the French SSE ecosystem.

Finacoop has consistently strived to go above and beyond the conventional mission of an accounting firm by catering its operational and strategic support to its beneficiaries' specific needs. The firm offers services in administrative, financial and HR management; support with business creation and fund-raising; as well as legal advisory, typically about tax or governance matters. One of the core values of Finacoop is the multi-stakeholder approach to governance: employees, beneficiaries and partners can all be cooperative members and participate in the decisions regarding the firm. Besides, Finacoop pushes for collective intelligence throughout its missions by making financial and legal concepts better accessible for uninitiated beneficiaries.

FUNDACIÓN EMPLEA

Fundación Emplea arose in 2008 from the Spanish Association of Supported Employment to develop projects that impact the employment and employability of people with social disabilities. Ten years on, Fundación Emplea gathers

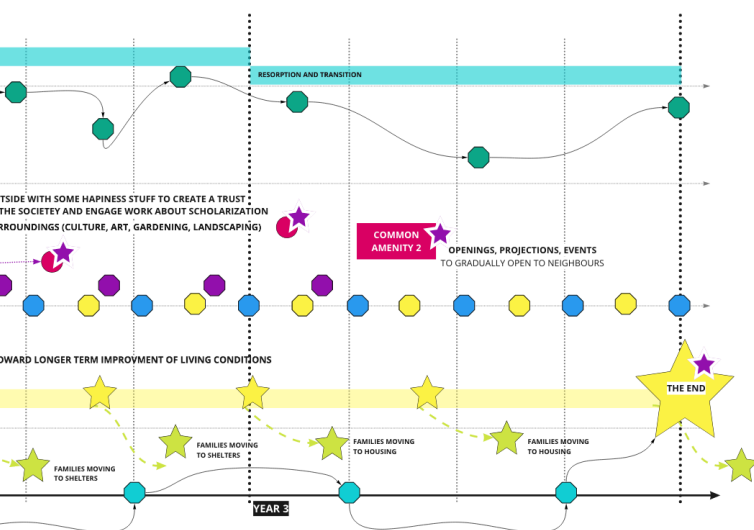
Collaborative
work about
project's
processes,
PASI 2021



a network formed by social entities, companies, administration, and training entities... It acts mainly in Spain, Europe and Latin America. It transfers and develops innovation into the entities in its network to catalyse social change in each of the regions and societies in which it impacts. Through the coordination, execution and financing of social innovation projects, it aims to create sustainable and high-impact projects that will boost the employment and employability of vulnerable groups. Fundación Emplea's main areas of activity are training, technical office and development of projects from a strategic or growth perspective. That development can happen in every phase of the project. Fundación Emplea provides support for the design of a project, the search for funds, and the coordination of all phases of a project, including its execution and evaluation.

ZALAB

Founded in 2006 and based in Padova and Rome, Italy, the cultural association ZaLab develops, produces and dis-



seminates creative projects and documentary films dealing with social inclusion, human rights, democracy, diversity and equality. ZaLab has been working with images and film, towards concrete social change, mainly through Participatory Video (PV) techniques. ZaLab's PV laboratories are addressed at those living in marginalised conditions and who are usually not given a voice nor a right to express themselves or their viewpoint on society. In PV methodology, a group or a community of people are involved to become the protagonists of the storytelling process, through which the participants also develop self-awareness and new social and technical skills. Over the last 15 years, ZaLab has been leading several laboratories all over the world: in the Tunisian desert, in a West Bank Palestinian village, in Barcelona, Brussels, Melbourne, and, of course, in several Italian cities and suburbs, involving migrants, asylum seekers, 2nd-generations, children, cultural operators and social workers. ZaLab is also a documentary film production and distribution company.

Though each PASI partner has a specific gaze to deal with social inclusion, three essential concepts brought us together:

Participation: All partners are somehow interested in the implementation of participative processes in their professional routes, either formulated as such or in a fragmented and intuitive way.

Local development: In their professional journeys, the partners come from different disciplines and mobilise different skills to contribute to local development projects and initiatives. The PASI partners are interested in direct impact through activities that each one carries out and the way specific fields of action complement each other.

Urban precariousness: With concrete actions on the ground and identified outcomes, the partners are bound together by their taking into account the specificity of working with beneficiaries who are in a situation of social exclusion.



Field visit with partners in Montreuil France, PASI 2022



ASERTOS, Alicante Spain, Quatorze-ASF 2020 ©Raul Sanchez

THEORETICAL FRAMEWORK

CONNECTING APPROACHES

EXISTING LITERATURE AND PRACTICES

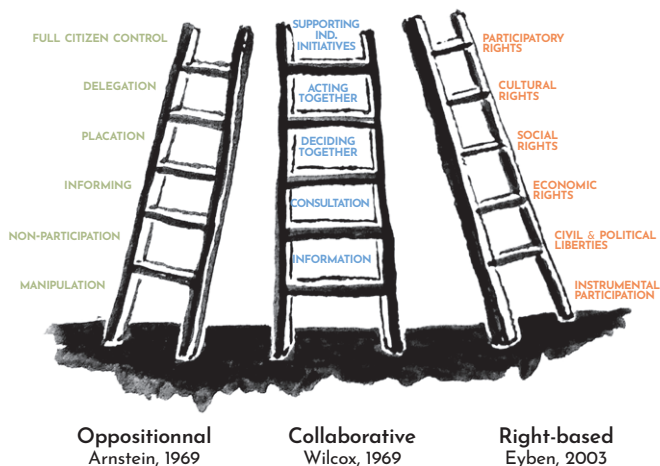
One of the keywords in development discourse, the term “participation” is used by different actors across disciplinary fields, scales of space and time, as well as along the political spectrum (Benevente 1997; Arnstein 1969; Healey 2006; Hester 1990; Innes & Booher 2010). Participation has been articulated from numerous perspectives in academic networks and in the field. However, PASI seeks to situate participation in relation to social inclusion, elaborating on skills, tools, and practices that are transversal, and igniting processes of fair and just participation across sectors.

Participation first gained popularity in the 1970s and 1980s during the wave of needs-based development. It wasn’t until the 1990s that it became widespread amongst agencies, organisations, and policymakers during the global shift from governing to governance (Marsh and Rhodes 1992; Kooiman 1993). International development agencies such as the World Bank helped to establish participation as a key strategy in micro and macro-level development. At the United Nations, participation is one of the guiding principles of the Universal Declaration of Human Rights, which specifically focuses on youth. According to Clark (1995):

Nongovernmental organisations (NGOs’) may provide instruments that, whether invited or not by governments, emphasise the participation of the poor. This is by no means uniform and depends on the NGO, the government, and other factors. NGOs may keep their distance from the state and run their projects parallel to those of the state; in some countries, NGOs effectively play an oppositional role; while elsewhere NGOs seek to represent the voice of the weak and help them organise in their communities to

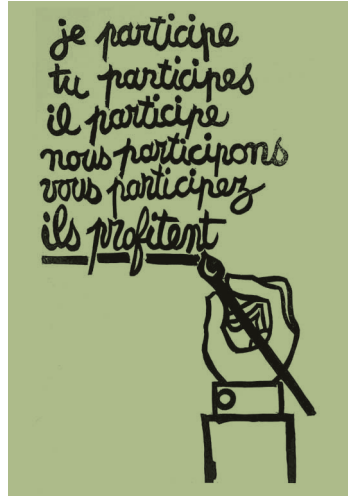
achieve a more powerful voice in the making of decisions and the allocation of resources. The latter NGOs are emerging as critical ingredients of civil society. They are moving beyond a “supply-side” approach, concentrating on the delivery of services or development projects, to a “demand-side” emphasis, helping communities articulate their preferences and concerns so as to become active participants in the development process. (p. 593)

Participation, therefore, exists within a well-established and normative power structure, related to decision-making, governance, and representation. Hickey & Mohan (2004), Arnstein (1969), Pretty (1995) and White (1996) have all contributed typologies, showing the various consequences of participation in relation to power. Arnstein’s 1969 “ladder of citizen participation” still is perhaps one of the most commonly used guides in understanding who has power in decision-making. It continues to pervade for the same reason for which it was created: many powerful actors still refuse to consider anything higher on the ladder. As Dubasque (2017)



Three models of participation (reinterpreted from Aylett, 2010)

"I participate, you participate [...] they profit" (Anonymous, France, 1968)



notes, participation should be about a partnership and allow citizens to delegate and take decisions. One way to facilitate this is through co-production. According to Bovaird (2007), co-production is the “provision of services through regular, long-term relationships between professionalised service providers (in any sector) and service users and/or other members of the community, where all parties make substantial resource contributions” (p. 847).

According to Cooke & Kothari (2001), “...a misunderstanding of power underpins much of the participatory discourse” (p. 4). Participation is thus only meaningful if it is articulated within the decision-making process. In other words, it can only have a real impact if the different actors, and especially the decision-makers, are complicit and willing to give beneficiaries the capacity to influence the decisions taken. Participation with ambiguous goals almost inevitably creates disappointment. Thus, as per Joëlle Zask (2011), participation requires taking part (being able to be there), giving a share (contributing), and receiving a share (benefiting).

Otherwise, it is just contributing to what urbanist Robert Mark Silverman (2019) calls an “empty ritual of participation” (p. 14) which echoes Arnstein’s first level of her ladder of participation “therapy” or “manipulation”.

Yet, the term participation has often been employed ambiguously and has become a ‘buzzword’ in development circles (Cornwall & Brock, 2005). Because the scope of participation is broad and complex, it is important to clarify its use in the planning sector. In general, it means working alongside those whom the planning world has traditionally considered non-experts, such as residents or community groups. In short, the recipients or beneficiaries of development projects. To avoid reinforcing or, worse, creating positions of mistrust, it is important to link participatory and collaborative processes. Irazábal (2009, pp. 76-90) summarises several benefits of participation, amongst them educating civil society, creating human and social capital, treating people as co-agents of city welfare, increasing transparency and democracy in urban development, improved urban development strategies due to the use of the knowledge of local residents, and increasing legitimacy for urban development processes.

For instance, urban planning has often been conceptualised as a professional and technical practice carried out by public body agents such as trained politicians, engineers, economists, architects, and urbanists. Civil society, however, has an important and influential role in urban development (Lopez de Souza 2006). This has been called the “participatory turn” which, Krivý (2013) states, is in some ways a “return” to the more radical and participatory movements of the 1960s, “tracing back to concepts of advocacy (Paul Davidoff), equity (Norman Krumholz), and transactive (John Friedmann) planning” (p. 1). Nevertheless, in the age of globalisation, communication and the spread of ideas are occurring at a different pace and on many different scales. According to Becqué (2011), planners are working in increasingly fragmented institutional contexts, for diverse audiences, meaning

that questions of negotiation and participation are becoming decisive in a context where decision-making processes are paradoxically both more open and more opaque.

The relationship between citizens and their local and state governments is continuously evolving. As we become more and more divided on issues such as migration, economic development, or the environment, spaces become more and more politicised (Smith 2004) and certain groups risk being still underrepresented in traditional institutions. This especially includes vulnerable populations such as those living in informal or precarious settings, elderly people and people with disabilities. Moreover, opening the space for a more pluralistic approach to allow for the “contestation of knowledge” should be encouraged (Turnhout et al. 2020). Today, the degree to which different countries, regions, or cities have formalised participatory processes varies greatly. Even amongst PASI partner countries, which are all situated in Western Europe (France, Italy, and Spain), we have all experienced different participation discourse and dynamics between various stakeholders including political actors.

Specifically, in the French context, the *Politique de la Ville* (a public policy initiative targeting impoverished urban areas) is one of the key references of the renewal of participation discourse in the last twenty years (De Maillard 2007). According to Edith Archambault (2017), the French population trusts associations to a higher degree than political institutions, unions, and religious organisations, which are often subject to “mistrust or indifference”. The third sector has emerged as a key player in public sector innovations and has become a new way to look at traditional public service provision (Pestoff 2012).

In Italy, participatory approaches are more widespread in terms of negotiating cities’ use, rather than cities’ planning. Regulations of “shared administration” regarding the urban commons (Linn, 2007) are more and more adopted, from the seminal one in Bologna (2014) to more than 250 municipal-

ities around the country in 2021. Regulations generate pacts of “Civic Use”, in which groups of citizens co-project and co-manage public buildings, squares or parks, which become no more strictly “public” nor “private” but “commons”.

Lastly, in Spain’s context, we can find different ways to understand and apply participatory processes. A first observation is that most of the participatory mechanisms in place have been initiated by public authorities, that is, by elected representatives. The introduction of participatory modalities in the Spanish democratic system has clearly been from top-down rather than bottom-up, meaning from public powers to civil society. Only in recent years, in Spain, has participatory budgeting widespread. Therefore, and in such conditions, the people can decide, through both proposals and votes, where to invest some of the dedicated public funds.

PARTICIPATION AS A VECTOR OF SOCIAL INCLUSION

Social inclusion projects and services can address several different groups, which can be defined according to social and economic status, gender, sexual orientation, legal status, disabilities, etc. For example, whether due to their legal status in the country, socio-spatial segregation and discrimination, or language barriers, populations living in informal settlements are often left out of participatory processes. The utopian vision of shantytown clearance is based on force and repression. From that perspective, it does not address the roots of the problem (structural poverty and the scarcity of affordable urban housing for instance), nor does it offer substantial solutions. Rather, it aims to achieve its spatial ideals through compulsory exclusion and the imposition of a particular lifestyle (Massidda, 2018). Participatory upgrading is commonly referred to in the literature as the current best practice for policy interventions in informal urban areas (Cronin, 2011; UN, 2003). According to Cronin (2011) “participatory upgrading consists of physical, social, economic,

organisational and environmental improvements undertaken cooperatively and locally among citizens, community groups, businesses, and local authorities” (:29). The participatory practice may create a safe place for people to highlight their skills and competencies and to create new ones.

Linking participation with social inclusion may stand among a cluster of relatively similar ideas and concepts such as well-being, social development, social capital, social connectedness, social cohesion or even nation-building (Bromell, 2007). Yet, it is a statement that “focuses particularly on its transactional and participatory aspects – the relationships between individuals and groups, and their belonging, participating in and contributing on their own terms to our common life in families, communities, and society as a whole.” (p. 11). This transactional aspect lies in creating relationships through participatory means:

For me, participation is a medium. It's not linked to the nature of the tool, it's linked to the relationship that you have with the tool and also with the goal of the participation. [...] You need a medium that lets you contribute, gives you something, and makes you feel part of something. [...] I am giving something, they are giving something. We create a link because our discussion builds trust which is also one of the most important results of the dynamic. In the end, I know more, you or they know more. The most important thing is that we have created a bond between us. (Daniel, Quatorze)

In the broad scenario of community development, we can conceive the process of participatory transformation as a sandbox, not only to provide answers to the questions that arise, but to thrive after them, and be better equipped for the next challenge (Russell C, 2021). It is a space conditioned by specific needs, with defined temporalities and clear objectives which can result in a participated analysis, a collective design or a participatory construction, but which will always contain productive and enriching moments of exchange in

its process. In the long term, social and community workers can use these processes as pretexts to facilitate relationships, resolve conflicts or promote social cohesion within a community. But in order to be able to use the tool optimally, it is essential to have a deep understanding of the elements that are present in the target group and can serve as resources along the way.

To this end, the ABCD, standing for Asset-Based Community Development (McKnight and Kretzmann, 1993), offers a descriptive framework and methodologies, from asset mapping, animating groups of citizens, or formulating powerful questions to planning concrete actions. Social capital is a strong focal point in Asset-Based Community Development. Emphasis is placed on establishing networks and rules, thereby building trust, to increase the potential for community production. Through the construction of these networks, an environment of proactive behaviour and a sense of shared responsibilities is created, which leads the community to collective actions. This practical application of notions linked to social capital allows us to think about the concept of integration with an operational focus, understanding the process of being accepted in society as a direct consequence of the internal relational dynamics of the communities, but also towards the exterior. These include social bonds which are connections to family and co-ethnic networks but also social bridges, which are social connections to other communities including relationships with members of the given community and social links, which refer to connections to social services and institutions and their participation in broader civic engagement activities (MERGING, WP2, 2021).

POSITIONALITY

The participation - whether active or more indirect - of all stakeholders in our actions in their design as well as in their implementation - is an element as fundamental as it is heterogeneous and alive. Fundamental in the sense that it contributes to the social inclusion of those concerned and allows

everyone to express themselves, to take their own place in the dynamics of power and therefore to empower themselves.

The core idea of participation is to be able to involve people in the decision-making process.
(Fabien, Finacoop)

This finding is observable when it comes to so-called “vulnerable” people with access to very few resources; the collective action may thus become a means of empowering individuals. In many cases, the mere fact of giving beneficiaries the tools to express their knowledge reverses a predetermined relational situation and can put them in the position of knowing:

I think the key is [...] to maintain a balance between keeping control and losing control or giving the group the sensation that you are in control even if it's not true. They can be confident about someplace that we are going to and this is key. You have to understand what is at stake, including the power imbalance, in each process.
(Stefano, ZaLab)

Yet, participation is also heterogeneous: it can be understood in several ways depending on the stakeholders involved, whether they are beneficiaries, decision-makers, partners, directly or indirectly impacted individuals... In PASI, the focus is on the participation of the direct beneficiaries as they are the first to be affected by a project. It may also seem heterogeneous because we characterise participation as a continuous process in time and space, both formal and informal, which cuts across individual interests. It is therefore essential to know where you are starting by defining your positioning vis-à-vis the beneficiaries, owning it throughout the process, and avoiding the pitfall of verticality as much as possible. Consequently, the same approach seems necessary for each and every one of the stakeholders (direct or indirect beneficiaries, operating partners, funders, and public representatives) so as to remain transparent regarding roles and

objectives, without setting in stone a rigid, indeplaceable and indisputable framework. The many experiences that have brought us here have proven the fluctuating nature of the established and originally created positions.

In principle, participatory processes tend to produce collective intelligence while allowing communities to identify common problems to which they can propose and give common answers. Within this scope, we hypothesise that training communities in identifying their own problems, as well as the appropriate resources and solutions, can create sustainable local development projects. When it comes to improving living conditions, participation needs to gather various stakeholders and induce them to share knowledge and expertise. Yet, the qualities, strengths and effects of participatory processes need to be studied to identify the conditions upon which these inclusive dynamics can lead to a solid social inclusion of the concerned communities. Coming from different areas of expertise and different countries, our different case studies will allow a cross-over of experiences to compare the contexts, actors, goals, methodologies, and tools, thus giving key steps to tackle recurring issues in such projects. Thus, the way of sharing and the devices enabling participation are just as essential. This is about using a common vocabulary that can be understood by all, having the same level of information and therefore sharing a common frame of reference, as homogeneous as possible, to partake in a transparent dialogue.

A FEW DEFINITIONS

As was shown in the state of the art above, a concept such as participation has different levels and ways to be dealt with. Yet, we consider it relevant, if not necessary, to have, amongst PASI actors and partners, a common understanding of the core concepts we use and manipulate. While each stakeholder can contribute from a different approach, and a

different linguistic background, a somewhat lingua franca, when it comes to concepts, is a prerequisite for working together. Recognising the need for accessible and meaningful language when involving diverse stakeholders and populations, we have sought to offer some synthetic definitions of the key concepts of participation and social inclusion. In the following pages, each definition outlines key ingredients and intangible ideas to be considered when working with such concepts.

NAMING THE STAKEHOLDERS

At least two key actors are in constant interaction within a participatory project: the ones carrying the project and the ones benefiting from it. It is of utmost importance not to exaggerate this binarity, thus finding ourselves in a postcolonial posture of “we, the helpers” versus “them, the people in need”. From an analytical point of view, however, it is important to clarify that we use different words for these roles depending on the different case studies and the overall methodology of each partner. Those who carry the project may be named **facilitators** or **mediators** when the key expertise at stake is social mediation; **trainers**, when a transmission of competencies (e.i. video making or wood building competence) is in play, or **technicians** when their technical skills (for example, to project and draw a building) are employed in the project with a lesser transmission.

All these personalities share a common attitude: while it is good for an architect or film editor to deliver their work without the need to graduate architects or train professional editors, it is important that they bear in mind their involvement in a participatory process, and their role should be to facilitate and include. In the same mindset, a project can be aimed at **beneficiaries**, when we want to stress out about their improved living condition, at trainees when they’ll learn something new at the end of the process, or, in a more neutral way, at **users** or **inhabitants**.

SOCIAL INCLUSION

Social inclusion is an active process, for an individual or a group, that mixes the wish and the will to be part of a community or a society. **Access to rights** is fundamental to building social inclusion. This is about accessing basic needs connections as well as facilities, common goods, public services or urban amenities. In this field, the ability to access the fundamental needs for children's development and social justice are key points. This leads back to **employment**, autonomy, proper housing, and the possibility to have hobbies. All the above are needed to give anyone the possibility to get out of poverty.

Access is related to **safety**, not only in safe spaces but in the whole public sphere. In this sense, social inclusion relates to mutual respect between people: culture, attitude, and beliefs. This may lead to a sense of dignity, deeply rooted in not feeling discriminated against. Social inclusion relies, moreover, on the ability to work outside a given neighbourhood and, for a community, to have contacts with employed people from outside the given community.

To fight poverty through **redistribution** leads to questioning existing powers in a given society. Different aspects, such as job opportunities, education opportunities, leisure activities, or housing, can bring about unequal situations. That is why the possibility to include marginalised individuals or groups in the common society is a must.

The Common good is a key component to binding groups of humans together. This sense of common good points out the need to find common interest(s) on a given topic. It is, therefore, important to take into consideration the sense of belonging. How does a group of humans define "we"? These bonds between humans are partly based on common values in which a sense of identity goes back and forth between personal identity and a group or society at large. Thus, to feel and take part in society is a give-and-take process that requires both openness and a defined set of boundaries.

**#MARGINALISATION #INEQUALITIES #ACTIVE INCLUSION
#VALUES #INTEGRATION #MAJORITY SYSTEM**

PARTICIPATION

Participation is based on practising **voice and choice**. Participation is a multidimensional and dynamic process that takes several forms and changes throughout a project cycle and over time, based on identified interests and needs. Three main categories of participation can be established. The first type may be called actual **“participation”**, as it covers actions in which the beneficiaries (users, inhabitants, neighbours...) participate actively. The second one may be called **“collaboration”**: it is about interacting with partners and sharing expertise. And the third one may be called **“deliberation”** and focuses on policymakers who may articulate and vary from local to transnational authorities depending on the project.

Participation is rooted in understanding the beneficiaries' situation. It's key to let the beneficiary be the centre of the project. In such a process, the operating partner's role is to facilitate, to transmit to the beneficiary that they can get out of the process rather than being part of it. Being a facilitator means embodying a link with and between other stakeholders and having a complex approach, from the individual to the group. Giving an explicit technical frame (law, rules...) also falls under the facilitator's responsibilities. **Collaboration between project partners**, especially when it is transdisciplinary, is about shedding light on a given topic. Partnerships can only be relevant when the different partners have a common global perspective. It is, therefore, necessary to define roles in order to promote synergies. **Deliberation implies the intervention of decision-makers** who are likely to accept a participatory process and are not outside the framework of deliberative democracy. For them, hearing the voice of the beneficiaries and taking responsibility for asking to fill the gaps that their competencies may cover, is a way of asking them to be catalysts for change. In order to articulate these different layers of participation, operating partners within participatory projects should use both critical design and problem-solving approaches.

**#PEOPLE #CHOICE #COMMUNITY #TAKING-DECISIONS
#BE-PART-OF #TAKING-PART #SHARE-POWER**



Field visit with partners, Alicante Spain, 2020

CASE STUDIES

CYCLING PHASES WITHIN PARTICIPATORY PROCESSES

Within research based on sharing experiences and practices, we intended to reflect on processes. The analysis of the partners' case studies and their diverse action timelines guided us to model a general process. By doing so, some modelling started to appear in ways that could be used to further develop new participatory projects.

By talking about each other's projects' timeline and by looking at some representations used to describe participatory action research, the partners came up with the idea that a participative project can be visualised as spiralling cycles where each turn allows one to evaluate and review the project way of doing. This echoes the Participatory Action Research methodological synthetic representation which suggests to go through the following steps while undertaking a participation based project:

“Planning a change, acting and observing the process and consequence of change, reflecting on these processes and consequences, and then replanning, acting and observing, reflecting, and so on” (Kemmis & McTaggart, 2000, p.595)

This model proposes an ongoing, somehow never ending, process that leads to the possibility of continuous improvement. This visualisation also makes a statement about time within projects: when addressing such topics, no projects can follow a straight line from a starting point to a finish line.

Thanks to online collaborative work within a transnational event, the partners proposed some possible project roadmaps for existing shanty towns in the W Parisian urban area based on ACINA's fields. In doing so, cycles of both long and short term actions mixing many stakeholders arised. In



The spiraling model of Participatory Action Research ©Common Good Awareness Project

the following, transnational data were filtered together, to converge on the idea of five cycled phases: 1) Initiate: envisioning change and building desire; 2) Design: planning change; 3) Implement: performing change; 4) Impact: Measuring change; 5) Iterate: Play again and improve.

INITIATE ENVISIONING CHANGE AND BUILDING DESIRE

This phase initiates each project's process. This stage is dedicated to define the change the project wishes to achieve. It is usually when the idea emerges. It may be rooted in observing and understanding a given situation.

It enables operating partners to dig deeper into the context in order to understand the issues and topics that need addressing through the project. Building upon relationships,

identifying roles and responsibilities, and discussing potential outcomes thus enable to develop a shared vision. Here, a proposal is made to the potential stakeholders, from direct and indirect beneficiaries to partners and funders. For the involved, it is about finding out the motivation, strength, and sometimes courage to set oneself into action. Participatory processes are enrooted into people's needs and wills. Can the proposed process be a way to satisfy such needs? Does it meet their desire for change? From there, the next phases may begin, and repeat according to the spiralling model.

DESIGN PLANNING CHANGE

Originally, the English word “design” comes from the French “dessein”, referring both to sketching (dessiner) and goal (but) until the 17th century. Therefore, the design phase embeds an intention, a given idea to achieve, as well as the shape, representation, and output aimed by the project.

Designing articulates tangible and intangible aspects, be it about making a movie, a building, finding employment, housing or being able to seek for healing. The desire pictured in the previous phase is, therefore, progressively shaped during the design phase which is a one step at a time process. Designing is about identifying those steps, subdividing the complexity and setting the aim into motion. To do so, the stakeholders may use various participatory tools. However, the design stage may also happen in the studio, among project partners, by readjusting, editing, filling out forms, and doing the hidden part of field work. This design step may also be the time to choose the indicators to use for later evaluation of the project.

The design step prepares actual actions by giving them a meaning and an output, be it subdivided or not.

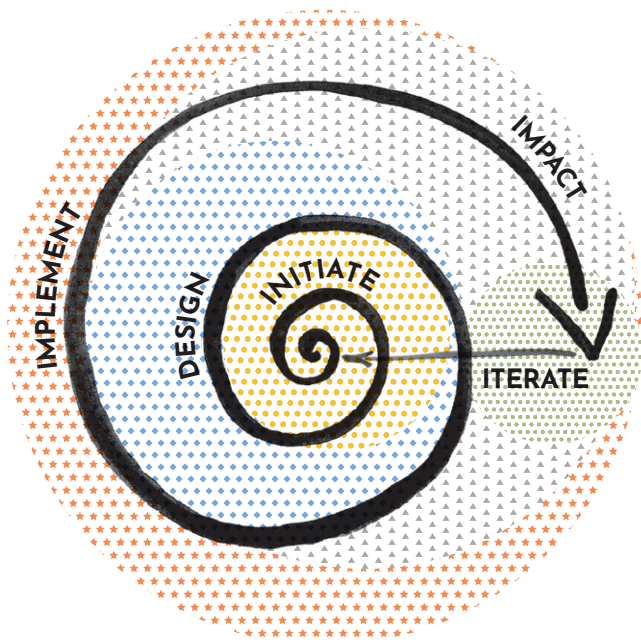
IMPLEMENT PERFORMING CHANGE

Implementing is about putting a decision, plan, agreement (or else) into effect. After envisioning the change, de-

signing an intention and output, implementing the change is about actually making it happen. Given the variety of our cultural -and linguistic- backgrounds, it wasn't easy to agree on a word. English being our vehicular language (both foreign and common) we agreed upon the verb implement to describe the transition from design to action. It is the closest to Italian language which uses implementare. Spanish language is about executing through ejecutar while French speakers refer to fine arts with mettre en oeuvre: making the piece of work happen. Mixing these three aspects, this phase is the point at which we share the built desire by implementing the project and putting into execution the elements that were thought of in the design phase. It is important to document actions to further build again some desire.

IMPACT MEASURING CHANGE

While, and once, change is being implemented, it can be an interesting moment to carry out ongoing evaluation to possibly adapt to the transformation or evolution of context - and change direction if necessary. The impact of a project can be evaluated in either qualitative or quantitative terms. By focusing on the perception of change and achievement, or by looking at key figures such as the number of direct and indirect beneficiaries, the amount of publications or screenings, or the created financial and monetary values... More often than not, funders seek quantitative evaluation. Yet, articulating both approaches will give different realities of a single event, action, moment of change. Furthermore, analysing a project's impact using qualitative indicators may open to thinner findings. When it comes to social inclusion, how can one quantify personal improvement or long term health aspects ? One life story (highly qualitative) can be looked at along with other life stories (to move toward quantitative criterias). Yet, it depends on whom the evaluation is targeted at. Measuring impact is a useful strategic tool for self-evaluation and for the project's process to have a margin for evolution.



The spiraling model of PASI's partners, 2021-22

ITERATE PLAY AGAIN AND IMPROVE

Coming from the Latin “iteratio” which means repetition, the verb “to iterate” refers to the idea of renewal. Also rooted in Information Technology and Computing lexicon, it is embedded with the idea of achieving a result by successive approximations. An iteration is therefore not a plain repetition, it is what creates the spirals of the circular cycle. It is a phase of deepening the project. Once the project has cycled through the previous phases, the iteration stage opens the ways to initiate again. This point is an opportune moment of reflection, to remain in a self-reflexive mode. The measurement and evaluation of the impact, followed by a restitution with the beneficiaries, can lead to creating new desires, thus

enabling the dissemination or continuation of the project.

SHARING PRACTICES, CHOOSING CASE STUDIES

The case studies enlisted below have the dual purpose of providing an overview of how participatory techniques may be employed in a large variety of fields, ranging from urban design to social services, finance, employment, art and culture. Each of them presents a real experience of one of the project partners, experiences which either were especially successful in the application of participatory tools or, on the contrary, where incapacitating difficulties and obstacles may help in better understanding the limits of such instruments. Keywords help navigate through the con-

Illustrating key-words within PASI's case studies ©Quatorze, 2022

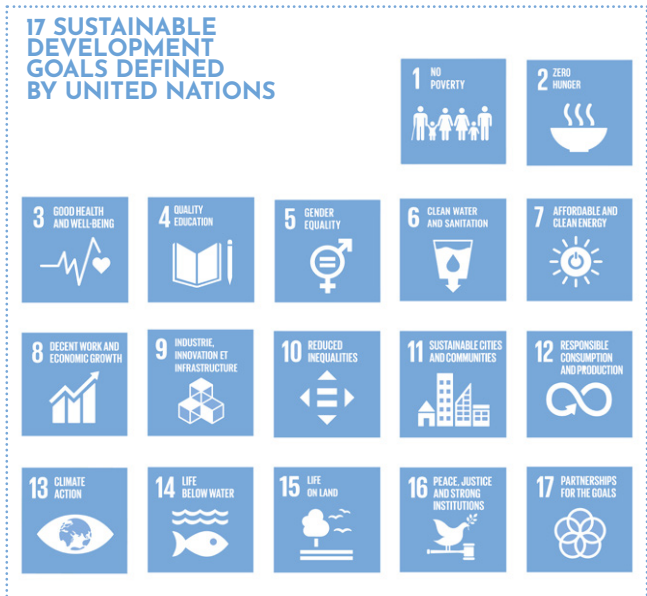
THEMES WITHIN PROJECTS



tents, whilst, for each case study, it is possible to single out the specific tools used, which are detailed in the card game.

Each chosen case study has its particularities as it takes place in a unique context and is developed by actors from different fields (see: Map of localisation). However, our aim during PASI has been to define some practice-based common grounds to study the impact of participation on social inclusion. For this reason, we created a shared grid to describe the case studies and a common list of keywords to synthesise and compare our case studies.

United nations, 2016



LOCALISATION MAP

- 
- 1 Bondy · ACINA**
Bondy, France
 - 2 Cergy on the water banks · ACINA**
Cergy, France
 - 3 Training program · EMPLEA**
Alicante, Spain
 - 4 Eco Pueblo · EMPLEA**
San Martín de Unx, Spain
 - 5 Supercoop · FINACOOOP**
Bordeaux, France
 - 6 IMBY · QUATORZE**
Ile-de-France, France
 - 7 Autour des Murs · QUATORZE**
Montreuil, France
 - 8 Asertos · QUATORZE**
Alicante, Spain
 - 9 Flying Roots · ZALAB**
Rome, Italy
 - 10 Images beyond the wall · ZALAB**
Biddu, Palestine

9

10



View of the slum in Bondy from the canal banks ©ACINA, 2018

BONDY · ACINA

Bondy, France

CONTEXT

In the spring of 2018, around 80 families built barracks and formed a slum in Bondy (France, 93) between the Bondy bridge and the Aulnay road along the Ourcq canal. Most of these families had previously lived in other slums in the Île-de-France region. The space where the families were settled was a future construction site. After a court ruling favourable to the residents, the City decided to improve the living conditions in the slum, until the planned eviction. ACINA participated in an inter-associative mobilisation over a short period of time which gave rise to an experimental resorption project. The construction of an inter-associative action made it possible to develop a complete response to the needs of families.

The situation in this shantytown was special and almost unprecedented. It brought

together the political, financial, and human supports of a local authority, several associations specialised in slum interventions and an operator from the regional prefecture.

The time of “stabilisation”

was very short compared to the time needed to integrate about 80 families into the host society (housing, employment, rights, etc.). Local institutions and associations worked together to find accommodation/relocation solutions for the families after the eviction date so that they could continue the integration process with the families.



ECOSYSTEM

The project is based on the will to engage a slum resorption process

through a participatory approach involving its inhabitants, certain partner associations and companies, but also public authorities and administration. The goal was to be achieved by working with individuals and at a family, community-scale and beyond.

WORK TEAM

1 social coordinator

4 social

Workers and professional
integration advisers

1 project and partnership
manager

1 program director



7 (at 25% of full-time)

PARTNERS

ASET 93 (learning support
and schooling)

Doctors of the World
(health mediation)

Secours Catholique (social
support and French lessons)

ADSF (health mediation for
women)

**Système B Comme
bidonville** (architects: design
of the plan for the worship
hall, construction of a
security barrier, improvement
of the water point)

Les Enfants du Canal
(Romcivic device)

Public authority: Bondy
and Paris, Est-Ensemble,
Préfecture de Région
Île-de-France, Conseil
départemental du 93 (Service
Social Départemental),
Agence régionale de la santé

93, PMI Jean Verdier à
Bondy, Pôle emploi (Bondy),
Inspection nationale, etc.



15-20

FUNDERS, DONORS

Fondation Pichet (Sequano
company foundation, site
promoter): For materials
(€ 30,000) to rebuild the
barracks of people having to
move.

Grants from cities (Bondy
& Paris) and agglomeration
(Est-Ensemble) for the site
(rubbish collection, water,
toilets etc.)

Government grants: Re-
gional Prefecture of Ile-de-
France, DIHAL and Skills
Investment Plan

Private and public donors



6

DIRECT BENEFICIARIES

80 to 85 families living
in the field, or around 280
people, including 118 chil-
dren aged 3 to 16; all from
Romania.



280



Delivery of building materials ©ACINA & partners, 2018-19

..... INDIRECT BENEFICIARIES

Neighbours

City of Boundy

Others associations

Other structures that can be
inspired by the dynamics

Real estate promoter



An existing dwelling on site ©ACINA 2018

MILESTONES

The project lasted from August 2018 to October 2019, when the site was finally evicted. Some families were then sheltered by the State or city council, others went back to living in the street moved to another slum. To

date, along with other associations, ACINA continues to support most families. In March and April 2019, episodes of violence towards the Roma community in Ile-de-France caused the flight of several residents who felt in danger.



MILESTONES

- > First institutional meeting with public authorities, administrations, associations and representatives of inhabitants.
- > Qualitative monograph and prioritising the needs.
- > Site visits, frequent meetings with the town hall and inter-association meetings with residents to decide on the development of the site, talk about relations with the neighbourhood and build a common discourse.
- > Biannual steering committee with the authorities to steer the project.
- > Social and professional support, Education, Health mediation etc.
- > Displacement of a part of the slum, planning of the site and construction of a common room by the inhabitants. Participative actions for the maintenance of the site.
- > Toilet and water point installations.
- > Eviction and accommodation rehousing.
- > Experience reports from the associations
- > Capitalisation on the good practices developed within the framework of this project.



Gathering event and construction of toilets in the slum ©ACINA, 2018-19

IMPACTS

80 families were oriented and informed of their rights and 35 families were directly supported by ACINA (social and professional support). After the expulsion, **hosting solutions** have been offered to 24 families, among whose 12 were of long duration. Hygiene, sanitation and **living conditions improved**

along with effective schooling, domiciliation, access to rights, health and integration through training and employment.

Many elected representatives and employees from various local authorities, administrations, public services and businesses have been made **aware and trained** to greet the slum dwellers.

UN GOALS ADRESSED BY THE PROJECT



View of the slum in Cergy ©ACINA, 2018



CERGY ON THE WATER BANKS · ACINA

Cergy, France

CONTEXT

Located on the banks of a river, the shanty town of Cergy is situated away from urbanisation in an exploited agricultural area and near a water catchment point. About 60 people live in self built barracks.

The project aims to improve the living conditions in the slum by installing and co-building sanitary and hygiene facilities. This initiative was a priority response to some of the inhabitants' requests, as well as to the concerns of local farmers. Five toilets were built. The management of the facilities (use, maintenance, payment) was decided collectively by the inhabitants of the shantytown and by groups gathered per each toilet.



ECOSYSTEM

ACINA acted as coordinator of the project throughout its duration but also as a mediator between the stakeholders. It participated in the co-design and implementation phases of the actions. The Toilette du Monde association carried out the diagnosis of the needs in terms of hygiene with the participants and the installation/management of the toilets.

Les Gandousiers provided the emptying and provisioning. The inhabitants took part in the different stages of the process: identifying the needs, defining the action plan and type of equipment, organising the use, maintaining and managing the facilities, including covering costs associated to such facilities.



Construction time in Cergy ©ACINA & partners, 2018-19

SHANTY TOWNS IN FRANCE AND EUROPE

Nowadays, over 22'000 people live in squats or shanty towns in mainland France. On the margins of society, they have limited access to common rights, employment and housing in particular, and are victims of strong discrimination despite, in most cases, being European citizens. Throughout Europe, it's been observed that the situation of slums is linked to migration phenomena and processes of urban segregation. Large, economically dynamic, urban areas are particularly likely to attract migrant people who may not be able to find decent housing and access to basic resources, leading to the increase of both inequality and segregation. We can consider the phenomenon of slums as an extreme consequence of these exclusion mechanisms. **Resorption or Eviction?** Since 2018, the French Government has set the course for a policy of resorption of illegal settlements and shanty towns present in metropolitan France: "Resorbing means acting on all shantytowns, by supervising them and, as soon as possible, working to support people towards their exit, with the aim of a complete resorption of the camps." Many shanty towns are frequently evicted despite governmental statements. Meanwhile, the amount of people living in such unworthy conditions and the amount of such places has kept increasing over the last decades.

WORK TEAM

1 social coordinator at 15%
1 social worker at 15%
1 project and partnership
manage at 15%

 3 (at 15% of full-time)

 6

DIRECT BENEFICIARIES

Slum dwellers

 63

PARTNERS

Toilettes du Monde:
Emptying & provisioning
Les Gandousiers: Emptying
& provisioning

 2

FUNDERS, DONORS

Fondation Abbé Pierre
Crowdfunding

MILESTONES

This project, which began in the winter of 2018, is part of a wider action to support families towards sustainable inclusion via access to rights and employment. The rapid installation of equipment made the project concrete: since then, it has since continued, adjusting to changes when necessary.

Dry toilets in Cergy ©ACINA & partners, 2018-19





MILESTONES

- > Diagnosis of farmers' and inhabitants' needs, hygiene awareness, mediation to calibrate and possible facilities' management.
- > Initial dialogue for the allocation of all users to shared toilet.
- > Mobilisation for a rapid implementation of adequate devices to stop the spread of pathogenic germs and other pollutants.
- > Experimentation with rented toilets
- > Distribution of each toilet to users & organisation of management and maintenance.
- > Installation of two dumpsters.
- > Co-construction of toilets and wastewater treatment systems
- > Mediation around the use and daily management of the facilities
- > General satisfaction of the people and evolution of the project towards a transfer of ownership of the facilities and full financial responsibility of the users

IMPACTS

Improvement of living conditions: 5 toilets for 60 people, water treatment system for each family and installation of two dumpsters.

Creation of a common interest group and organisation.

Raising people's awareness of hygiene and health issues.

UN GOALS ADRESSED BY THE PROJECT



The joy of achievement ©ACINA & partners, 2018-19





Presenting the result of an exercise during a training session ©Fundación Eemplea, 2018

TRAINING PROGRAM · EMPLEA

Alicante, Spain

CONTEXT

This program is oriented to work on the activation and improvement of the employability of unemployed people or people with a lot of chronicity who became long-term unemployed. The project aims to bridge the gap between them and the labour market.

To achieve activation and soft skills development for long term unemployed people through a project-based learning methodology, the first step is to work as a team whilst the second step will focus on individual and personalised processes. Depending on the choice of each beneficiary, they can choose different itineraries among three choices: entrepreneurship, planning of formation or non-working practice.

ECOSYSTEM

Fundación Emplea was responsible for coordinating the project and running the training programme. The developing agency was responsible for finding potential beneficiaries and following their itinerary. The project-based learning methodology includes “common interests”, which involve entities communicating their difficulties to the beneficiaries so that they can work on them. These entities were the regional development agency, the regional trade association and some schools in the city. Eight companies were involved in the second phase of the programme and offered unpaid work experience to the beneficiaries.



WORK TEAM

General coordination and perspective of the project, relationship with the customer 20%

Coordination of the program 20%

Execution of the training program 60%



3

PARTNERS

8 collaborator - companies that host beneficiaries practices

2 entities, the regional development agency, the regional association of commerce - entities that propose their challenges to the program

1 entity, the regional development agency, - financing entity



10

FUNDERS, DONORS

1 public entity through public funds



1

DIRECT BENEFICIARIES

14 long term unemployed people. The average age of the participants is 45 years old.



14

INDIRECT BENEFICIARIES

Beneficiaries' families, entities involved



45

MILESTONES

The project lasted from August 2018 to October 2019, when the site was finally evicted. Some families were then sheltered by the State or city council, others went back to living in the street moved to another slum. To date, along with other associations, ACINA continues to support most families. In March and April 2019, episodes of violence towards the Roma community in Ile-de-France caused the flight of several residents who felt in danger.



Collaborative work during training sessions ©Fundación Emplea, 2018-19





MILESTONES

- > Individual interviews after first sessions with a new working methodology
- > Execution of common interest centres where users could show their value to the market and receive great feed-backs
- > Choosing a personalised path, entrepreneurship, planning of formation or internships
- > Last session: awareness of progress and achievements, and recognition of hard work and potential



Set up of a training session
©Fundación Eemplea, 2018-19

ADULT COURSES OFFERED BY THE CITY COUNCIL OF PARIS

The courses for adults are organised by the City Hall of Paris in collaboration with 850 professionals from the pace / space education sector. The length and intensity vary, from annual classes to intensive seminars. Their prices vary too, according to social criteria and depending on the expected diploma (e.i. from 10 to 150€ for French sessions of 30 to 90H). Priority is given to those who are following vocational training or those who started a training course at the “Cours d’adultes de Paris”. The choice of students selected from among the applications that meet the prerequisites is made according to: a) social criteria (job seekers, subsidised contracts); b) the objectives and motivation presented by the candidate, especially if the training is part of a professional development program and 3) attendance regularity and the results obtained in the previous level, when the course follows the Paris Adult Course’s curriculum.

IMPACTS

Internships: out of 8 users, 5 received a job offer to continue working

Entrepreneurship: 2 users have done planning for testing their services

Training: 2 users have worked on their planning for medium and long term.

Feedback:
“I feel empowered, I believe

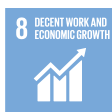
in myself more than I used to, I see myself and trust that I am capable”

“I have found myself again, I see myself with strength”

“It has cost me much less than I thought to leave home and go back to work”

The client has recognized the program’s benefits and wants to continue collaborating.

UN GOALS ADDRESSED BY THE PROJECT



Field teaching during Eco-Pueblo project ©Fundación Emplea, 2022



ECO PUEBLO · EMPLEA

San Martín de Unx,
Spain

CONTEXT

Rural depopulation has been an ongoing and important challenge in Spain in the last decade. San Martín de Unx, for example, is a small village located in the Navarre region. Its decrease in local population directly affects the work activities carried out there, such as the culture of grapes and the production of wines, which are the economic lungs of the entire area. This challenge is reinforced by the ageing of the population among winegrowers and winemakers : most of them are about 60-70 years old and without young people known to follow up in their activities. Eco Pueblo is aiming at tackling these challenges.

Eco-Pueblo has two main objectives: to stop the depopulation that plagues the mu-

nicipality, and to solve the problem of the generational change that is putting at risk of disappearance one of the main economic engines of the area. The project proposes to train unemployed people in all aspects related to the full cycle of agricultural and wine exploitation and management. In addition to this, the project aims at identifying and improving all the potential that the town has to offer for possible future settlers or other agents.



ECOSYSTEM

This innovative initiative is carried out by Fundación Emplea together with the municipality of San Martín de Unx and the local Wine Cooperative, the San Martín winery. It is financed by European Funds, and different wineries and farms collaborate as mentors to teach users about vineyards throughout the project.



Learning about wine and wine tasting
©Fundación Emplea, 2022



WORK TEAM

General coordination and perspective of the project, relationship with the customer
Coordination of the program
Execution of the training program



PARTNERS

CLOSE PARTNERS

San Martín de Unx municipality, The cooperative, winery

OTHER PARTNERS:

20 winegrowers, the other 3 wineries of the town
The regional development

agency, 5 agricultural association and organisations (Intia, UCAN, DO, UAGN, EHNE)

Three different departments of the Navarre Provincial Government



FUNDERS, DONORS

European funds
Social European Fund
Biodiversity Foundation (run by the Spanish Ministry of ecological transition and rural depopulation)



DIRECT BENEFICIARIES

14 unemployed people



INDIRECT BENEFICIARIES

The local population of San Martín de Unx and the different small businesses of the town



Collaborative work on professional projects
©Fundación Emplea, 2022

Field teaching during Eco-Pueblo project ©Fundación Emplea, 2022



MILESTONES

DESIGN

1 month

> Selection process from San Martín's and other territories inhabitants and design of the program

IMPLEMENT #1

1 month



HYPOTHESIS &
LEARNING CHARTS

> Training program with learning-based project methodology session combining expert sessions.

IMPLEMENT #2

1 month

> After the training program the mentors teach them in a practical way how to handle and manage their vineyards

IMPACT

2 weekss



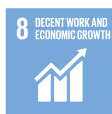
EMPLOYMENT
TRIANGLE AND POST
MOTOROLA

> Evaluation of the program and searching employment opportunities and measuring impacts

IMPACTS

3 users create a service company for the winemakers as team entrepreneurship	in Fundacion Emplea
1 user has been contracted in the town winery	7 new habitants registered
2 users has been contracted	3 replicability projects
	1 award from the Navarre Government

UN GOALS ADRESSED BY THE PROJECT



ACCESS TO EMPLOYMENT IN SPAIN AND EUROPE

The pandemic has transformed Spain into the country with the highest youth (16-24 years old) unemployment rate in the entire OECD, until climbing to a maximum of 42% unemployment in 2020. Likewise, there is a general problem of chronification of unemployment. This is made possible by the fact that, in Spain, there are only a few coordinated departments, which provide poor training and working methodologies to support unemployed people. There is, in these conditions, no possibility for improvement in the employment and employability situation of the population. It was only at the end of 2021 that the Spanish government signed a labour reform aiming to facilitate and improve labour contracts and the rights of workers.

Confronted with such issues, new devices have been put in place locally to allow people to gradually access employment. The “First Hours Scheme” (Dispositif Premières Heures) in some French cities is worth noticing. This scheme enables people to be gradually employed for 3 to 16 hours per week in a partner structure, as well as to receive socio-professional and technical support for a year.



Doing Bono's hat exercise within PASI, 2022

SUPERCOP · FINACOP

Bordeaux, France

CONTEXT

The premise upon which the Supercop project was built is the fact that the food supply from large mainstream retailers across France is unsatisfactory. It is flawed on different levels such as price (on average 1 out of 5 French persons are not eating well enough due to financial constraints) but also in terms of food quality and working conditions.

The Supercop project is about allowing underprivileged populations to afford quality food products produced locally and in an environmentally responsible way. Because it is limited in resources and space, the scope of the project is focused on the neighbourhood where it is located (Terres Neuves) along with some contiguous areas in the southeast of Bordeaux. Finacop's mission in support of Supercop has been changing over time: from

facilitating the emergence of the collective at first to bringing its financial and legal expertise as well as running the early collaborative governance meetings.

ECOSYSTEM

With the community of cooperating members growing over time, a sociocratic organisation was implemented, dividing Supercop into different “governance circles” in charge of the different activities: sales, procurement, back office... This circular hierarchy prevents having “everyone deciding for everything” but rather “each department deciding for what affects their activity”. Today there are around 1200 cooperative members, of which 600 are actively taking part in Supercop through volunteering. Among these active members, roughly 50 are involved in the “governance circles”.



WORK TEAM

1 social entrepreneurship facilitator: up to 80% of his time at the inception, then down to around 5% once the project is autonomous



1

PARTNERS

Around 50 cooperative members actively involved in the project management
3 full-time employees



53

FUNDERS, DONORS

Financial institutions (debt)
Minor part of public subsidy
Lucrative activity (food retail)



3

IMPACTS

Precariousness: approximately a third of the 600 active members come from the priority neighbourhood Terres Neuves, with around 11% of them identified as underprivileged.

DIRECT BENEFICIARIES

All 1200 cooperative members
Various ethical food suppliers – for whom Supercoop is a regular outlet



1200

INDIRECT BENEFICIARIES

Cooperative members' families
Neighbourhood inhabitants



OVER 1200

UN GOALS ADRESSED BY THE PROJECT

10 REDUCED INEQUALITIES

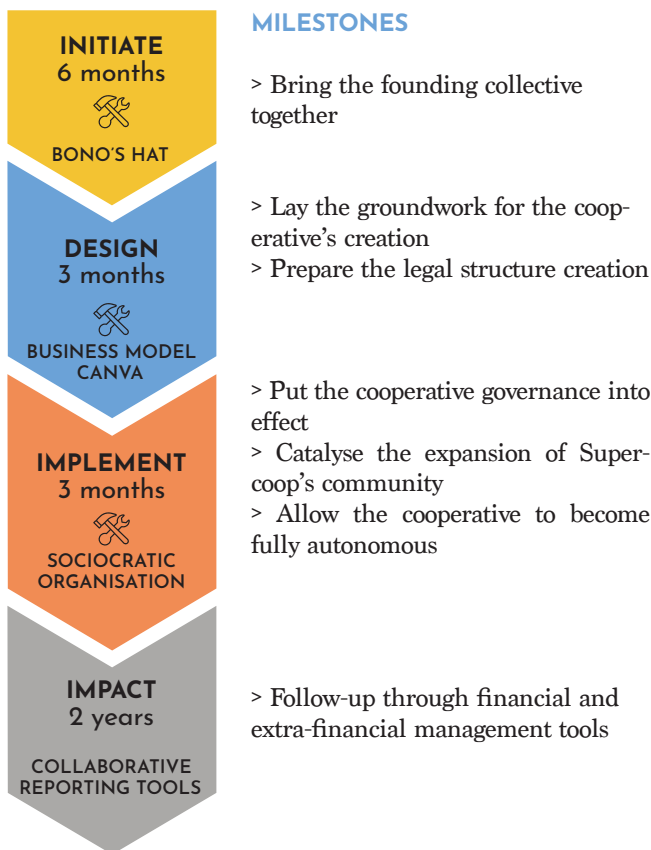


11 SUSTAINABLE CITIES AND COMMUNITIES



Scope: assuming that each active member does the grocery shopping for a 2-3 people household (French average), we reach a total number of 1380 impacted people.

Fair prices: knowing that Supercoop's fixed margin is



16,67% (roughly 23,33% less than in a mainstream organic supermarket) the avoided extra cost cooperative consumers amounts to 230K€ each year.

Job creation: The steady growth of Supercoop has al-

lowed opening 3 full-time job positions to run the store's daily operations.

Social cohesion: since the inception of the project each active member has met on average 3 different Supercoop fellows.



Building a tiny house on site with volunteers, Quatorze, 2019 ©Florent Quint

IMBY · QUATORZE

Ile-de-France, France

CONTEXT

For refugees, there is no environment more thrilling than big cities. In France, however, metropolises often have a tremendous lack of accommodations for newcomers, asylum seekers and refugees who may therefore be compelled to live in emergency camps. Migrant people living in such conditions or in some institutional facilities (CADA, HUDA...) often point out the fact that they are barely ever in contact with locals. This contact is however a key factor in their social, cultural and professional inclusion in the hosting society.



sion as it contributes to the elaboration of a personal project, thanks to a personalised social and professional follow-up. IMBY provides a home rather than a shelter and proposes togetherness while preserving intimacy. It develops a social diversity principle: the project allows a house owner to host someone with a financial and social position more unstable than their own. Furthermore, by being incorporated within existing urban fabrics, the tiny houses are an alternative to urban sprawl and exclusion towards urban outskirts.

In My BackYard (IMBY) proposes constructive hospitality: a tiny house is placed in the backyard of a volunteering family or person in order to host a refugee or asylum seeker. Designed for newcomers, IMBY is a springboard to social inclu-

WORK TEAM

2 general coordinators (budget, partnerships, communication, fundraising) at the beginning
50% of their time, then 10%
2 architects, 10%
2 carpenters, 90% during construction phases



PARTNERS

1 partner involved in social follow-up
3 partners to find reused materials
1 institutional partner



FUNDERS, DONORS

1 main public donors
4 private donors
More than 500 small private donors (crowdfunding)



DIRECT BENEFICIARIES

Refugees
Asylum seekers



INDIRECT BENEFICIARIES

Neighbourhood residents
Welcoming families
Participants in co-construction workshops



A finished tiny house view from the outside ©Quatorze, 2020





Being proud of taking part in the construction process ©Quatorze, 2019

IMPACT

Thanks to 4 tiny houses, IMBY has hosted 12 people to date. Each of the people who have already left the project has found a new home and a job. They have all made progress in French and in understanding certain French socio-cultural codes. IMBY intends to provide space and time to reflect on one's personal project. It also enables the encounter

between people who would never have met otherwise. Not only between the host and the tiny house inhabitant, but also between different volunteers during the construction phase. IMBY's tiny houses are co-built by volunteers (newcomers and locals) with the architects and constructors (Quatorze and partners). This participatory approach facilitates the settlement of the project

in the neighbourhood. One construction workshop after another, an intercultural empowering network is emerging.

Other specific impacts can be mentioned :

- Enhanced teamwork skills
- Overcome social barriers
- Learning of building know-how
- Access to employment
- Access to housing
- Introduction to local cultural codes and language
- Development of an intercultural empowering network

UN GOALS ADRESSED BY THE PROJECT



Installation of a tiny house on a constrained site ©Quatorze, 2017





MILESTONES

- > Finding the main partners, donors, welcoming family
- > Drawing architectural plans and preparing the construction phase
- > Building the tiny house at the workshop
- > Installing the tiny house on site
- > Moving in of the dweller
- > Social follow-up
- > Feedback and conception of the next tiny house
- > Overall evaluation of the program



Sharing roads in and out a slum, path created by Abraso ©Quatorze, 2019

AUTOUR DES MURS · QUATORZE

Montreuil, France

CONTEXT

Autour des Murs is a project located in a shantytown in the Mur-à-Pêches neighbourhood of Montreuil, a former agricultural area listed in the city's heritage. Surrounded by walls that used to serve to grow peaches and fruits, this garden-like space hosted 50 European citizens from Roumania when the project started.

Through a collective active work with inhabitants, multidisciplinary operating partners and local representatives, the Autour des Murs project has three main goals: 1) to improve the living conditions of the plot's inhabitants via participatory methods; 2) to promote a peaceful transition towards the resorption of the shantytown, and 3) to increase the employability of the slum dwellers. Along the process, it was important to legitimise the

inhabitants as actors. Meanwhile, the projects needed to articulate the decision-making process with the municipality, but also facilitate decision making among the inhabitants.



ECOSYSTEM

Quatorze has been involved since 2013 and is in charge of the overall project management since 2017. This includes coordinating partners, seeking funding, negotiating with public authorities on one side and acting with the inhabitants on improving their living conditions on the other. Among the partners, Lieux Possibles deals with social follow-up and access to rights, while ACINA deals with incomes and access to employment processes. Abraso has been bringing art and culture on-site and through visiting exhibitions at the metropolitan

scale, along with Les Fripons who deal with documenting the process through participatory video programs. Since the beginning, the Fondation Abbé Pierre helps in elaborating the global strategy of the project alongside some city representatives.

WORK TEAM

DEPENDING ON PHASES

1 to 2 architects (20% of their time)

1 to 2 trainees or civic services (from 50 to 80% of the time)



4

PARTNERS

1 to 2 dedicated to social follow up

1 to 2 dedicated to employment

1 visual artist

2 videos trainers

3 partners involved in education

1 representative of a national NGO

1 representative of the city council

OCCASIONALLY

Technical services



12

FUNDERS, DONORS

4 MAIN PUBLIC DONORS

Ville de Montreuil, Est Ensemble, Caisse des Dépôts, Région Île-de-France

2 PRIVATE DONORS

Fondation Abbé Pierre, OFAJ

OTHERS

Crowdfunding and Fondation Somfy via Les Petites Pierres



6 + CITIZENS

DIRECT BENEFICIARIES

Slum dwellers



50

INDIRECT BENEFICIARIES

city

neighbours

volunteers (services civiques)

DEPENDING ON PHASES

groups of volunteer students



300

IMPACT

The general impact of the ongoing project is to have prevented the eviction of the slum, which necessarily leads to maintaining people in poverty. A related impact is having given access to training programs, employment opportunities and housing. Another specific impact of the project is to have provided sanitation and access to toilets and clean water on-site, thus improved hygiene conditions, and reduced ine-

qualities both for adults and children living there. Another determining impact lies in the building phases on-site, which was all participatory, and, by such, led to training opportunities among inhabitants and volunteers of various backgrounds (from French students to international partners). The building phases were, punctually, a means to create exceptional conditions of social diversity within the shantytown.

Some specific impacts

Learning how to maintain patrimonial wall ©Pierres de Montreuil & Quatorze, 2016
A teaching session repeated in 2021 in other parts of the site



may also be mentionned such as : enhanced teamwork skills, overcoming social barriers, learning of building know-how, fostering access to employment and access to housing.

UN GOALS ADRESSED BY THE PROJECT

1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



6 CLEAN WATER AND SANITATION



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



Picturing tomorrow and learning to speak about space ©Quatorze, 2019-2021





MILESTONES

Working both on short and long term actions, the project is still ongoing as 3 families are still looking for housing outside of the slum. Yet, the project can be divided into different sets of actions that progressively increment topics and complexity within an overall process. The dissemination phase has not started yet.

- > Meeting with existing partners
- > Identifying needs
- > Drawing the identified architectural equipment
- > Building the equipment with volunteers
- > Work with maintenance group to take care of the built equipment
- > Doing the social follow-up
- > Proposing training programs
- > Renewing employment opportunities towards long term contracts
- > Evaluate: Fostering feedbacks to identify new needs
- > Start again: Renewing the process
- > Disseminate: Documentation process through photographs, interviews, video



ASERTOS · QUATORZE

Alicante, Spain

CONTEXT

The Barrio of the Cementerio is a peripheral area of Alicante, in Spain. It has evolved throughout the 20th century, degrading as a result of the relocation of people expelled from shantytowns in various urban operations in the last 50 years. The situation is the result of a process of urban vulnerability that combines social, economic and residential problems.

As a response to urban vulnerability, the project proposes participatory regeneration, starting from what can be found in the area. Spaces with no use nor project, abandoned buildings, and plots are creative opportunities for the promotion of affordable housing and common spaces. To do this, a network has been launched with all the neighbourhood groups and the entities who

intervene regularly in the area. So far, common spaces have emerged through the construction of a community garden that provides fresh food to the neighbourhood.

In addition, a self-organised group for housing reform has been set up. Through those initiatives, unemployed professionals train young people in construction crafts. External expertise is also provided in the use of recycled materials and bio-construction techniques, the organisation of building sites, the management of training, and safety measures.



ECOSYSTEM

Quatorze and Arquitectura Sin Fronteras have created a program for the participatory regeneration of the neighbourhood. This initiative has been possible thanks to the private subsidies of the Obra Social la Caixa, and public subsidies from the Alicante City Council and the Valencian Region, via the Inclusion and Public Health

Councils. Local private companies also collaborate in the project by donating materials and services that are to be formed as a Resource Bank. The social and educational entities, as well as the areas of the public administration that work in the territory, have a Coordination Committee, which meets every

three months. The school reinforcement program of the Fundación del Secretariado Gitano, the socio-labour support of the Fundación Nova Feina, and the mediation program carried out by the Social Centre, with its space rendered available to in the neighbourhood, are worth highlighting as well.

WORK TEAM

CONTINUOUSLY

- 1 coordinator (20%)
- 3 junior architects (80%)
- 3 senior architects (20%)
- 1 community animator (G.R.A.M.A) (20%)
- 1 agriculture expert (G.R.A.M.A) (10%)
- 1 construction trainer (100%)



10

PARTNERS

- 1 dedicated to employment (F. Nova Feina) (20%)
- 1 video documentarist (5%)
- 2 mural artists (DOBLE13) (5%)



4

FUNDERS, DONORS

5 PUBLIC DONORS

Generalitat Valenciana (4
Councils of the Valencian Region: Participation, Health, Inclusion & Architecture)
Impulsalicante (Local Development Agency of the Alicante City Council)

1 PRIVATE DONOR

Obra Social la Caixa

OTHERS

Crowdfunding via Goteo.org, partnership with Solcir
Construction enterprises



3 + CITIZENS

DIRECT BENEFICIARIES

Neighbourhood's inhabitants

Real estate owners



50

INDIRECT BENEFICIARIES

City of Alicante

Workers from the adjacent industrial estate

Volunteers

Occasionally :

Cemetery visitors, groups of volunteers, students



300

MILESTONES

Asertos' project relies on a kind of community development based on assets and resources, and focuses on the different strengths of the community and their connection to each other. Following this approach in a transversal way and implementing a Participatory Research-Action system, the co-design of an intersectoral plan for the improvement of this vulnerable area is promoted. Continuous assessment allows pivoting to achieve relevant and sustainable long-term responses.

Preparing the ground with inhabitants and volunteers Quatorze-ASF, 2019 ©Raul Sanchez



INITIATE



PERMANENCES,
SOCIAL & SPACE
EXPLORATION

- > Contact & confidence-building
- > Imagine the future by taking into account the memory.
- > Urban & ethnographic study: mapping of existing community resources.

DESIGN



CO-CONCEPTION
GROUPS,
PARTICIPATORY
WORKSHOPS,
SHARING &
MAINTENANCE
GROUPS

- > Drawing development scenarios with local actors (neighbourhood, social and public entities): Short-, medium- and long-term perspectives, from the rehabilitation to new constructions.
- > Pilot projects: nourish the enthusiasm and value the involvement of citizens through democratic participation, to prepare for the long term urban projects.

IMPLEMENT



CO-CONSTRUCTION
GROUPS
PREFIGURATION,
COMMON AMENITIES
OPEN EVENTS

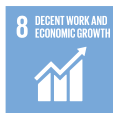
- > Transformation actions, activities or events: give the opportunity to people far from employment to join the working groups.
- > Active training (learning by doing) in construction and maintenance of buildings, (heights and in bio-construction).
- > Participatory construction: transformation and maintenance of common spaces and organisation of community-led events on weekends with the inhabitants
- > Building experiences, knowledge and cultural exchange
- > Working on the identity of the area, promoting rootedness, social cohesion and the mobilisation of healthy assets.

IMPACT

Through the project, a process of urban inclusion is promoted, which has an impact on the social determinants of the inhabitants' health whilst living on this vulnerable territory. Although different for each person, all beneficiaries have experienced a cross-cutting impact, either through participation in the project or through the transformation of their environment. To measure these impacts, Salutogenic Theory proposes the notion of Sense of Community Coherence, an indicator developed by Aaron Antonovsky and currently promoted by STARS (Society for Theory And Research on Salutogenesis),

which measures the capacity of a community to manage, understand and make sense of its reality. Together with the University of Alicante, the hypothesis of the project is that participatory urban regeneration improves this construct, which, in turn, has a direct effect on health. The work is ongoing, and the surveys planned over 2022 shall validate such outputs. Further specific impacts focus on the improvement of social determinants of health (housing condition, common spaces, neighbourhood relations) and the improvement of the conditions of access to employment (learning of building know-how, job intermediation, learning of general job skills)

UN GOALS ADDRESSED BY THE PROJECT





Participatory video filming ©Zalab 2017-18

FLYING ROOTS · ZALAB

Rome, Italy

CONTEXT

Currently, around 1 million children and young people are born and live in Italy without being recognized as Italian citizens. They must wait until they turn 18 years old to start the procedure to obtain Italian citizenship, which may take several years. The issue is affecting 2nd generation youth on a socio-cultural factor and identity level since they feel Italian but are discriminated against and labelled as foreigners.

The project Flying Roots consists of a participatory video workshop aimed at promoting critical thinking amongst young people in one of the most intercultural suburbs of Rome, Piazza Vittorio Emanuele II. Two groups of teenagers produced short documentaries on the issues of identity and migration. The short films were gathered by Flying Roots and

have been distributed locally, across Italy, and abroad.

ECOSYSTEM

ZaLab was in charge of the overall project management, implementation and communication processes.

The educator partners Spin Time Scuola Popolare and Polo Intermundia (Di Donato Secondary School) were involved in the neighbourhood network building and the offline recruiting of beneficiaries. Cinema Apollo 11 provided logistics support and the space where the workshops took place. Neighbourhood residents and shopkeepers

were involved as indirect beneficiaries, as they were interviewed by the lab participants and invited to the screenings. The project was supported by Evens Foundation, Regione Lazio, Aps Piazza Vittorio, SIAE Per Chi Crea.



WORK TEAM

2 trainers in participatory video techniques (part-time 50%)

7 supporting administrative communication and distribution experts (part-time 15%)



PARTNERS

2 partners involved in education

1 movie theatre



FUNDERS, DONORS

2 public donors

2 private donors



DIRECT BENEFICIARIES

2nd generation young people aged 12 to 18 years old



INDIRECT BENEFICIARIES

City neighbourhood residents

International audience from 10 European & extra European countries



Participatory video filming ©Zalab 2017-18





MILESTONES

The workshop activities took place between September 2017 and May 2018. The films' distribution occurred between 2018 (local public screenings) and 2021 (International tours in 10 European countries).

UN GOALS ADRESSED BY THE PROJECT

4 QUALITY EDUCATION



10 REDUCED INEQUALITIES



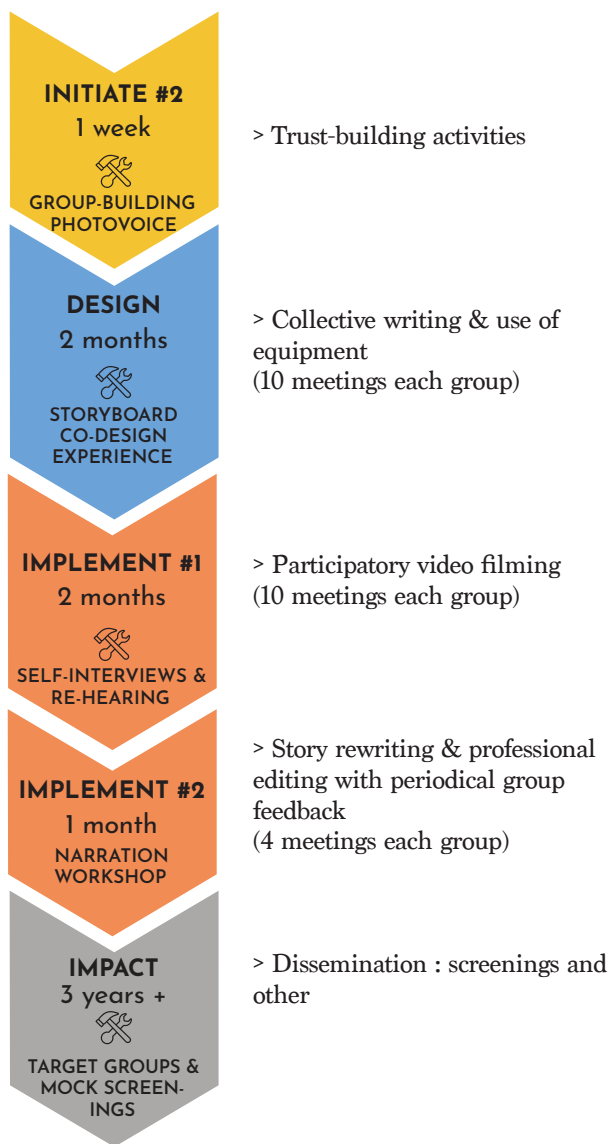
INITIATE #1

3 months



OPEN CALL FOR PARTICIPATION NETWORKING

> Online/offline recruiting of beneficiaries through an open call and neighbourhood networking & formation of 2 groups according to age



IMPACT

The different public screenings have involved the local neighbourhood community (2 screenings in Rome) as well as national (10 screenings) and International audiences (12 screenings in 10 European and extra European countries). They have promoted awareness on the themes of migrations rights, sparking off a discussion on larger topics such as the “ius soli” and the psychological impact of immigration laws on 2nd generation young people. The participants have acquired video and film nar-

ration skills and worked on their social skills. In several cases, they have improved their self-confidence and ability for self-expression.

- Enhanced teamwork skills
- Deeper understanding of the value of each person's story
- Overcome social barriers
- Better understanding of the power and correct use of audiovisual media
- Awareness raising on the themes of 2nd generations and migration rights



IMAGES BEYOND THE WALL II · ZALAB

Rome, Italy

CONTEXT

Biddu is a Palestinian village 15 km northwest of Jerusalem, enclosed on three sides by Israeli walls. The village, separated from the city which was on the outskirts of Jerusalem, is in a deep social and economical crisis. The youth centre Nawafeth opened in 2004. One of its first activities was to found a local, fully equipped, video unit.

The Youth Centre is an autonomous initiative by a group of young people, aged between 17 and 24 with a strong sense of belonging and a shared mission. They decided to react to the secluded situation they were living in by opening up a space in which they could meet, imagine activities and deliver courses to youngsters. ZaLab and Nawafeth Youth Center wrote together with the project of the video unit, and the Italian Consor-

tium of Solidarity helped to tailor and deliver it to different donors, as part of wider support to the Youth Center.

Images beyond the wall has been a years-long process of video formation, workshops, shared production and distribution, and community building. In December 2005, ZaLab held a laboratory of participatory video (IBW 1) in the Youth Centre, set up a permanent unit of production, and produced a short self-narrative documentary. Two trainers from ZaLab worked with 12 young men and women, mostly from University. Starting from the Video Unit's aims, a topic was chosen: time pointlessness for the young people of Biddu, squashed by the impossibility of movement, unemployment and traditional bonds' weight. "Under the Same Roof" tells the daily life of Mohammed Gare, who loses any taste for life when only a roof is missing to enclose his people in a cage, and of Taghreed Abu Eid, a girl



who cannot pursue her studies since she has not the documents to cross the wall.

In May 2006 ZaLab organised a 2nd laboratory at the Nawafeth Youth Forum (IBW2), to provide a thorough presentation of shooting and editing techniques and to make a new documentary. The Video Unit needed to be promoted within the community, telling stories appealing to the collective memory of Biddu as well as of the whole Palestinian community. Hence the subject of the documentary: “Furrows – the pain of memory”, narrates the story of Palestinian people through crossed interviews with 5 old men living in the village.

The documentary was widely screened and even aired on local TV. Every screening of the two documentaries engendered an open often quite heated, in particular around the first film and the gender issue it tackled discussion with the audience.

As a third step (IBW3), Nawafeth Video Unit set up a network with a video unit from Tunisia, and another from Barcelona, producing original videos for a platform we called ZaLabTV. As a fourth step, currently ongoing (ITW4), Youth at Nawafeth, in addition to producing video content, are now organising, as trainers, PV workshops in local schools.



WORK TEAM

6 persons from ZaLab
 2 permanent project coordinators (100% during the project)
 4 person from Nawafeth full time during the project- ,
 3 persons from ICS (field coordinators) - part time 20%



PARTNERS

1 local partner (Nawafeth Youth Centre, NYC)
 1 supporting partner: ICS, a big NGO monitoring the project



FUNDERS, DONORS

2 public donors (Italian Regional Bodies)
 Private donor (Hannah Lindt Foundation)
 Local donors on the last step (Palestinian authority)



DIRECT BENEFICIARIES

Youth at Nawafeth Youth Centre directly involved in the workshops



INDIRECT BENEFICIARIES

Youth from NYC (30)
 Village residents (900) & nearby villages residents (1100) (screenings and discussion)
 Children in school in workshops (90)
 Youth from Kerchaou youth Centre (Tunisia) & Barcelona (30)
 International audience (screenings) (3000)
 TV public (25000)
 Internet public for ZaLabTV (10000)



MILESTONES

Images Beyond the Wall is a long term project. Built from scratch, it grew toward the empowerment of a fully functional community video hub in Biddu. The first phase, dedicated to the filming of Under the same roof,



from December 2005-February 2006, included 10 days of preparation work, 14 days on the field, 15 days of extra work, and 2 years of distribution. The second phase of the project led to Furrows-the pain of memory, made in March and April 2006, and included 10 days of preparation work, 25 days on the field, 10 days of extra work and 1 year of distribution. The third phase from August 2006 to February 2007 led to the creation of ZaLab TV,, thanks to 15 days of preparation work, 40 days on the field, 15 days of extra work and one year of dissemination work. Finally, the fourth phase generated the Nawafeth Community video unit, which started in May 2007, is still ongoing and exists through about 80 days on the field and 10 days of extra work.

IMPACT

- Newborn Nawafeth Youth

Forum “found its calling”, in the words of participants

- A corpus of 8 participatory video films, showed and discussed uncountable times in Palestine and in the EU and Canada. (The outcome of the second workshop, “Furrows”, itself, counted 180 registered public screenings in the surrounding area only)
- “Legitimization” of Nawafeth Youth Forum as a social and cultural actor in the village; open access to the Youth Centre for girls; sustainability for the ongoing projects of the Youth Centre; working on and challenging age/social/cultural barriers inside the community
- 3 young people from the Centre are still making their life out working for local televisions.
- Awareness-raising on the themes of Palestinian-Israeli conflict.

UN GOALS ADRESSED BY THE PROJECT





Building an experimental tiny house with volunteers ©Quatorze, 2020

BUILDING A LONG-TERM STRATEGY

ECONOMIC SUSTAINABILITY

Any project must ensure to have a sustainable business model in order to properly and durably carry its mission out. Social businesses or social actions are no exceptions to this general rule, even if, sometimes, it might feel odd to understand their activity from an economic and business model approach.

A business model is an overview of the means employed and the expenses incurred for a project to serve its purpose. A purely social project business model is, in essence, non-monetised because making profits is not its main goal, contrary to a classic lucrative business. The design process, therefore, differs from the commercial sector: the first step will be to set up the cost structure needed to achieve the social objective of the project; only then will the level of resources required to balance the model be determined.

A variety of resources can be brought together to fund a social project. The most common ones are subsidies granted by public entities, as part of the public social policy and therefore falling into the area of responsibility of the State or related public authorities. However, the reduction of public spending and the evolution of the theoretical framework for public action (New Public Management) has implied a shift from exhaustive support to result-based support. The current trend is to fund occasional projects coupled with a number of indicators evaluating the impact of the actions taken. Public subsidies today are an efficient yet imperfect way to support social projects and excessive reliance on them is not advisable. On the one hand, they are non-refundable by the project

developer and do not induce any interest expenses. On the other hand, the -long- waiting time between application and the cashing of the subsidy is most often inadequate to cover “seed expenses” incurred at the very beginning of a project.

In this context, it is essential to diversify the sources of funding. General Interest projects can collect donations from natural persons and sponsorships from legal entities. Philanthropic foundations can also contribute to the resources of these specific projects. Besides, in some cases, it can be interesting to implement a hybrid business model combining lucrative and non-lucrative proceeds. Some existing forms are: a) the integrated model, where the economic activity is directly linked to the social purpose, as in the case of a “social integration through work” project; b) the participative model, where the beneficiaries take part in the funding of the project according to their means - for example, in the case of an associative bike repair workshop project; c) the subsidiary model, where the profitable activity is clearly separated from the social project - e.g., if an associative restaurant was to fund general interest side projects.

When deciding on the allocation of resources, it is preferable to set up large projects with “critical mass” rather than a number of smaller projects. This will prove to be more efficient given the current tendency of public and private funders to favour large-scale projects in order to maximise their social impact. Public entities generally want to avoid spreading already limited subsidies too thinly. Rather, they target specific projects where the social outcome is clearly linked to the funding. Private funders often aim to take advantage of the renown of such large-scale projects in order to advertise their sponsorship efforts.

With a business model almost entirely dependent on external funding (private or public), it is crucial to include the funders as legitimate stakeholders in the project roll-

out. This entails the need for a continuous follow-up with regular updates. By doing so, using social impact indicators to monitor the progress towards the desired social outcome can be helpful.

All too often, project holders tend to overlook the project beneficiaries as contributors to the building process. Giving the beneficiaries a seat at the table during the set-up phase ensures that the project will not miss its priority target. Certain conflict(s) of interest can arise from discussions, and project holders can often be seen by beneficiaries as reluctant to fully commit to resolving a social issue in order to keep their job. Addressing this matter transparently is crucial to keep everyone satisfied. That is why the relationship with the donors is a key point in the project. It is not just about giving them results. If you think strategically and if they are able to contribute positively, they can become key contributors, make new contacts, share their network, and so on: all precious ingredients that will help in the long term.

POLITICAL ASPECTS

More than sixty years ago, Jane Jacobs wrote:

“Conventional planning approaches to slums and slum dwellers are thoroughly paternalistic. The trouble with paternalists is that they want to make impossibly profound changes, and they choose impossibly superficial means for doing so. To overcome slums, we must regard slum dwellers as people capable of understanding and acting upon their own self-interests, which they certainly are. We need to discern, respect and build upon the forces for regeneration that exist in slums themselves, and that demonstrably work in real cities. This is far from trying to patronise people into a better life, and it is far from what is done today.” (Jacobs, 1961)

This was far to be done in 1961, when “The Death and Life of Great American Cities” first appeared, and is far to be done still today, not only in the city planning field but also in the various PASI members’ fields - social work, work insertion, self-claimed “political” cinema and communication. From this point of view, our practices are deeply political. They are political in relationship with the established powers (public bodies, economically strong stakeholders...), in relationship with other practitioners in the field and with the general public, and in relationship with the individuals.

When it comes to political power, there’s a dialectic relationship in place. On the one hand, operating partners working with participatory approaches rely, at least partly (direct and indirect financing of the project, authorisations), on public representatives. From this viewpoint, partners need to establish a productive relationship with a given group of actors so that the project may occur. On the other hand, there is an inherent tension between the legitimate power coming from representative democracy instances, and the perception of a counter-power included in an organised community built upon participatory democracy. Walking a thin line, the operating partners may often find themselves in the - sometimes uncomfortable - key role of facilitators or mediators. To endorse that role in the best possible way, and to ensure the success of a project, transparency about everyone’s agenda and preventing unrealistic expectations are pre-requisite elements.

Participatory projects also need to adopt a political stance in relation to our professional field and colleagues’ practices, as some may fall into the trap of paternalistic and subtle neo-colonial approaches as described by Jacobs. This trap can close on anyone at any time, and observing, from the inside, one’s practice, by regularly documenting and assessing, is a way to constantly renew one’s questions and maintain a reflexive approach.

Lastly, our practices are deeply political in relationship with the involved individuals. This is maybe the most important aspect as, in a nutshell, undertaking participatory projects is about collaborating in constructing a “we”. Yet, what keeps us together, when we say “we”? What is the sense of common action? What happens when my personal viewpoint becomes a collective challenge, pushing people towards collaboration, rather than atomisation? These are the most, paradoxically basic and complex, political questions.

Talking about politics is not only talking about negotiating and reconstructing social bounds, links or bridges. It is also about power in which empowering unpowered people in relation to established power is a political action. To actually achieve it, it is important to put into play, and even sometimes at risk, the power imbalance existing between the participants and the operating partners whether they act as facilitators, trainers or technicians



Few construction tools for timber construction, Le Pavillon Réciproque©Quatorze, 2022

TOOLBOX

A CARD GAME ABOUT PARTICIPATORY TOOLS

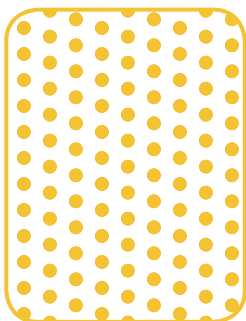
This deliverable is not a book: it is a handbook. It comes along with a toolbox in the shape of a card game. As a matter of fact, every single project follows its very own path. Therefore, we collectively decided to provide the cards apart from the booklet, for them to be freely used to model forthcoming participatory projects. We thus formalised a shared toolbox from which one can pick to think about, and - why not? - elaborate, a tailored methodology to address a specific situation. To experience participation, mix tools, and think about processes: They can all be fruitful ingredients to invent projects that foster participatory actions for social inclusion.

To enable multiple variations and configurations, each card describes the given tools and provides general information: the number of participants, duration, instruments and skills. Coming from different practices, the tools are multi-disciplinary. They also endorse diverse goals. Having this in mind, each card proposes a synthetic description of how the tool can be operated and what are the main Limitations to keep in mind while using it. Though we have indicated the main phase in which to use each tool, most tools can be used several times during the process: It depends on the question to answer rather than the phase indicated.

We collectively chose to use the word tool to encapsulate the idea of a “mean for field-based practice”. It can either be a device, a protocol, a format, a small game, or a way to engage in discussion. The proposed tools are heterogeneous because their causes and effects are different. Some demand some technical knowledge, a lot of materials, and preparation time, others only require being able to talk. The tools are distributed into five family card games for seven

members each. If there aren't mums, dads and siblings, the order was given to range from general aspects to more specified. The five families follow the spiralled cycle scheme proposed above. This model proposes an ongoing, somehow never-ending, process that leads to the possibility of continuous improvement. This visualisation also makes a statement about time within projects: when addressing such topics, no projects can follow a straight line from a starting point to a finish line.

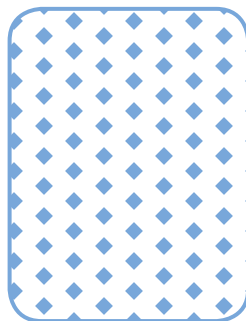
CONTENT OF THE TOOLBOX



INITIATE

ENVISIONING CHANGE AND BUILDING DESIRE

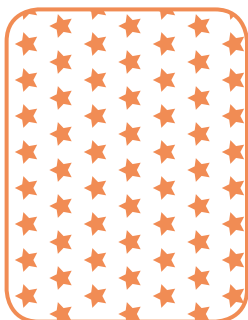
1. Social and space exploration
2. Crossed interviews & re-hearing
3. PhotoVoice
4. Trend books or boards
5. Video Curriculum Vitae
6. Bono's hat
7. Employability triangle



DESIGN

PLANNING CHANGE

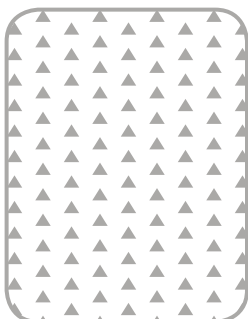
1. Expectation tool
2. Individual Action Plan
3. Poll
4. Storyboard
5. Collective storytelling
6. Collages
7. Organising spaces



IMPLEMENT

PERFORMING CHANGE

1. All along co-design
2. Role play
3. Peer testimony
4. Scale 1 drawing
5. Media Education
6. In-situ workshop
7. Co-construction



IMPACT

MEASURING CHANGE

1. Learning Contract
2. Convention
3. Sharing and maintenance groups (Quatorze)
4. Target groups & mock screenings
5. Post Motorola
6. Most Significant Change(s)?
7. Events, Party



ITERATE

PLAY AGAIN AND IMPROVE

1. Permanences (Quatorze)
2. Pair discussion
3. Activities and small talks
4. To tell and be told
5. Identity exchanges
6. Business model canvas
7. Business model about a person

DECODING A TOOL WITHIN A PLAYING CARD

VERSO



Name of the tool

A short explanation of the tool (protocol, points of focus...)

A non-exhaustive list of limitations encountered by applying the methodology

Skills needed by project's holder to perform the tool

Suggestion of phase of the project during which the tool(s) may be used

Indication of optimum amount of participants

Impact(s) aimed by the tool

Indication of average duration

Objects, mediums and other things needed to implement the tool

Illustration : overview of the tool in action!

RECTO

PARTICIPATORY ACTION FOR SOCIAL INCLUSION TOOLBOX

SOCIAL AND SPACE EXPLORATION

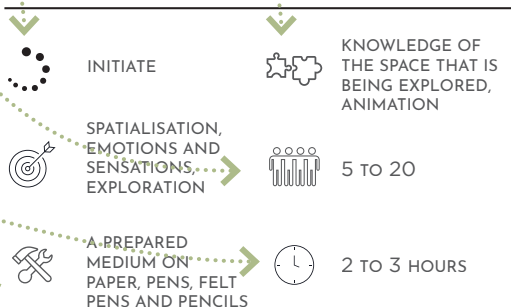
DESCRIPTION

The participants follow a predefined itinerary. At certain key points, they write down the elements catching their attention: physical description of space, sensations, experiences, associated emotions, sense of well being or not... Social and space explorations help to understand and describe the atmosphere emanating

from a place. Gathering participants' feedback leads to identifying common perceptions.

LIMITATIONS

To prevent oversimplification of feelings inspired by spaces, the facilitator encourages the description of feelings through open questions: What gives you this impression? Can you explain further? How about when focusing on sound?



INITIATE

ASERTOS Quatorze-ASF, 2019 ©Raul Sanchez



CONCLUSION

After PASI's journey, more than trying to draw conclusions we would like to go back to the process that took us there. As an Erasmus+ project, PASI was an opportunity for partners to take some time to "sharing good practices". Having such a purpose in an action-research project enables one to take some time off from the field and from actually making projects. It opened a space for self-reflexiveness and a time out of the rhythm of day-to-day NGOs. In that sense, PASI was a precious opportunity to think about actions on the field, put things into perspective, and build a reflective and critical approach that may strengthen future operational projects.

As the core "intellectual output" of PASI, this handbook draws both from lessons learnt in the field and on the transnational and learning events that happened along the research project which were highly collaborative, even when online due to pandemic. The partnership of ACINA, Finacoop, Fundacion Emplea, Quatorze and Zalab, opened a benevolent place to look back on projects together, understand and analyse what happened, and learn for future actions.

The handbook's trajectory goes from a theoretical frame and general definitions to describing case studies carried out by PASI's partners. Working on different disciplines, yet all working within the frame of participation to address social issues, we synchronised project descriptions. The case studies are very synthetic. They highlight basic data about context, goals, involved partners, and processes.

The toolbox's purpose is to disseminate our experience and reflection after analysing the case studies. Our aim while gathering tools was to share experiences and tips for stakeholders and forthcoming projects. We deeply encourage possible users of the card game to transform the tools and invent new ones if and when confronted to specific topics and issues. Invention can also lie in involving new stakeholders or offering new forms of encounters for beneficiaries,

partners, and institutions:

Participatory tools are there to facilitate dialogue between actors. You can choose to create a debate or an environment in which the people feel comfortable exchanging and saying whatever they want without any kind of fear. (Maxime, ACINA)

Facilitating encounters among stakeholders who may have different agendas can be challenging. Getting involved in such projects can be risky. But such experiences are formed through trial and error learning. Sometimes you need to be deeply wrong to learn. This is the very reason why the toolbox cards do mention the limitations of each and every one of the devices.

In an attempt to articulate theory, case study, and toolbox, we designed this intellectual output as an exercise to define a general approach. Altering between a global frame and specific means, the handbook is designed to help build up an attitude to engage in participatory processes. Reality is always more complex and unpredictable than what a modelisation may show.

Training session SPRAR ©Zalab, 2017



Projects and individuals might follow their own paths, moving away from a designed frame due to external factors that can become decisive. Roles must thus be precisely defined and the frame should remain flexible in order to be resilient throughout the process. Regular self-assessment during the process can be useful in this respect. The allocation of roles between stakeholders should be done at the outset, but remain a dynamic process that can be reviewed as the project evolves, sometimes over several years.

To think about it in terms of roles allows us to consider the limits and impacts of each role. Participation processes undeniably leads to some kind of bonding between workers and beneficiaries. Setting clear limits to each team member's role is also a matter of self-protection. Though this is an important part in the training of social workers, other workers such as architects, filmmakers or accountants have not been sensitised to it during their formation. Therefore, when involved in socially difficult contexts, one may choose to not know some key points of people's backgrounds. This is more for a matter of role, of what you can or cannot do and deal with in that situation, than of privacy.

It is fundamental to be aware that there will always be a potential contradiction between the necessity to keep the process as open as possible to desires and direction engendered by free will of participants. To balance things out, going back to the values that push the facilitator, trainer or project team in that field can be helpful. Sometimes, what happens in the process is consonant with one's desires as a trainer or facilitator, sometimes it just isn't.

This whole handbook deals with the fact that, to one extreme, it usually is an error to enter the process pretending to impose the viewpoint of the project trainers and facilitator. Thus, it is important to clarify one's point of view on a specific issue or situation. From a different perspective, it would be impossible or, at least uncomfortable, to neutrally facilitate a discussion that goes against personal and universal values, such as human rights. Can one accept to facilitate organising a program by only paying attention to equal turns of speaking for the participants and not to the content of the



Il racconto del Reale ©Zalab, 2013

discussion itself? There is no precise recipe to deal with these slippery parts within participatory projects for social inclusion. As such, processes may need to find a balance between being “centred” on one stakeholder and “opening up” to transformation and evolution. When such tensions arise, one walks a thin line, between two pitfalls. On one side of the line, we risk falling into reacting too stiffly, blocking an unwanted dynamic, and, in worse cases, all dynamics. The second pitfall would be to react too softly, therefore, potentially undermining values or motivations of facilitators, beneficiaries, or other stakeholders.

In most cases, tensions or conflicts arise from misunderstandings rather than irreducible differences in values. What you hear, see, and understand, depends on your point of view. It is always related to a given situation. When feeling stuck in a pitfall, one hint can be to rely on humour which, as Wittgenstein puts it, “is not a mood, but a way of looking at the world”. In order to see what one’s point of view is, one has to change it, move out of it. This starts with being aware, and reminding ourselves, of the mental glasses we constantly wear when looking at a project. These “glasses” can be methodological, cultural or age, class, gender, or any social topic related. Cultural or

peer testimony based approaches especially need to prevent themselves from a forced increase in generality. Cultural approaches may lead to shortcuts and it is important to keep in mind that no one is culturally predestined to live in a shantytown or a precarious neighbourhood. As Bono's hat tool proposes: as an agent of the situation, which coloured hat are we wearing individually and collectively?

As for operating partners, whether they feel like acting as facilitators, trainers or technicians, they are confronted with the fact that opening the process of participation in social inclusion leads to linking project developments with individual trajectories. Humans are such that they may - suddenly or not - change plans at any stage. Thus, one needs to remember that, accompanying the life choices of the beneficiaries is not the same as making choices for them. The desires of the stakeholders may converge or diverge as projects can sometimes be challenged by new elections or mere changes in strategic political choices. Yet, despite misunderstandings, trials and errors, quarrels or tensions, participatory processes for social inclusion are deeply nourishing. In order to understand what another person is saying, or trying to say, you must assume that they are right and ask them to help you understand what makes them right. Enabling achievable desirable futures by making places and outputs for individuals and groups is a wonderful path to pursue. Promoting social inclusion through being part, taking part and receiving a part (Zask, 2011) enables us to focus on equal opportunities, access to rights, amenities and mediatic or physical spaces. Participation is a medium, a step rather than an end in itself. Its aim is to be a springboard to push the whole of society upwards. Yet, it is a fragile process, always experimental that needs care and benevolence. To look back at political aspects and beyond: **what would it look like to move from few extraordinary events to everyday participation?**



Building an experimental tiny house with volunteers, Quatorze, 2020 ©Laurent Zylberman



ANNEXES

WHO'S WHO?

ACINA

WWW.ACINA.FR



SARAH BERTHELOT

Graduated in international humanitarian law, political science, international cooperation, and development policies, she co-created ACINA in 2014 and has co-directed the association since then. After two initial experiences in cultural cooperation, she trained in project management and evaluation and then worked with refugee populations and victims of human trafficking within several national NGOs and the United Nations High Commissioner for Refugees before dedicating to ACINA's projects.



MAXIME LOPEZ

Partnership manager and coordinator of projects. Maxime graduated in urban planning, strategy, and project management from the town planning Institute of Bordeaux; he now supervises and assists in local projects of upgrading shantytowns. At the same time, he participates in dialogues with public authorities and private actors to improve answering to shanty town issues.

FINACOOOP

WWW.FINACOOOP.FR



FABIEN LABEYRIE

A Chartered accountant with over 10 years of experience with figures, Fabien has chosen to put his professional activity in line with his personal aspirations in 2019: he set up FINACOOOP Nouvelle-Aquitaine in Bordeaux in 2020. He has been actively involved with the Supercoop food cooperative since its inception in 2018 and has brought his financial expertise and stewardship throughout the development and search for a greater social impact.

FRÉDÉRIC CABÉ

Social and Solidarity Economy professional and has over 8 years of experience in financial consultancy. He has been with FINA-COOP since early 2020 and has assisted a number of associations, cooperative companies and social businesses in their development. Coming from a cross-disciplinary academic background combining social sciences and finance, Frederic has a relevant perspective on the extra-financial aspects of social impact projects.

FUNDACION EMPLEA

WWW.FUNDACIONEMPLEA.ORG



JON ZAMORA JUANES

Chief Executive Officer at EMPLEA Foundation, he graduated in Leadership, Entrepreneurship and Innovation from the University of Mondragón. Co-founder of Kimmu, an expert in innovation and management of European projects. Since 2018, CEO and Project Manager of Fundación Emplea. His abilities are strategic view and vision.



NEREA ELOSEGUI

Project Coordinator, she graduated in Leadership, Entrepreneurship and Innovation from the University of Mondragón. She was awarded the Kutxa Award for the best record of her promotion. Qualified in the “young leaders” program by Mondragon Team Academy. Courses in participatory management, motivational skills and learning leaders by HarvardX. Coordinator and supervisor of projects at Fundación Emplea and trainer in employment and employability programs. Practical and theoretical experience in the “project-based learning methodology”. Her abilities are organisation and planning.



SAIOA AMUNDARAIN ARANBURU

Project Coordinator, she graduated in Leadership, Entrepreneurship and Innovation from the University of Mondragón. Co-founder of Kimmu, expert in innovation and management of European projects and other funds. She is responsible for the technical office in which she supports entities to prepare projects for funds and then manage them. She is the coordinator and supervisor of projects at Fundación Emplea, mostly in Navarra in which they have a rural essential and want to face bigger issues such as rural depopulation. Her abilities are coordination and organisation, and she recognises herself in the “Make it happen” slogan.

QUATORZE

WWW.QUATORZE.CC



DANIEL MILLOR VELA

Architect, Daniel is passionate about participatory and strategic design. He has mainly worked in the resorption of shanty towns in France and the regeneration of vulnerable neighbourhoods in Spain. He currently coordinates the Asertos program in the Valencian Community and is doing a PhD in Public Health at the University of Alicante. Focused on reducing inequalities and seeking social justice, he aspires to confront urban vulnerability and avoid its negative effects on the health and well-being of the population through an Asset-Based Community Development approach. He is a founding member of the Quidam architecture cooperative and the Celestina Urbana polyvalent housing and social services cooperative. His abilities are the facilitation, coordination, and community building of architectural and urban projects.



ROMAIN MINOD

Always interested in analysing and understanding processes within organisations, and involving various stakeholders, Romain was trained as an architect at the ENSAPB. Nowadays, he uses his skills to work with vulnerable people and supports them within architectural and urban projects. Impassioned with social entrepreneurship approaches, he has co-directed Quatorze since 2007. In 2018, he founded the cooperative interest fund Weco dedicated to promoting social housing and social diversity thanks to partnerships with public entities and juridical mechanisms echoing community land trust approaches. He teaches such approaches in various contexts. From 2018-2019, he coordinates the tutored project course for second-year Master's students in Project management and Eco-construction of the International Terra Institute. His abilities are planning, project set-up, financial analysing, diplomacy and facilitation.



NANCY OTTAVIANO

Nancy is the coordinator of PASI. She is an architect and a PhD in urban planning and urbanism. With a diploma from SPEAP Sciences-Po Paris in 2013, her PhD was completed in 2017. Within an EU project (FEDER), her thesis dealt with digital innovation and participatory processes within urban transformation. She coordinated some international colloquium and workshop and published several articles and book chapters. Co-directing Quatorze, she mixes research and operational practices in architecture and urban design and urban planning. She teaches in architecture, urbanism and design schools. She also co-founded the SARL SCOP Quidam architects in 2019 with some colleagues from Quatorze. Her abilities are strategic vision, coordination, research, research-by-design, research-action projects and pedagogy.



MAÏTÉ PINCHON

After receiving a Bachelor's in Geography, Maïté completed a Master's degree in international planning, between Berlin, Paris, and Hamburg. During her studies at HCU Hamburg, she developed projects with refugees: namely, a research project on first arrival camps in the city and a participative project of building a community room for new activities in public spaces. Back in France, she now works as a project developer for Quatorze, where she coordinates the project "In My BackYard". Within IMBY, she coordinated two youth exchanges between Germany and France funded by the French-German Youth Office (OFAJ), based on the key methodologies of Quatorze: co-conception and co-construction. Her abilities are fundraising and communication among partners and beyond.



EMILY MUGEL

Emily is an architect and PhD candidate since 2019 at the Brittany School of Architecture (ENSA Bretagne) and University of Rennes 2, within the Laboratoire GRIEF (EA 7465). Her thesis questions how architecture interacts with the field of hospitality, and the ways in which architects develop projects for migrants, asylum seekers, and refugees in France, within networks of very diverse actors. She is preparing for her PhD in a research-action process with Quatorze within the CIFRE Program, which she joined in 2020. In 2018, she co-founded the association Watizat which advocates for access to clear, complete, and updated information for migrants and refugees, and edits a monthly guide in five languages (French, English, Arabic, Pashto, Dari) in Paris, Lyon, and the region of Oise. Her abilities are graphic design and collaborative action-research projects.

ZALAB

WWW.ZALAB.ORG

MICHELE AIELLO

He is a documentary film author and director and participatory video trainer. He has a Master's degree in International Relations with a specialisation in armed conflicts and marginalisation of minorities in Sudan. He has worked with Radio3 RAI, Teatro di Roma and Movimento di Cooperazione Educativa and as a freelance journalist. His latest works are the documentaries *Un giorno la notte* ("One day the night", co-directed with Michele Cattani) and *Io resto* ("My place is here").

**STEFANO COLLIZZOLLI**

Stefano Collizzolli is a documentary film author and director and one of the founding members of ZaLab. He is a participatory video lecturer and trainer and a sociology researcher at Padua University. He has held several participatory video workshops abroad and in Italy, such as the project with SPRAR ("protection system for asylum seekers and refugees") facilities. In 2018, he co-directed the documentary film *Dove bisogna stare* ("Where they need to stand") with Daniele Gaglianone and in collaboration with Médecins Sans Frontières.

DAVIDE CRUDETTI

Davide Crudetti is a documentary film author/director and President of ZaLab. He graduated in Disciplines of the arts, music and entertainment at Bologna University and attended the base course at Centro Sperimentale di Cinematografia di Roma (film direction). He has worked at ZaLab since 2016 as a trainer in participatory video workshops. His latest works are the documentaries *Tutti i nostri affanni* ("All our worries") and *Qui non c'è niente di speciale* ("There is nothing special here").



MARTINA TORMENA

Martina Tormena is a project manager and coordinator in the cultural and social fields. She holds a Master's degree in European and American Languages and Cultures, with a specialisation in postcolonialism in South Africa. She has a particular interest and expertise in project designs regarding participatory techniques, the use of video in school environments, and cultural accessibility for people with disabilities



OTHER CONTRIBUTORS

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quatorze

THIS HANDBOOK GOES WITH A
SET OF 35 CARDS DESCRIBING
PARTICIPATORY TOOLS FOR
SOCIAL INCLUSION

VALUE 8€