

# VOLUNTARY LOCAL REVIEW 2022

Metropolitan City of  
Rome-Capital (Italy)





## PREMISE

The National Strategy for Sustainable Development (Strategia Nazionale per lo Sviluppo Sostenibile - SNSvS) entrusts an essential implementation role to the Regions, Autonomous Provinces and Metropolitan Cities. This entitlement occurs through the adoption by the Regions of their own Regional Sustainable Development Strategies (Article 34 of Legislative Decree no. Lgs 152/06), which take into account the specificities that each territorial context presents within the framework designed by the national strategy and international agreements.

In July 2019 the MATTM (Ministry of the Environment for the Protection of the Territory and the Sea), now MiTE (Ministry of Ecological Transition), launched a program specifically addressed to Italian Metropolitan Cities (Italian Authorities established in 2015 as a result of the reform of metropolitan cities and provinces pursued by the Law n. 56/2014: the so called "Law Delrio"). This programme provided for the metropolitan cities to define and implement *Metropolitan Agendas for Sustainable Development* (AmSvS).

This initiative has been supported according to a "Collaboration Agreement" between the Ministry and the Metropolitan Cities/Authorities within the CREIAMO PA24 Project funded by the 2014-2020 EU (European Union) Programme called PON Governance and Institutional Capacity Program.

In this context, the Metropolitan City of Rome-Capital (CmRC) presented the project called *Capital Metropolis - Let's support the future* ("Metropoli Capitale - Sosteniamo il futuro"). This project has been accepted and signed in March 2020 in agreement with the MiTE. The project started on June 4, 2020 ending by June 2022. The *Capital Metropolis - Let's support the future* project splits into three specific intervention categories provided for under the Agreement with the Ministry:

- Category A. Building governance of Metropolitan Agendas for Sustainable Development (AmSvS);
- Category B. Involvement of civil society;
- Category C. Definition of Metropolitan Agendas for Sustainable Development (AmSvS) and integration with the Metropolitan Strategic Plan (PSM).

*Capital Metropolis - Let's support the future* is underway. The AmSvS will embed an evaluation of the results of the project. The project develops through a combination of quantitative, comparative and qualitative methodologies pursuing three objectives: (1) the analysis of the "state of the art of the sustainability" of the metropolitan territory; (2) a comparison with other Italian metropolitan cities; (3) the launch of projects aimed at achieving the objectives/targets of the 2030 Agenda anchored on place-based resources and civil society initiatives, existing and potential partnerships, innovations in the field and opportunities for convergence with other strategic policy initiatives in progress.

### **FOCUS – Voluntary Local Review (VLR)**

The Metropolitan City of Rome-Capital (CmRC) has started the process of drafting the Voluntary Local Review (VLR) as a tool for (1) guiding metropolitan policies on Sustainable Development based on actual local performance, (2) monitoring the potential for inversion of the dynamics that have produced the unsustainability of the development model, (3) involvement of the actors of sustainable development and related projects for the achievement of sustainable development objectives and targets in the 2030+ time horizon. The VLR integrates the qualitative and quantitative dimensions of the Metropolitan Agenda for Sustainable Development ("Capital Metropolis - Let's support the future") and provides a solid basis for convergence with the Metropolitan Strategic Plan (PSM). The VLR drafting process is in its initiation stages. Therefore, this document will show the working methodology, the policy design process within which the VLR locates, and the convergence between the Metropolitan Agenda for Sustainable Development and the Metropolitan Strategic Plan of which the VLR represents a supporting element.



# Indice

<b>Introduction</b>	<b>4</b>
<b>Portrait of CmRC in the dimensions of Sustainable Development</b>	<b>6</b>
1.1 Portrait	6
1.1.1 The cmrc territory and the natural capital	6
1.1.2 Recent trends in settlements dynamics and demographics characteristic	7
1.1.3 The parties: A Region of Regions	8
1.2 CmRC Sustainable Development Trends	10
1.2.1 Culture, Identity, Innovation	11
1.2.2 Natural resources, Agriculture, Environment, Bio-economy, Food	11
1.2.3 Climate, Energy, Mobility	11
1.2.4 Digital Transition and Governance	12
FOCUS – Localising SDGs: the territory as a ‘chance’	12
<b>Territorial Governance</b>	<b>13</b>
2.1 A Governance Project for ‘Capital Metropolis - Let’s support the future’: the VLR role	13
2.2 Governance of the AmSvS implementation: The institutional Agreement (between CmRC and MiTE) and the ongoing actions	13
2.2.1 The Control Room	16
2.2.2 The Interinstitutional Table for the AmSvS multilevel and coordinated Governance	17
2.3 Areas of innovation	17
2.3.1 Research and training project «Future Generations»	17
2.3.2 «School h24» Project	19
FOCUS – The Governance Project/Model	19
<b>Territorial Strategies and Policy Coherence</b>	<b>20</b>
3.1 The policy coherence system	20
3.2 The PSM as an apparatus for territorialising the AmSvS	20
3.3 Coherence between PSM e AmSvS: VLR as methodological pivot	22
FOCUS – VLR as a "litmus test" for the coherence between AmSvS and PSM	22
<b>Participation and Promotion of a Culture for Sustainability</b>	<b>23</b>
4.1 Process and tools	23
4.1.1 Institutional Meetings	23
4.1.2 Thematic in-depth meetings open to the wider public	24
4.1.3 Focus groups	25
4.1.4 Interviews	25
4.1.5 Online Questionnaire	26
4.1.6 Land Meeting	26
FOCUS – Sustainability culture and stakeholder engagement	27
<b>Conclusions: VLR work prospects and Challenges</b>	<b>28</b>
5.1 PSM and AmSvS implementation prospect	28
5.2 Voluntary Local Review: a method, a process, a product	29
5.2.1 VLR drafting methodology	29
5.2.2 VLR effectiveness within CmRC Governance Model	29
5.3 The CmRC territorial sustainability challenges	30
FOCUS – Coherence and convergence between AmSvS, VLR e PSM	31
<b>Index of Abbreviations</b>	<b>32</b>
<b>Credits</b>	<b>32</b>



## Introduction

The reform of metropolitan cities and provinces launched in Italy with Law 56/2014 marks a fundamental turning point for the governance of large urban regions (called Metropolitan Cities/Authorities). As part of this reform, the Metropolitan City of Rome-Capital initiates a long and complex process of redesigning institutional and territorial governance in line with the provisions of the law, which entrusts the following functions to metropolitan cities: strategic development of the metro area; the promotion and integrated management of services, infrastructures and communication networks of interest to the metro area; the care of institutional relations (at one's level), including those with European cities and metropolitan areas.

The metropolitan agenda for sustainable development and the Metropolitan Strategic Plan represents two pillars of the new Metropolitan City / Authority of Rome-Capital (CmRC) governance. The basic steps of this process are reconstructed below.

In October 2015, the Metropolitan City of Rome-Capital started the strategic planning process by approving the "Guidelines for preparing the Metropolitan Strategic Plan of the Metropolitan City of Rome Capital (Council Resolution no. 29 of 27 October 2015).

In March 2016, the Metropolitan Authority proceeded by establishing the "Central Office for Strategic Development and Coordination of the Metropolitan Territory" and approving a revised version of the previous guidelines: "Policy Addresses Document for the Strategic Plan" (Metropolitan Council Resolution no.48/2016).

In September 2020, the Preliminary Document of the Metropolitan Strategic Plan was approved (Decree of the Metropolitan Mayor n.99 of 1/09/2020). The document clarifies the framework of opportunities within which the Strategic Planning process will develop, i.e. the framework of international and national policies and programs (UN Agenda 2030, Agenda Urbana Europea, ReAct, Next Generation EU / PNRR etc.). The UN Agenda for Sustainable Development 2030 is the pivot of this anchoring to international policies. It is consistent with the Italian government's National Strategy for Sustainable Development, approved by the Interministerial Committee for Economic Planning (CIPE) on 22 December 2017, with a Resolution published in the Official Gazette on 15 May 2018. This national strategy defines the guidelines of the economic, social and environmental policies to achieve sustainable development goals by 2030.

CmRC addresses its governance model by converging and aligning all policy actions on the theme of Sustainable Development. The Metropolitan Agenda for Sustainable Development is where this convergence is made evident. This Agenda was launched as part of the Agreement with the Ministry for Ecological Transition (MiTE) stipulated in 2019 (in line with the Bologna Charter for the Environment - Metropolitan cities for sustainable development, signed by the Metropolitan Mayors on 8 June 2017 on the occasion of the G7 Environment and in March 2018 within the Urban Agenda for sustainable development). The general aim of the Agreement between the Ministry and Metropolitan Cities (with a financial endowment of 2,500,0000 euros) is to develop collaboration channels with the Metropolitan Cities to define coherent strategic tools capable of contributing to the achievement of the regional objectives for sustainable development. In particular, the Agreement promotes a collaboration to define metropolitan agendas for sustainable development, which are oriented toward implementing the 2030 Agenda and national and regional sustainable development strategies concerning the social, environmental and economic dimensions of sustainability.

In 2021, in line with the guidelines and recommendations of the MiTE, CmRC started a process of alignment between the Metropolitan Strategic Plan (PSM) and the Metropolitan Agenda for Sustainable Development (AmSvS) with the collaboration of universities, research centres and consultants. The PSM represents the convergence framework of the various operations and, particularly between

AmSvS and PSM itself, proposing the strategies of the PSM as a way to territorialise (and implement) the Agenda's goals. The coincidence between the start-up times of the Metropolitan Strategic Plan and those of the MiTE Agreement on the 2030 Strategy, which involved metropolitan cities, represented a significant opportunity. The coincidence between the start-up times of the Metropolitan Strategic Plan and those of the MiTE Agreement on the 2030 Strategy, which involved metropolitan cities, represented a significant opportunity.

Concomitantly, CmRC starts the investigation on sustainable development indicators as part of the AmSvS, with the collaboration of ASviS and Urban@it. The objective of this operation is to privilege the overall consistency of the institutional action with: the National Strategy for Sustainable Development 2030; the European strategic guidelines (Next Generation EU, Recovery Fund, REACT-EU); Italian post-pandemic Recovery and Resilience Plan, which specify priorities of actions and investment for territorial resilience, reinforcing the targets of the AmSS.

The decision to introduce the Voluntary Local Review tool in the metropolitan governance process at the convergence between AmSvS and PSM (where the PSM plays the role of implementing the Agenda on the territory) arises from the need to design strategies and actions of both tools to rebalance negative trends. To this end, it recognises the institutional and socio-economic actors of the area as bearers of knowledge on the critical issues in progress, but also key players, protagonists and co-designers of possible change (up to the inversion of trends).

The VLR, of which this document defines the context, methodology, and objectives, allows showing the commitment and aspirations of territory concerning a vision of sustainable development to accelerate and make strategies and actions more coherent.

This document combines methodological aspects, a description of ongoing actions and specific guidelines. It comes in the project's development phase; therefore, it does not report, if not partially, an assessment of the path undertaken. According to the addresses provided within the MiTE Technical Table with Metropolitan Cities (CReIAMO PA L2WP1 project), this document is structured in 5 sections reflecting the structure of the Voluntary National Review's chapter on "Territories". Then, this document contributes to the national experimentation in this field and intends to contribute to the UN survey on Local Voluntary Review with the framework of SDGs related initiatives. The five sections are the followings:

- Portrait of CmRC in the dimensions of Sustainable Development
- Territorial governance
- Territorial strategies and policy coherence
- Participation and promotion of a culture of sustainability
- Conclusions: VLR job prospects and challenges

Particularly relevant for the metropolitan governance has been the participation of CmRC in the Italian "Strategic Metropolis" project, financed in the EU PON Governance and Institutional Capacity 2014-2020 since 2017. This project supported the metropolitan authorities with a methodological orientation for strategic planning within the broader framework of the European and UN-Habitat policies. Moreover, it facilitated a comprehensive reflection on the essential elements of strategic planning, which are most advantageous for coping with the processes of change in the economy and society on a global and local scale. One can say that this project marks a turning point in the metropolitan governance approach under the banner of three dimensions: (1) the integration of policies, programs, plans and actions through strategic planning; (2) the interinstitutional collaborative approach that involves local authorities and civil society; (3) consistency (expressed in terms of policy design, process innovations and training) with the framework of international instruments and policies.



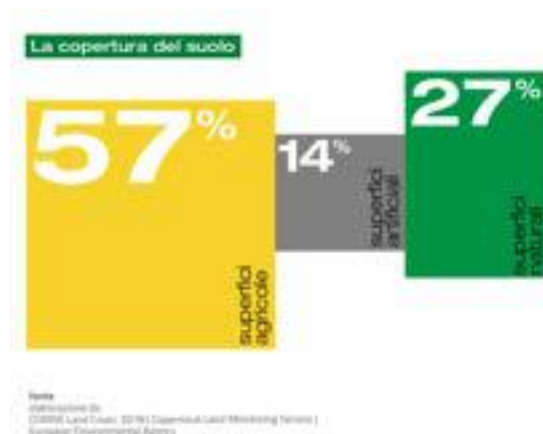
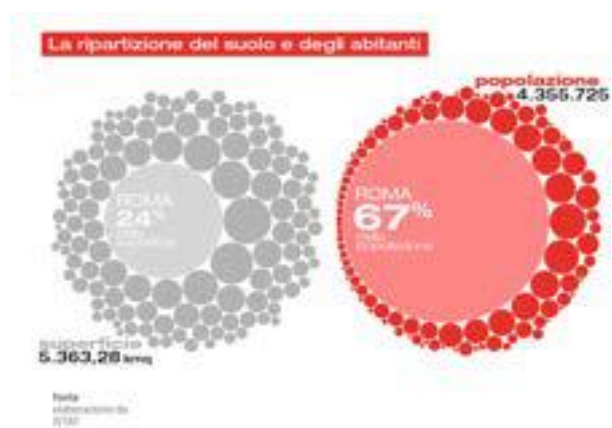
# 1

## Portrait of CmRC in the dimensions of Sustainable Development

### 1.1 Portrait

#### 1.1.1 THE CMRC TERRITORY AND THE NATURAL CAPITAL

The CMRC territory extends for over 5000 square kilometres; artificialised inhabitants and soils concentrate in the municipality of Rome, which occupies 24% of the total area but hosts 67% of the resident population. Most of the artificial surfaces of the CmRC territory concentrate in the Municipality of Rome; on the other hand, they make up only 14% of the entire metropolitan region. The area of CMRC is primarily used for agricultural production (57%). On the other hand, natural resources (27%) occupy the marginal parts of the region. Therefore, the demand for the services provided by natural capital concentrates in the Municipality of Rome, although the offer of these services mainly manifests in the marginal areas.



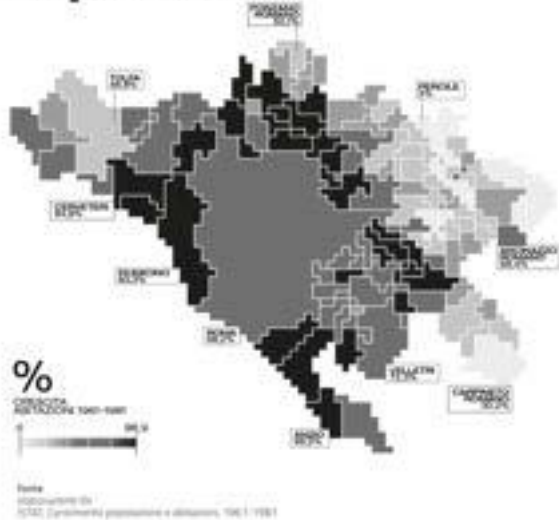
## 1.1.2 RECENT TRENDS IN SETTLEMENTS DYNAMICS AND DEMOGRAPHICS CHARACTERISTIC

The artificialised soils of the CmRC territory consolidated mainly in the twenty years 1961/1981, in which the Rome-Capital grew by over 68%; in the thirty years, 1981/2011 growth slows down (Rome grows further by 28%) and tends to be distributed in the surrounding municipalities. In the 21st century, growth slows down further and is mainly represented by expanding spaces for carrying out economic activities. This season generates new settlement constructions outside Rome: on the coast (north coast, Ostia, and Ardeatine), in the Alban Hills (the Castles), in the Aniene Valley and the Tiber Valley.

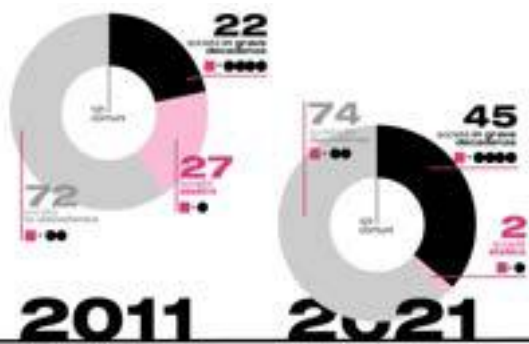
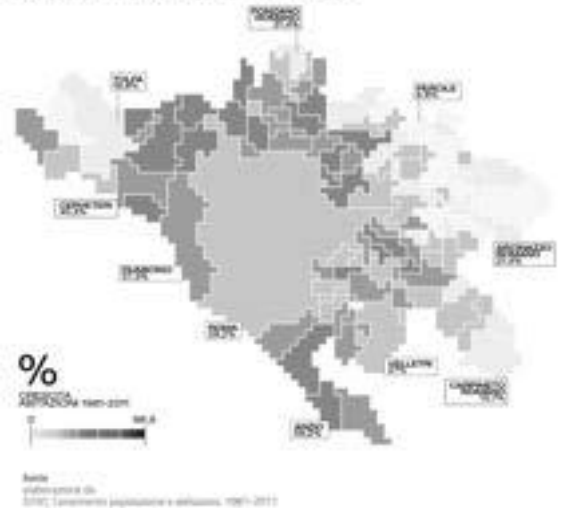
Demographic trends show the rapid and progressive ageing of the population. In 2021 119 out of 121 municipalities have an ageing index higher than 100, and 45 out of them have an index higher than 200. The decrease in the working population is only partially compensated by the increase in foreign residents, which is constantly growing and which today represent 12.2% of the total population. It is a population differentiated by geographical origin and predominantly female.

### La crescita delle abitazioni

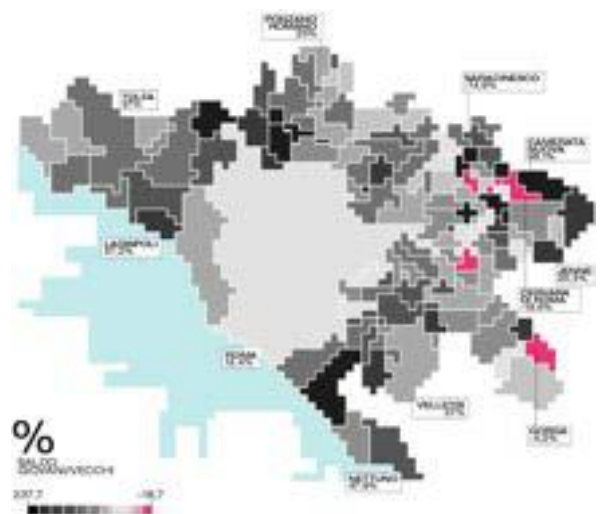
#### 1961-1981 la stagione dell' espansione

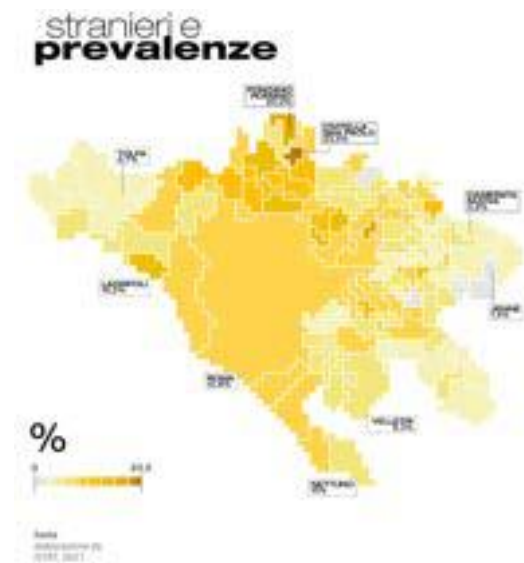
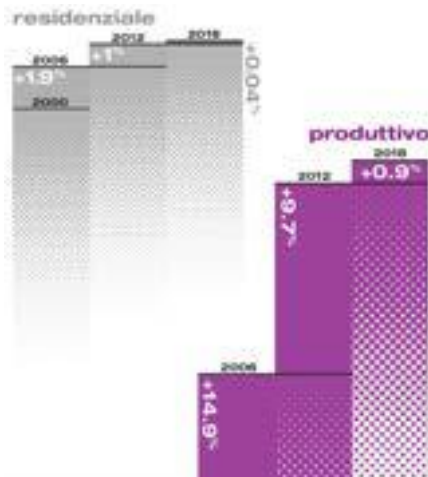


#### 1981-2011 la stagione del rallentamento

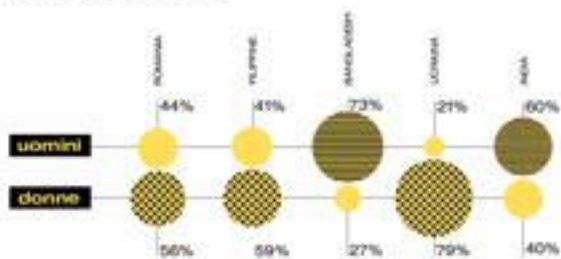


Nella Città Metropolitana di Roma Capitale ci sono **molti vecchi e pochi bambini**





### gli uomini e le donne



### consolari e costruzioni insediative recenti



## 1.1.3 THE PARTIES: A REGION OF REGIONS

Imagining the territory in parts (or regions) with the peculiar geographic characteristics and along the evolutionary directions consolidated over the long and short time of history can help favour planning activities aimed at defining new territorial balances.

The CmRC territory is divided into physiographic regions that identify different environmental resources: the hills of the Roman countryside, the Sabatini Mountains and the Alban Hills; the coastal plain and the Tiber delta; the Tolfa Mountains; the valley bottoms of the Tiber and Aniene; the Sabine Mountains, the upper Aniene valley and the Lepini Mountains; more than  $\frac{3}{4}$  of the territory belongs to the Tiber valley, of which the Aniene is a tributary, whose valley occupies more than  $\frac{1}{3}$  of its entire basin.

Finally, the consular roads and the physiographic articulation still represent a fundamental ordering element of the CmRC territory. They define the wedges that organise the settlements and arrange the natural and cultural resources in a radius that divides the territorial unit into parts: the woods of the Tolfa, the city of lakes, the Upper Treia Valley, the Tiberina city, the Marcigliana, the Tiburtina city, the Upper Aniene Valley, the Lepini Mountains, the Castles, the Ardeatino Coast, the Pomezia Agro, the Ostiense coast, the North Coast.

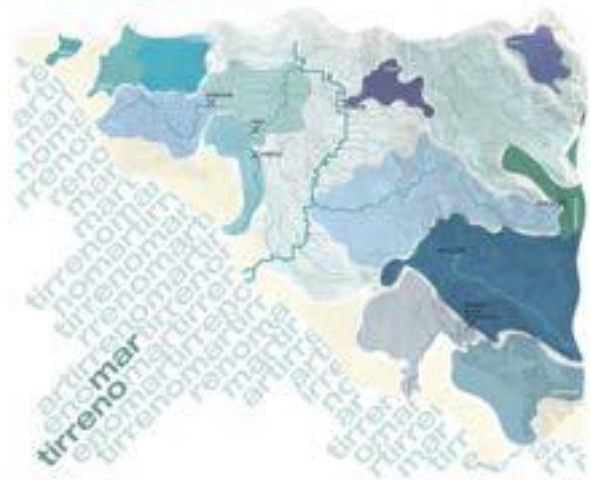


## le regioni fisiografiche



Fonte:  
Ministero delle  
Regioni per la Protezione dell'Ambiente e per i Servizi Regionali (1993)  
Carta delle unità fisiografiche d'Italia

## i bacini idrografici



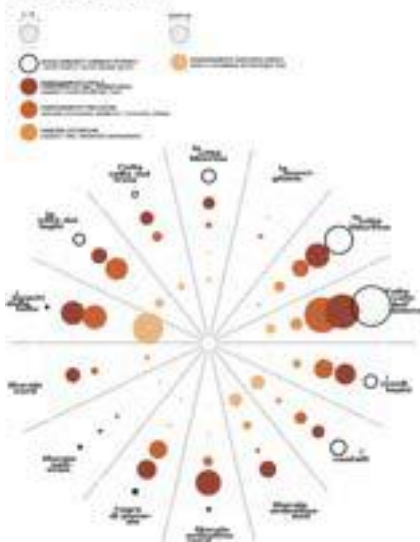
Fonte:  
Ministero delle  
Regioni per la Protezione e la Ricerca Ambientale  
Piano del Sistema Informativo Nazionale Ambientale, 2002 (bacini idrografici)

## La viabilità storica e gli insediamenti 11



tutte le strade  
portano a roma  
**le consolari**

## le risorse culturali



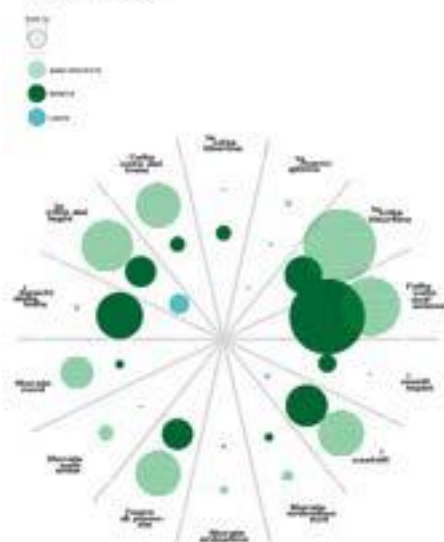
Fonte:  
Ministero delle  
Regioni per la Protezione e la Ricerca Ambientale, 2002

## I cunei una regione di regioni 12



Ogni regione è importante  
perché contribuisce  
all'attività della Unific

## le risorse naturali



Fonte:  
Ministero delle  
Regioni per la Protezione e la Ricerca Ambientale, 2002

## 1.2 CmRC Sustainable Development Trends

The current proposal for the "Sustainable Development Agenda of the Metropolitan City of Rome-Capital" addressed by ASviS and Urban@it, shows the Metropolitan City trends concerning the 17 Sustainable Development Goals of the UN Agenda 2030. This work is based on 77 indicators for analysing the metropolitan context and comparing it with the regional and national one. According to MiTE's addresses, the selection of the indicators to monitor the Metropolitan City's SDGs achieving was made consistent with National Strategic Objectives (OSN) and with the first ASviS Report on the Territories (December 15, 2020).

The related quantitative goals defined by European, national and regional policy programmes have been identified based on the selected indicators. These objectives assess the gap between the current state and the final goals and foresee the evolution over time.

Quantitative objectives are defined according to the following hierarchy:

- A. values defined by institutional levels (UN, European Union, Italian government, Lazio Region);
- B. in the absence of a value defined at an institutional level, the goal was identified through a comparison with the four European countries most similar to Italy (France, Germany, Spain and the United Kingdom), taking the best performer among these countries in the last year available;
- C. if the indicator used did not allow for comparison with European countries, the work was based on the judgment of the experts of the ASviS working groups;
- D. if the indicator did not allow comparison with European countries and an expert assessment was not available, the goal has been identified as the best performer among the Italian regions with ordinary statute;
- E. if none of the above criteria allows for defining the goal, the Eurostat methodology is used to evaluate the trend of the indicators without a goal, using the 1% annual increase compared to the base year 2010 (for example, target 2030 +/- 20% compared to 2010).

The most recent data refer to 2020, and the analysis can only partially consider the effects that the pandemic crisis has had on the performance of indicators related to quantitative objectives. Nonetheless, the study makes it possible to assess the direction of the metropolitan and regional context over time, which is also valuable for calibrating the actions to be taken in the post-crisis Covid-19 crisis.

The Eurostat methodology was used to evaluate the achievement of the quantitative goals. Such methods assess the intensity and direction in which the indicator is moving concerning the target set. It uses the "arrows" method to measure the distance the quantitative objective established or the trend over time (the short term is five years and the long term at least ten years).

Four summary tables on current trends grouped by thematic clusters are shown below.

## 1.2.1 CULTURE, IDENTITY, INNOVATION

Target	Obiettivi e indicatori	Dati ultimo anno disponibile per livello	Valutazione di breve periodo CM	Valutazione di lungo periodo CM
1.2	Entro il 2030 ridurre del 20% il numero di persone a rischio di povertà o esclusione sociale rispetto al 2019	Lazio 24,85	↓	↓
		Ra 25,61	↑	↓
3.6	Entro il 2030 dimezzare rispetto al 2020 il numero di feriti derivanti da incidenti stradali	CM 4,8	↓	↑
		Laz 4,5	↓	↑
		Ra 4,0	↓	↑
4.3	Entro il 2030 raggiungere quota 95% di partecipazione alla scuola dell'infanzia	CM 84,45	↓	-
		Laz 86,15	↓	-
		Ra 91,15	↓	-
4.3	Entro il 2030 raggiungere la quota del 50% dei laureati tra i 30-34 anni	CM 36,31	↑	↑
		Laz 33,25	↑	↑
		Ra 27,25	↑	↑

5.3	Entro il 2030 dimezzare il gap occupazionale di genere rispetto al 2020	CM 0,91	↑	↑
		Laz 0,77	↓	↑
		Ra 0,73	↓	↑
8.5	Entro il 2030 raggiungere la quota del 75% del tasso di occupazione	CM 65,95	↑	↓
		Laz 65,75	↑	↓
		Ra 61,55	↑	↓
8.4	Ridurre entro il 2030 al di sotto del 1% la quota di giovani che non lavorano e non studiano (NEET)	CM 12,55	↑	↓
		Laz 20,75	↓	↓
		Ra 22,25	↓	↓
9.5	Entro il 2030 raggiungere quota 2% di incidenza della spesa totale per R&D sul PIL	Laz 1,745	↓	↓
		Ra 1,425	↓	↓
10.4	Entro il 2030 raggiungere quota 4,2 nel totale di disponibilità del reddito disponibile	Laz 5,8	↑	↓
		Ra 6,0	↓	↓

## 1.2.2 NATURAL RESOURCES, AGRICULTURE, ENVIRONMENT, BIO-ECONOMY, FOOD

Target	Obiettivi e indicatori	Dati ultimo anno disponibile per livello	Valutazione di breve periodo CM	Valutazione di lungo periodo CM
2.4	Entro il 2030 ridurre del 20% l'utilizzo di fertilizzanti distribuiti in agricoltura rispetto al 2018	CM 256,4	↓	↑
		Laz 274,2	↑	↑
		Ra 310,6	↓	↑
2.4	Entro il 2030 ridurre del 50% l'utilizzo di fitofarmaci distribuiti in agricoltura rispetto al 2018	CM 5,8	↑	↑
		Laz 8,2	↑	↑
		Ra 9,2	↓	↓
2.4	Entro il 2030 raggiungere il 25% della superficie agricola investita in coltivazioni biologiche	Laz 23,25	↑	-
		Ra 15,85	↑	-
6.3	Entro il 2027 portare tutti i corsi d'acqua al livello buono o eccellente di qualità ecologica	CM 21,05	-	-
6.4	Entro il 2030 raggiungere quota 85% nell'efficienza delle reti di distribuzione dell'acqua potabile	RomaC 61,95	↓	-
		Laz 46,95	↓	-
		Ra 58,05	↓	-

12.3	Entro il 2030 raggiungere la quota del 70% di raccolta differenziata di rifiuti urbani	CM 50,05	↑	↑
		Laz 51,45	↑	↑
		Ra 61,35	↑	↑
12.4	Entro il 2025 ridurre la produzione di rifiuti urbani per abitante del 25 rispetto al 2017	CM 536,0	↑	↑
		Laz 508,5	↑	↑
		Ra 498,4	↓	↑
14.5	Entro il 2027 raggiungere il 50% delle aree marine a tutela forte	Laz 2,55	-	↓
		Ra 1,75	-	↓
14.5	Entro il 2030 raggiungere la quota del 100% di acque marine costiere in buono stato ecologico	CM 48,45	-	-
15.2	Entro il 2030 azzerare l'aumento del consumo di suolo annuo	CM 4,3	↓	-
		Laz 7,0	↓	-
		Ra 8,7	↓	-
15.3	Entro il 2030 raggiungere la quota del 30% delle aree terrestri protette	Laz 12,65	-	-
		Ra 10,55	-	-

## 1.2.3 CLIMATE, ENERGY, MOBILITY

Target	Obiettivi e indicatori	Dati ultimo anno disponibile per livello	Valutazione di breve periodo CM	Valutazione di lungo periodo CM
7.2	Entro il 2030 raggiungere il 15% di energia elettrica da fonti rinnovabili	CM 6,45	↓	-
		Laz 15,85	↓	-
		Ra 34,35	↓	-
11.2	Entro il 2030 aumentare del 20% il peso in km per abitante offerti dai trasporti pubblici locali rispetto al 2016	RomaC 4883,7	↓	↓
		Laz 6367,8	↓	↓
		Ra 4553,2	↓	↓

11.2	Entro il 2030 raddoppiare l'estensione delle piste ciclabili rispetto al 2020	RomaC 242	↓	-
11.A	Entro il 2030 ridurre i superamenti del limite di PM10 a 3 giorni l'anno	RomaC 22	↑	↑
13.2	Entro il 2030 ridurre del 17% le emissioni di gas climalteranti rispetto al 1990	Laz 6,5	-	↑
		Ra 7,3	-	↑

## 1.2.4 DIGITAL TRANSITION AND GOVERNANCE

Target	Obiettivi e Indicatori	Dati ultimo anno disponibile per livello	Valutazione di breve periodo CM	Valutazione di lungo periodo CM
7c	Entro il 2025 raggiungere la quota del 100% della banda larga ad almeno 100Mbps	CM 65,0%	↓	↓
		Laz 64,4%	↓	↓
		Ita 66,0%	↓	↓
16.3	Entro il 2030 ridurre l'affollamento degli istituti di pena al 100%	CM 129,2%	↓	↓
		Laz 125,1%	↓	↓
		Ita 119,9%	↓	↑

54.7	Entro il 2020 raggiungere quota 195 giorni di durata dei procedimenti civili	Laz 423	↓	1
		Ita 429	↑	1

### *FOCUS – Localising SDGs: the territory as a ‘chance’*

The territory of the CmRC reveals territorial gaps and socio-demographic and economic inequalities. They are underlined by settlement marginalisation, poverty, unemployment and ageing of the population. However, it is a landing place for international migration. It appears as a highly centralised territory, made up of suburbs. However, it also presents itself as a territory rich in social innovation practices and excellent social planning to which an endogenous economic potential can anchor. It is the territory itself that represents a potential factor for rebalancing the negative trend, creating the conditions for achieving the sustainable development goals in the short and long run concerning the following themes: culture, identity, innovation, natural resources, agriculture, environment, economy, food, climate, energy, mobility, digital transformation and governance. CmRC territory is depicted as a "region of regions" in which each region can contribute to the overall attractiveness, in line with a place-based approach dedicated to sustainable development.

# 2

## Territorial Governance

### 2.1 A Governance Project for ‘Capital Metropolis - Let's support the future’: the VLR role

Metropolitan City of Rome Capital (CmRC) has launched the "Metropoli Capital Metropolis - Let's support the future" project as part of the works for the Metropolitan Agenda for Sustainable Development. This project belongs to the Collaboration Agreement with MiTE (Ministry of Ecological Transition) signed in March 2020.

In line with ministerial guidelines, CmRC's Metropolitan Agenda for Sustainable Development is proposed as a device for integrating and guiding the policy tools and actions currently being adopted. "Metropoli Capital Metropolis - Let's support the future" interprets a metropolitan governance design that leads to convergence of the Metropolitan Strategic Plan (PSM) with the making of the Metropolitan Agenda for Sustainable Development. The intentions of this governance operation are: (1) promoting integrated actions for sustainable development, in concert with local institutions and the actors of the metropolitan territory, (2) teasing the work towards sustainable development within the metropolitan strategic plan-making, with a view to full integration of all dimensions of sustainability in metro planning, programming and management tools, (3) spreading awareness and encouraging social and entrepreneurial activation on sustainability issues, also through the broadest involvement of citizens and civil society.

In this context, the PSM assumes the role of territorialising the Metropolitan Agenda for Sustainable Development (AmSvS). The Agenda performs the dual task of 1) defining the quantitative goals in line with the targets of the National Sustainable Development Strategy (SNSvS) and the Sustainable Development Strategy of the Lazio Region; 2) designing the qualitative monitoring process for the implementation of the SDGs at the metropolitan level through the Voluntary Local Review (VLR). In this context, the VLR works as an analytical and technical tool for the Metropolitan Agenda (AmSvS), capable of identifying the territorial priorities for sustainable development while providing a framework for the monitoring/updating of the Agenda itself.

### 2.2 Governance of the AmSvS implementation: The institutional Agreement (between CmRC and MiTE) and the ongoing actions

Il progetto di governance è definito nell'accordo istituzionale di collaborazione tra CmRC e MiTE. Tale accordo prevede tre categorie di intervento rispetto alle quali sono in corso le azioni integrate per la redazione dell'Agenda Metropolitana per lo Sviluppo Sostenibile (AmSS) – *Metropoli Capitale - sosteniamo il futuro* –, e del Piano Strategico Metropolitan (PSM):

- Categoria A. Costruzione della governance delle agende metropolitane
- Categoria B. Coinvolgimento della società civile
- Categoria C. Definizione delle agende metropolitane per lo sviluppo sostenibile e integrazione con il piano strategico metropolitano

CmRC ha avviato azioni su tutte le categorie indicate. In generale la costruzione della governance dell'agenda si integra (converge) con il PSM attraverso la collaborazione degli attori istituzionali e socioeconomici del territorio in un'ottica di capacitazione e di ancoraggio place-based delle azioni e delle strategie di implementazione dell'AmSS. Gli interventi per le categorie A, B e C sono disegnati in coerenza con la policy di convergenza e integrate sinergicamente con azioni attivate nell'ambito di altri progetti.



Per la *categoria A*, relativa alla costruzione della governance dell'Agenda metropolitana, CmRC istituisce la *Cabina di regia per lo Sviluppo Sostenibile* consolidandola in un organismo misto tecnico e politico, presieduto dal Vice Sindaco metropolitano, con il compito di assicurare l'integrazione dei processi di definizione dell'Agenda metropolitana per lo sviluppo sostenibile e di predisposizione del Piano strategico Metropolitano.

Per la *categoria B*, relativa al coinvolgimento della società civile, CmRC sceglie di far convergere in un unico processo congiunto, il percorso di ascolto, partecipazione e co-progettazione dell'Agenda e del PSM, con una attenzione particolare al tema dei giovani (interessi, consapevolezza e idee rivolte al futuro) e della formazione. A questo riguardo propone infatti una specifica azione di *FormAzione* (Dalla formazione all'azione. Educazione Civica innovativa per lo sviluppo sostenibile rivolta agli studenti degli Istituti Agrari del territorio metropolitano).

La *categoria C* rappresenta la linea di attività più rilevante di CmRC. Questa coincide con la dimensione di governance strategica per lo sviluppo del territorio nel particolare momento di transizione post-pandemica che ha portato a un ridisegno strutturale dell'azione amministrativa in coerenza con programmi europei e nazionali e relativi ambiti di spesa (Next Generation EU, PNRR, React-EU, Programmazione EU 2021-2027; PON Metro, POR). Le attività avviate includono pertanto anche l'Analisi delle condizioni di contesto del territorio metropolitano in riferimento agli obiettivi di sviluppo sostenibile e il suo posizionamento rispetto agli obiettivi di Agenda 2030 e SNSvS, realizzato tramite un set di indicatori del sistema di monitoraggio dell'AmSvS con il supporto di ASVIS-Urban@it. La Categoria C ospita il processo di Voluntary Local Review come elemento di convergenza tra l'AmSS e il PSM. La VLR contribuisce al raccordo tra gli obiettivi dell'Agenda e le azioni (i progetti e le strategie) da introdurre per il perseguimento degli obiettivi e dei target individuati. Attraverso il processo di redazione della VLR gli attori chiave del territorio sono coinvolti nel monitoraggio delle azioni di riequilibrio del gap tra il trend attuali e gli obiettivi di sviluppo sostenibile nel contesto territoriale della CmRC.

L'*Accordo istituzionale con il MiTE* e gli strumenti di governance dell'Agenda rappresentano un efficace dispositivo di capacity building istituzionale che ha sostenuto e orientato il raccordo, la coerenza e la convergenza tra politiche e azioni per la promozione dello sviluppo sostenibile territoriale. Le tabelle che seguono ricompongono il *quadro delle azioni messe in campo nell'ambito dell'Accordo istituzionale*. Alcune di esse sono integrate o completate con altri programmi di investimento o settoriali, attraverso un abile lavoro di policy design integrato e orientato alla promozione strategica dello sviluppo sostenibile.

The governance project is defined in the Collaboration Institutional Agreement between CmRC and MiTE. This agreement provides for three categories of intervention with respect to which integrated actions are underway for the drafting of the Metropolitan Agenda for Sustainable Development (AmSS) - "*Metropoli Capital Metropolis - Let's support the future*" -, and the Metropolitan Strategic Plan (PSM):

- Category A. Building of the governance of Metropolitan Agendas for Sustainable Development (AmSvS);
- Category B. Involvement of civil society;
- Category C. Definition of Metropolitan Agendas for Sustainable Development (AnSvS) and integration with the Metropolitan Strategic Plan (PSM).

CmRC has initiated actions on all the categories indicated. In general, the governance of the Agenda integrates (converges with) the PSM through the collaboration of the institutional and socio-economic actors of the territory under a twofold aim: actors' empowerment and a more robust place-based approach to the actions and implementation strategies of the AmSS. The interventions for categories A,

B and C are designed following this convergence policy and integrated synergistically with activities activated in the context of other projects.

For *category A* (governance of AmSvS), CmRC establishes the Control Room (Cabina di Regia) for Sustainable Development as a technical-political mixed body, chaired by the metropolitan Deputy Mayor. The major Control Room task is to ensure the integration of processes definition of the Metropolitan Agenda for Sustainable Development and the Metropolitan Strategic Plan.

For *category B* (Involvement of civil society), CmRC chooses to make converge on a single joint decision-making process: the path of listening, participation and co-design of the Agenda and the PSM with particular attention to the theme of young people (interests, awareness and ideas aimed at the future) and their training. In this regard, CmRC addresses a targeted action called: "From training to action. Innovative Civic Education for sustainable development aimed at high school students of the Agrarian Institutes of the metropolitan area".

*Category C* represents CmRC's most significant line of work. This coincides with the strategic governance for the development of the territory in the post-pandemic transition, which led to a structural redesign of the administrative action in line with European and national programs and related spending areas (Next Generation EU, PNRR, React-EU, EU Programming Period 2021-2027; PON Metro, POR). The activities launched therefore also include the analysis of the trends of sustainable development in the metropolitan area with reference to the UN Agenda 2030 and SNSvS. This analysis is carried out through a set of indicators described in the AmSvS by ASviS-Urban@it. In addition, category C hosts the Voluntary Local Review as an element of convergence between the AmSS and the PSM. The VLR facilitates the link between the Agenda's goals on the one side and the actions (projects and strategies) needed to pursue such goals and meet the identified targets on the other side. Furthermore, the VLR making allows the key players to monitor the rebalancing of the gap between the actual trend and the SDGs in the territorial region of the CmRC.

The Institutional Agreement with the MiTE and the Agenda governance tools represent an effective institutional capacity building device that has supported and guided the connection, coherence and convergence between policies and actions to promote sustainable territorial development. The following tables recompose the framework of the actions implemented under the Institutional Agreement. Some are integrated or completed with other investment or sectoral programs through a skilful work of integrated policy design oriented towards the strategic promotion of sustainable development.

<b>TAB 1</b>	<b>A. Building of the Governance of AmSvS</b>
	<b>A1.1</b> Establishment of the Control Room of the CmRC
<b>A1.</b>	<b>A1.2</b> The regulation governing the Control Room
	<b>A1.2</b> The establishment of the Coordination Table with the Lazio Region
<b>A2</b>	<b>A2.1</b> The involvement of local institutions through training seminars

***TAB. 1 – A. Building of the Governance of AmSvS***

<b>TAB 2</b>	<b>B. Involvement of Civil Society</b>
<b>B1.</b>	<b>B.1.1</b> Mapping of the metropolitan stakeholders <b>B1.2</b> Organization of thematic laboratory with young people (next generation)
<b>B2</b>	<b>B2.1</b> High School Training on Sustainable Development for CmRC “Agrarian Institutes” <b>B2.2</b> Dissemination of information material

***TAB. 2 – B. Involvement of Civil Society***

<b>TAB 3</b>	<b>C. Definition of Metropolitan AnSvS and integration with PSM</b>
<b>C1.</b>	<b>C.1.1/3</b> The analysis of the metropolitan SDGs trends within the Agenda 2030 and SNSvS. Construction of a set of indicators for the AmSvS monitoring system <b>C1.2</b> Methodology for the PSM according to the metropolitan sustainable development goals set out in the AmSvS
<b>C2</b>	<b>C2.1</b> Design and activation of integrated pilot actions for the implementation of the sustainable development goals

***TAB. 3 – C. Definition of Metropolitan AmSvS and integration with PSM***

### 2.2.1 THE CONTROL ROOM

The control room of CmRC was established as a mixed political-administrative body, with the Metropolitan Mayor's Decree n.99 of 1 September 2020 concerning: "Approval of the Preliminary Document of the Metropolitan Strategic Plan and establishment of the Control Room for Development Sustainability of the Metropolitan City of Rome Capital ". The Control Room groups the followings: the Metropolitan Mayor, the Metropolitan Deputy Mayor, the Managing Directors, the Department Directors, the General Accountant, the Deputy Secretary-General, the Manager and officials of the competent service.

The Control Room represents the governing bodies for the construction of metropolitan governance to implement the AmSvS. It ensures the integration of policies and the correlation between the three dimensions of sustainability, promoting collaboration and transversal dialogue between the various sectors in line with the ministerial objectives.

The tasks and functions of the control room of the CMRC are essentially the following:

1. It promotes awareness and knowledge of sustainability issues within the institution;
2. It orients the various sector policies and the governance arrangements of the metropolitan territory toward sustainable development goals.
3. It promotes the involvement of local authorities and municipalities in their activities on specific issues, also by regulating the modalities of dialogue and participation.
4. It presides over the definition of the contents of the Agenda and ensures its integration with the PSM and with the other governance instruments of the metropolitan area, also evaluating the evolution of significant phenomena of the territory.
5. It guarantees the monitoring of SDGs in the metropolitan area, evaluating the progress and the effects generated by the implementation of the metro agenda, with methods integrated and homogeneous to the monitoring system of the Metropolitan Strategic Plan.
6. It promotes the link between the process of elaboration and implementation of the Metropolitan Agenda for Sustainable development and the process of defining the Lazio region Strategy for Sustainable Development. The members of the Control Room designated for such a role participate in the Coordination Table with the Lazio Region.

7. It ensures the connection with the activities promoted within the CREIAMO PA Project Line of action 2 - WP1 "Implementation and monitoring of the 2030 Agenda", funded by the PON Governance and Institutional Capacity 2014-2020 ".

All in all, the control room of CmRC works as an institutional bridge between the AmSvS and the PSM and facilitates sectoral policies vertical (with local authorities and the superordinate institutions) and horizontal integrations (in the internal structures of the body). The utility of the organism and its ability to guide and coordinate is directly proportional to: the degree of integration of all the activities of the Metropolitan Authority, the degree of institutional and territorial sharing of the vision expressed by the Metropolitan Strategic Plan, the quality of communication and the circulation of information. These conditions progressively improve as the construction process of the PSM and the AMsS matures. It is, therefore, advisable that the body is designed to function with flexibility and speed. The role and functioning of the Control Room are being redefined in line with the guidelines of the new metropolitan Mayor.

## 2.2.2 THE INTERINSTITUTIONAL TABLE FOR THE AMSVS MULTILEVEL AND COORDINATED GOVERNANCE

The Coordination Table between the Metropolitan City of Rome-Capital and the Lazio Region (A1/Action 3) was launched on 4 June 2020. The parties agreed that the table was composed of the managers and officials of the respective structures involved in implementing the activities financed by the MiTE (Public Notice 2019 addressed to CM and Public Notice 2018 addressed to Regions). From June 2020 to September 2020, the CMRC representatives collaborated to create the thematic focuses of the Lazio Region as part of the process of defining the Regional Strategy for Sustainable Development. From May 2021 to July 2021, the regional representatives were involved in the PSM-AmSvS participatory process activated by CmRC. This activity made it possible to integrate the agenda of the CmRC policies for sustainability and to transfer methodologies and innovation in its policy design tested by the diversity of thematic planning and programming opportunities on the themes of sustainable development, ecological and digital transition, forestation and so on.

## 2.3 Areas of innovation

### 2.3.1 RESEARCH AND TRAINING PROJECT «FUTURE GENERATIONS»

In September 2021, CmRC launched the research-intervention and training-action project called: "Creation of a shared culture at the metropolitan level and engagement of the "future generations" stakeholder category in the drafting and implementing the Metropolitan Strategic Plan and the Metropolitan Agenda for Sustainable Development". The University of Tor Vergata coordinates the project. This project fits and develops in an innovative and integrated way within the areas of action provided by the CmRC and MiTE Agreement (in particular categories A and B). In particular, it develops the following activities:

1. FROM TRAINING TO ACTION. Innovative Civic Education for Sustainable Development. This activity was carried out with the Agrarian High School Institutes through, lectures, seminars, social innovation laboratories, classroom games and events. The project involved 150 students from the 5 Institutes in the metropolitan area. 4 Institutes participated, with 132 students proposing projects and ideas that will be incorporated into the studies for the drafting of AmSvS and PSM.
2. "Towards the 2030 Agenda" - Training seminars for local authorities employees. The activity included a cycle of seminars, organised by Master Maris - II Level Master in Reporting,

Innovation and Sustainability - University of Rome "Tor Vergata" in collaboration with the Metropolitan City of Rome-Capital. The path contributes to creating a shared culture of sustainability, in line with current trends at the international, national, regional and metropolitan levels, capable of enhancing the existing potential and stimulating individuals' proactive and collaborative attitudes.

3. *Mapping the interests and awareness* of sustainable development of young people in the CmRC territory. This activity aimed to integrate the participation activities of the construction process of the Metropolitan Strategic Plan with a specific focus on young people. The theme of sustainable development and the 2030 Agenda has a strong connotation linked to intergenerational equity. This is why young people are privileged interlocutors in decision-making processes characterised by socio-economic and environmental consequences. The identification of the relevant issues considered the Metropolitan Strategic Plan and the synergy with the themes of the Regional Strategy for Sustainable Development of the Lazio Region.
4. *Tables with young people.* This activity pursued the following objectives:
  - bring out the point of view of young people on sustainability, their main expectations, interests, needs and the will to cooperate;
  - strengthen dialogue and discussion with young people, encouraging meetings between institutions and young people;
  - making young people protagonists in the process of defining and implementing policies and interventions;
  - stimulate the proactive and collaborative attitude and creativity of young people;
  - enhance good practices and stimulate the creation of collaborations and synergies.

The tables resumed the themes of the PSM around which participatory activities developed (Digital Transformation and Governance, Climate, Energy, and Sustainable Mobility, Green Revolution and Ecological Transition).

5. Interactive poster on the implementation of the 2030 Agenda at local level.



All activities are coordinated and consistent with the Metropolitan Strategic Plan and devoted particular attention to young people, listening to them and guaranteeing the possibility of being protagonists of the transition towards sustainable development.

All in all, the project introduced and experimented with three areas of innovation:



- The focus on the "Future Generation" is the leitmotif of the activities and integrates the research activities and participatory actions activated as part of the preparation of the PSM with this specific point of view oriented towards inter-generational equity.
- The teaching method and dissemination of the culture of sustainability are rooted in the territory and make use of experimental methodologies in the field of training, reaching the goal of making local authorities protagonists in the process of defining and implementing the policies and interventions of the CMRC, as well as promoting the meeting between institutions and good practices, collaborations and synergies and the development of common design and workplaces.
- The matching between institutional policy/planning processes and promoting a culture of sustainability through training, the enhancement of projects and openness to the territory has boosted the repeatability of this experience.

### 2.3.2 «SCHOOL H24» PROJECT

The design and activation of integrated pilot actions to implement the sustainable development goals are developed around the "H24 Schools project - Pilot Action in higher education institutions of competence of the metropolitan city". This project is the heart of the strategic guidelines of the PSM that work on the themes of innovation, inclusion and territorial rebalancing. This pilot action is multidimensional and experimental. It can be modelled to make all schools multifunctional principals in the metro region. The goals are: to identify actions and methods that make schools usable for extra-curricular activities, to promote and experiment with training and aggregation initiatives in synergy with the territory, to build a neighbourhood identity capable of weaving relationships with a view to inclusion and integration, to cultivate respect and care for the common good as a place open to the community.

The first step of the action was carried out by signing a "Community educational pact" entitled "SCHOOLS IN THE MUNICIPALITY - WE GENERATE CHANGE". With this Pact, all the actors involved undertaking to promote a "community school" (in Tor Bella Monaca periphery) in which schools open up to the social and cultural context in which they operate.. The project intends to give life to a "learning community" that expresses all the positive energies of the actors involved. These actors, through their actions, participate in the generation of an authentic learning ecosystem aimed at the harmonious development of the entire community (first of all, the students, but also teachers, families, and local operators). Furthermore, CmRC, by participating in the project, intends to test its role in a collaborative network and identify the elements of an action model that can also be repeated in other contexts of the metropolitan area.

#### *FOCUS – The Governance Project/Model*

CmRC's governance project addresses the transition to sustainable development and brings policies and strategic planning into coherence and convergence. It develops under the priority of rebalancing the metropolitan territory. The opportunity offered by the Agreement with the Ministry for drafting the Metropolitan Agenda for Sustainable Development (resulted in the Metropolis - Let's support the future ' project) marks an institutional and political change. It creates the premises for an interinstitutional and collaborative governance model oriented by the transition towards (social, economic and territorial) sustainability and climate neutrality. The core of the governance model is the connection between (1) strategic planning (as a structural component of the governance of the Metropolitan City of Rome), (2) the Metropolitan Agenda for sustainable development, (3) the implementation of programs and plans for climate adaptation and forestation in the post-pandemic context and under the Green Deal. Within this frame, the Voluntary Local Review assumes a qualitative role of direction in the implementation of actions and sustainable development projects articulated in the various planning, programming, and investment tools.

# 3

## Territorial Strategies and Policy Coherence

### 3.1 The policy coherence system

The need to face the climate crisis and the pandemic emergency has reinforced the importance of considering part of the same problem and the same strategic governance to deal with it, the fight against socio-economic and spatial inequalities, and support for the ecological transition of economies and territories. This need has guided the construction of a coherence framework for internal policies (convergence between AmSvS and PSM as an intersection of actions/programs/plans on regeneration, economy, energy, climate, forestry, waste, etc.) and external (PNRR, EU Programming Period 2021-2027; Regional Sustainable Development Strategy).

In particular, the coherence system measured itself against the need to link plans, programs, territorial strategies and actions with investment lines. Therefore, the priority has been to build a synergy between sustainable urban development strategies and the various investment measures. This way of working aims to attract, access, and rationally use resources. It consists of designing through European, national and regional funds, putting together lines and objectives to more levels, and ensuring that the metropolitan city of Rome plays the role of filter, support, orientation and coordination of the various projects present in its territory.

The policy coherence system included two types of alignment:

The primary financing/investment measures:

- Next Generation EU and the National Recovery and Resilience Plan (PNRR).
- The National and Regional Operational Program (PON METRO and POR) - EU Programming Period 2021-2027.
- REACT-EU.
- Integration of special funds for the Jubilee and the ExPO candidacy 2030.

The major axes of Italian, European and International politics:

- Alignment with the United Nations: 2030 Agenda and Sustainable Development Goals (SDGs).
- Alignment with the major axes of EU policy: Digital Transition, Resilience and Cohesion.
- Alignment with the national level: the National Strategy for Sustainable Development (SNSvS)
- Alignment with the national level: the Regional Strategy for Sustainable Development (SNSvS) and EU Programming Period 2021-2027.
- The New Urban EU Agenda

CmRC promptly built an interface between topics of interest for the metropolitan context in the green and digital transition and investment measures. This interface was aimed at enabling a good spending policy. It initially covered the following thematic areas: 1) culture, identity and innovation; 2) green revolution and ecological transition; 3) climate, energy and sustainable mobility; 4) digital transformation and governance. These thematic areas have then merged into the three main axes/objectives of the PSM (Innovation, Sustainability, Innovation) illustrated below. Overall, the operation has led us to consider the PSM and the AmSvS as "good-spending architecture".

### 3.2 The PSM as an apparatus for territorialising the AmSvS

In the convergence process between the Metropolitan Strategic Plan (PSM) and the Metropolitan Agenda for Sustainable Development (AmSvS), which defines the main line of alignment and integration of territorial policies, the PSM assumes the role of territorialising the Agenda regarding projects, actions and to longer-term strategies. It does so within an implementation horizon that

recognises *three-time thresholds*: the annual update of the PSM in the three years of validity; the timing of implementation of the projects envisaged by the PNRR; the European programming season 2021-2027, and the related programs (PON Metro etc.) through which the implementation of the PSM projects is foreseen.

The urgency, also underlined by the Ministry, to rebalance sustainable development trends in favour of ecological transition carried out also through bottom-up sustainable local projects has prompted the CmRC to provide the Agenda with a catalogue of integrated strategies and actions to promote sustainable development. The PSM represented the most appropriate apparatus to achieve this goal, given the area's strategic, integrated, and place-based dimension of intervention.

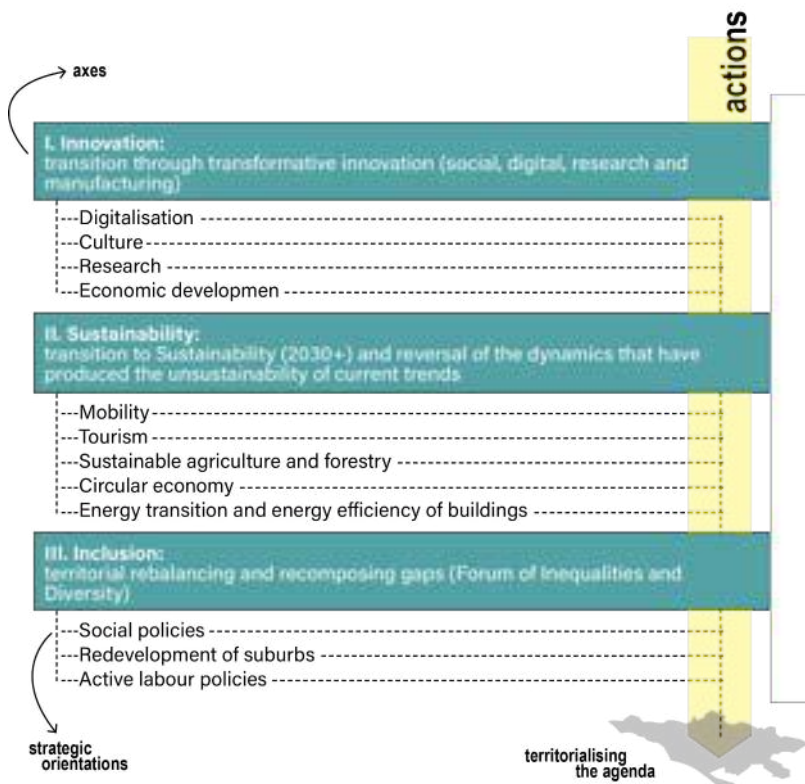
The operation is consistent with the MiTE addresses that consider the Agenda as a device to pursue the following goals: "strengthening and qualifying the attention towards sustainable development within the metropolitan strategic plans; promoting integrated sustainable development actions in concert with local institutions and actors in the metropolitan area; spreading awareness and encourage social and entrepreneurial activation on sustainability issues."

The Agenda is therefore not an additional tool to the PSM. Instead, it is a device that allows structuring the attention of local actors towards sustainability and the promotion of integrated actions and concrete projects.

The PSM is an integrated and incremental process that lays the foundations for implementing (1) policies and strategies, scalable and repeatable actions, and (2) pilot projects in the short, medium, and long run. It works as a trigger for the ecological and digital transition in line with the Agenda and policies for sustainable development. The PSM synergistically integrates this approach by introducing three principal Axes/Objectives around which to structure strategic guidelines for sustainable urban development, direct policies and articulate actions in mutual coherence.

Each Axis includes strategic orientations for sustainable urban development. The orientations are designed according to levels of coherence: thematic coherence with the convergence policy between AmSvS and PSM; methodological coherence with the guidelines of the Joint Research Center (EU) on urban sustainable development strategies (see "Handbook of Sustainable Urban Development Strategies").

The three major axes and their strategic orientations are:



**Image. 1 – Structure of the Strategic Orientations of Sustainable Urban Development**

The strategic orientations split into actions for localising SDGs and territorialising th

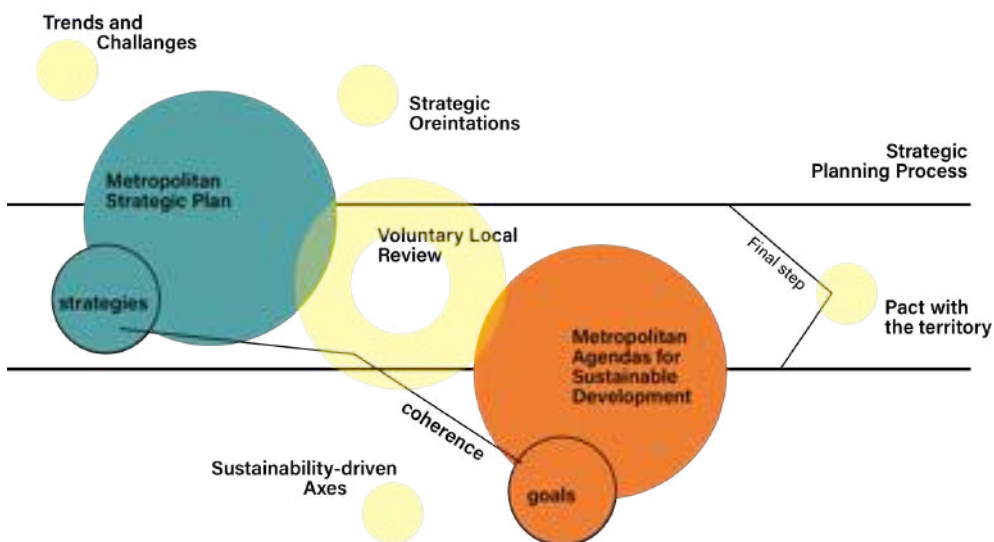
e agenda. For each strategic orientation, the governance model is explained according to the AmSvS and illustrates the connection with the SDGs.

### 3.3 Coherence between PSM e AmSvS: VLR as methodological pivot

The convergence between AmSvS and PSM can be found in the structure of the strategic planning process, confirming the initial intention to develop the two tools in an integrated way. It concerns: the following:

- Identification of trends and challenges
- Thematic axes explicitly dedicated to sustainability
- Strategic orientations for Sustainable Urban Development (localising SDGs)
- Voluntary Local Review
- Pact with the territory (e-land meeting and sustainability labs) as the final moment of the two processes.

The methodological experimentation, inspired by the JRC handbook for Sustainable Urban Development, has reached a certain level of effectiveness. However, the territorialising of AmSvS goals through the implementation of the actions of the PSM will be monitored in the next triennial and will require an ex-post evaluation. However, the VLR drafting process immediately offers the opportunity for a preliminary qualitative assessment relating to the effectiveness of the policy design embraced by CmRC. *The VLR works as the methodological pivot of the convergence between AmSvS and PSM.* In the intertwining of the two tools, the VLR offers the opportunity to test the correspondence between the expectations of the local actors, which feed the Agenda and the strategies of the PSM responsible for territorialising the Agenda.



*Image. 2 – Scheme of convergence between AmSvS and PSM: VLR as a pivot*

#### **FOCUS – VLR as a "litmus test" for the coherence between AmSvS and PSM**

The CmRC's VLR performs as follows: a transparency and accountability mechanism with which to promote greater civic involvement; a tool to strengthen the commitment of a local community in a global effort toward sustainable development goals; a learning and training tool for public officials, private and social actors in all sectors. It represents an internal process evaluation tool in the alignment between the PSM (policies, strategies, actions) and the AmSvS, undertaken by CmRC as a response to the challenges of climate change and pandemic crisis.

# 4

## Participation and Promotion of a Culture for Sustainability

### 4.1 Process and tools

The involvement of territorial actors in planning and design processes is a condition for the correct contextualisation of plans and programs within a framework of constraints, resources and opportunities that varies from place to place. Mainly, it is a condition for the transition from formulating objectives to their implementation into actions.

The link between participation and change is crucial. The strategic nature of a plan or program lies precisely in its ability to take into account: the actions already in place by a plurality of actors; the availability of local actors or the conditions set by other parties, having a role, at least potential, in determining the outcomes of policies in the various sectors. These conditions generally imply the need for constant and methodical work of recognition, contact and engagement of the stakeholders and the opportunity to test some possible fields of collaborative action between promoters and other institutional and non-institutional subjects during the planning process.

More specifically, the connection above is even more stringent for sustainability-related issues. With the synergistic action of several subjects, in variegated sectors, at multiple levels (inside and outside institutions), the ambitious goals of national and international agendas can be locally pursued. Moreover, participation is able to articulate the contents of these documents, making them visible, disclosable, meaningful and usable in practice.

The process addressed by CMRC has put in place multiple opportunities and tools for interaction with external parties. It demonstrated the feasibility of collaborative work both in the planning and implementation phases and the complete legitimacy of the role of the Metropolitan Authority as networker, mediator and activator of processes.

In particular, in the various phases, the participatory process alternates the followings:

- Institutional meetings
- Thematic in-depth meeting open to the wider public
- Focus group
- Interviews
- Online questionnaires
- Land meeting

The following paragraphs are respectively dedicated to each of these methods of involvement and organization, in relation to the issues dealt with from time to time.

#### 4.1.1 INSTITUTIONAL MEETINGS

The initial phase of elaboration of the PSM and the Metropolitan Agenda sees the holding of three online meetings monthly, designed as dialogues between institutions that, at various levels, play an essential role in building sustainability and resilience policies.

- The first meeting allows the meeting of the Metropolitan Mayors with the representatives of all administrative levels competent for the planning and allocation of public resources. The interventions of the ministerial and regional representatives generally look at the coherence between the various programming tools, ranging from the 2030 Agenda to the National



Sustainable Development Strategy, from the National Recovery and Resilience Plan to regional planning to the Metropolitan PSM of the Metropolitan City of Rome-Capital.

- The second meeting is addressed to administrators and stakeholders of the CmRC territory. Participants split into four thematic tables: 1. Culture, identity and innovation; 2. Green revolution and ecological transition; 3. Climate, energy and sustainable mobility; and 4. Digital transformation and governance. Various SDGS connect to each theme. The task of the tables is to identify a framework of objectives, strategies and actions for the sustainable future of the metropolitan area, starting from processes already in place.
- The third meeting sees conspicuous participation of administrative representatives and experts from the metropolitan area with a rich panel of speakers and a final round table. Finally, representatives of institutions and bodies discuss the strategic lines developed so far.
- Finally, another institutional meeting is organised in a more mature phase under an implementation perspective. The focus is on the interrelationships between climate change, anthropic action, and environmental issues. Within the meeting, institutional representatives, local stakeholders and researchers are expected to explore tools and opportunities for the PSM and AmSvS implementation. In particular, they focus on: the potential inherent in regional programming; the guidelines for preparing the Paesc (Sustainable Energy Action Plan); the ecosystem services that could be activated in the metropolitan area.

#### 4.1.2 THEMATIC IN-DEPTH MEETINGS OPEN TO THE WIDER PUBLIC

The objectives of this series of meetings designed to address a more operational and targeted-oriented phase are the followings:

- highlight the spaces for actions that are congruent with the strategies formulated in the previous phase in specific territories and think about the more or less favourable context conditions for triggering sustainability processes;
- return to the actors already consulted a planning-strategic interpretation of the actions and networks that see them as protagonists;
- disseminate knowledge on the actions in progress, on the resources that can be used for similar projects, and more generally on the purposes pursued with the PSM and Metropolitan Agenda for Sustainable Development.

The following meetings designed to deepen and disseminate:

- a meeting to present the Food Atlas/Plan of CmRC. The Food Plan is an economical, social and environmental planning document that, starting from an analysis of the food system, outlines economic and territorial policies to implement sustainable development goals in the production and consumption system. The theme, therefore, lends itself to identifying a terrain for collaborations and partnerships between different actors, institutional and non-institutional, operating at different scales. The relevance of this meeting is strengthened by the fact that CmRC is the only institutional body to have an in-depth knowledge framework on the characteristics, operating dynamics, criticalities and strengths of the metropolitan food system;
- a further meeting, in which some strategic lines based on the food resource are outlined and discussed, for a review of the territorial policies in place, which is entirely consistent with recovery plans and sustainability agendas on a regional and national scale. Representatives of companies, consortia, biodistricts, and trade associations are invited to discuss;
- a meeting in which the salient features of projects that combine agricultural production and territorial welfare are illustrated. Some possible lines of action to be implemented in this sense are discussed with stakeholders and local administrators;
- a meeting dedicated to integrated urban regeneration as a set of possible lines of action supporting local economies, community welfare, involvement, enabling and strengthening networks and collaborative forms between local actors. The invited stakeholders discuss starting from the following questions: Which governance and possible new partnerships to

develop these processes (e.g. the role of foundations, universities, trade unions, PA, etc.)? Which local economies to activate and incentivise in the urban suburbs? What role can the Third Sector play in promoting social cohesion in the processes of integrated urban regeneration?

### 4.1.3 FOCUS GROUPS

The focus groups differ from the thematic meetings due to a more exploratory character of strategies still being defined in the PSM; they are open to a pool of public and private experts and stakeholders. The organisation of the focus groups involves the contact of the various actors and the previous sending to them of illustrative material on the actions considered possible for each thematic area. In carrying out the focus group, priorities, expendable resources and resources to be sought, possible connections with processes or projects already in progress, and conditions of replicability in other areas are also indicated for these actions.

Two meetings are organised in this way and are respectively focused on:

- forme di riconversione in senso adattivo di aree produttive e modalità organizzative secondo principi di sostenibilità, integrazione e resilienza.
- forms of adaptive conversion of production areas and organisational methods according to sustainability, integration and resilience principles.
- the process of public policies design digitalisation covering two dimensions relevant to the formulation of sustainability strategies: interinstitutional relations and relations between local authorities and citizens in the digital transformation process underway. In this case, the focus group aims to define a possible distribution of roles on competent territorial bodies by assessing the available resources, potential collaborations and any complementarities.

### 4.1.4 INTERVIEWS

The selection made among the territorial subjects interviewed in this phase is functional to a policy design process. Therefore, exhaustiveness is not sought, which at the scale of the metropolitan territory would not be credible, but rather the significance of a sampling for the following objectives:

- share the knowledge framework and accept any additions or insights from the subjects involved;
- assess the perceptions of particular thematic categories concerning the criticalities indicated by the 2030 Agenda on a metropolitan scale as well as the practicability of the strategies defined by the Metropolitan Strategic Plan (PSM);
- highlight spaces for action in the various sectors, consistent with the directions traced by the two reference tools (AmSvS and PSM);
- develop opportunities and communication channels for further expanding the sample of active subjects or those that can be activated on the reference issues.

The interlocution with this qualitative selected sample of participants fuels research by providing additional ideas. These ideas are to refine and implement the strategies designed as a result of the studies. This is a policy design operation geared toward the effective engagement of the bearers of innovations and changes under the perspective of the 2030 Agenda and, more particularly, within the *Metropolitan Agenda for Sustainable Development*.

The various actors are interviewed in two rounds: the first focuses on the territorial actors who represent innovative forms of cooperation and collaborative governance, and the second on the actors selected around the so-called *5 Ps* that group the SDGs (People, Planet, Prosperity, Peace, Partnership).

As far as the first series is concerned, these interlocutions show the type of cooperation established, the associated motivations, the organisational forms, and their relevance with the objectives pursued and with the projects in progress. The main operational areas are those of tourism and ecotourism,

territorial marketing, in synergy with the enhancement of natural resources and, in particular, waterways and local supply chains. A picture of specific efficiency and effectiveness emerges in the actions carried out, even in the face of critical issues regarding the centre-periphery relations and between economic actors and public bodies. In particular, a crucial role in *metropolitan governance* is understood by several voices. It relates to recognising and *supporting bottom-up projects and facilitating access to financial tools and other cognitive, organisational and relational resources*.

The second series of in-depth interviews involve key sustainability actors able to deploy resources (knowledge or project) or activate projects to compensate for trends or achieve sustainable development targets. These interviews are the core participatory activity of the Voluntary Local Review.

#### 4.1.5 ONLINE QUESTIONNAIRE

The tool tends to interrogate many actors on issues related to sustainability. In particular, it allows for evaluation of the more or less widespread knowledge to intervene with tools and information contents according to the needs expressed by the various targets. In this sense, two somewhat similar questionnaires have been prepared, one aimed at the newly 18-year-old population (already mentioned in the previous chapter in the context of category B) and one addressed to adult people of the metropolitan area.

In addition to a section dedicated to personal data, the questionnaires ask questions on the preferences for PSM macro-themes and strategic orientations, assess the degree of knowledge concerning the 2030 Agenda Goals and detect the points of view for the strategies to be implemented in the various sectors: digitalisation of the public authorities, support for production processes and conscious consumption; food accessibility; shortening supply chains and reducing waste; sustainable mobility; research and innovation; access to study; reducing land consumption; policies for equal opportunities; road safety; achieving social inclusion and the fight against poverty and demarginalisation; the enhancement of the natural environment; support for peri-urban agriculture; biodiversity; and the reorganisation of relations between urban areas and inner areas. Finally, the questionnaire contains various questions referring to the measures that are considered most valid at the level of the individual Municipalities from an economic, environmental and social point of view. As already mentioned, the response was particularly satisfactory for the youth segment, in which the themes arouse particular interest. Therefore, CmRC is awaiting the results of the second questionnaire.

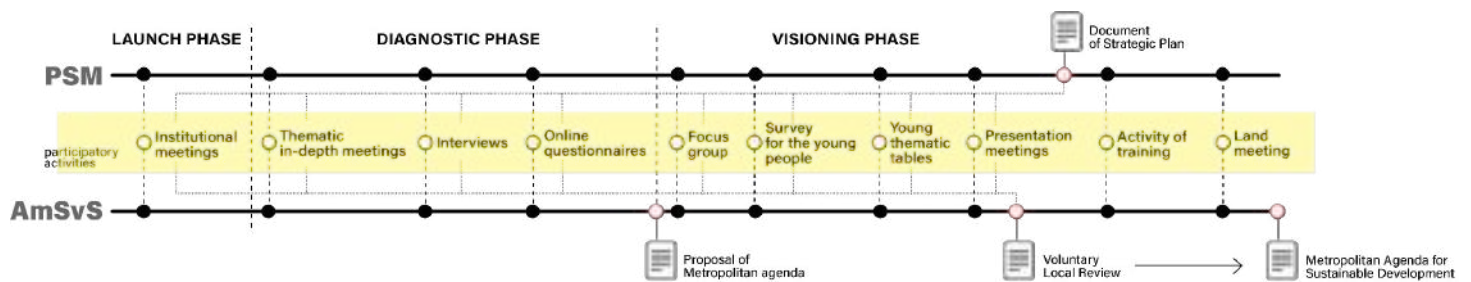
#### 4.1.6 LAND MEETING

Il percorso partecipativo per il PSM, Agenda 2030 e Voluntary Local Review si concluderà con un workshop rivolto a stakeholder e sindaci del territorio metropolitano con l'obiettivo di validare le strategie di sostenibilità elaborate. The participatory path for the PSM, AmSvS and Voluntary Local Review will end with a workshop aimed at stakeholders and mayors of the metropolitan area to validate the sustainability strategies. The last meeting will take place as an Electronic Town Meeting [e-TM] methodology. E-TM consists of methodological devices that allow you to combine the advantages of discussion for small groups with those of a survey aimed at a broad audience. The schedule of the participatory work is also progressively integrated. In fact, the outcome of the discussions produces questions to be immediately submitted to the assembly.

Under the e-TM format, three different work sessions are held in succession, aimed at facilitating the participants in the treatment of the topics under discussion:

- a first information and in-depth session thanks to the contributions of documents (discussion guide, divulgative reports etc.) and the assistance of experts;
- a second discussion session in small groups;
- a third session in which the topics summarised and returned in the form of questions are proposed to the participants, who can therefore be expressed directly by voting individually using polling keypads.

The Land meeting will also give space to the formula of "Sustainability Labs" with the actors present (divided by topic of interest) to discuss the connection between MSP and sustainable development and the methods of implementing strategies and actions.



*Image. 3 – Scheme of the participatory process*

### *FOCUS – Sustainability culture and stakeholder engagement*

The policy of *convergence* among the various CmRC's actions, programs and plans in the name of sustainability supported by an interinstitutional and collaborative governance model represents a challenge on many levels. An effective response to such a *challenge needs the active involvement* of the territories and civil society on issues that represent a possibility for the transition of the development model towards sustainable, innovative, green and just forms.

*Collective intelligence* becomes the key to the success of policies and the governance model. It also allows the flourishing of entrepreneurship and social innovation – at the basis of any transition – and turns to be even the field of opportunity for new public-private partnerships.

However, it is equally important to cultivate the dissemination of a culture of sustainability through opportunities for discussion, training and co-planning with local actors. The way to do this includes porous and open training courses and courses explicitly aimed at institutions with a view to capacity building in policy making and implementation of plans and projects.

The process of building the *CmRC Voluntary Local Review* initiated as part of the drafting of the AmSvS and the PSM is proposed as a synthesis and *meeting point of these various components*.

### 5.1 PSM and AmSvS implementation prospect

The Metropolitan City of Rome-Capital (CmRC) has defined its own Metropolitan Agenda 2030 for Sustainable Development within the agreement stipulated in 2020 with the Ministry of Ecological Transition. By doing so, CmRC intends to direct its strategic policy choices toward sustainable development within a place-based approach. Therefore, the analysis of the characteristics and priorities of the Roman metropolitan territory is crucial and needs an in-depth analysis of the context and its potential for sustainable development

From the outset, the definition of the 2030 Metropolitan Agenda bases on an in-depth analysis of the positioning of the Metropolitan City of Rome Capital concerning sustainable development. To this end, it uses the recent cognitive, strategic and programmatic frameworks already developed for the Metropolitan Strategic Plan.

Therefore, these frameworks are the background to the development of the first Voluntary Local Review (VLR) of the Metropolitan City of Rome, as part of a comprehensive approach to the localising SDGs, in line with the institutional framework of the United Nations.

The Voluntary Local Review is a document that consists of the diagnostic analysis of the positioning and progress of the territory concerning the Sustainable Development Goals.

Mainly, the VLR allows you to show the commitment and aspirations of the territory for a vision of sustainable development to accelerate and make strategies and actions more coherent.

Although there is no single definition or format of VLR, it is clear that there are some common elements that still respect and reflect the diversity of the territorial and national contexts of reference. In particular, they regard the VLR's primary purpose: to evaluate and present progress in pursuing the SDGs at the local level and strengthen a local vision and commitment to sustainable development.

Overall, the VLR is more than a simple monitoring and evaluation mechanism: it is a lever for achieving local transformation towards sustainable development; learning and training tool for public officials, private and social actors in all areas; transparency and accountability mechanism with which to promote greater civic involvement; a tool to strengthen the commitment of a local community in a global effort towards sustainable development goals.

Specifically, the Voluntary Local Review of the Metropolitan City of Roma Capitale carries out the following functions:

- Provides a metropolitan diagnostic regarding all the SDGs that allows the CmRC to identify its sustainable development priorities for the definition of the 2030 Metropolitan Agenda.
- Analyses the consistency of the strategic planning tools with the SDGs to strengthen their alignment with the reference frameworks at global, European, national and regional levels.
- Strengthens collective awareness of sustainable development and the related goals and targets, involving local actors and citizens in the analysis and diagnostics process of the metropolitan area.
- It creates a monitoring system based on periodic progress analysis of metropolitan performance concerning the goals and targets for sustainable development identified,



including updated indicators, policies and initiatives undertaken (both by local authorities and by the private sector and social organisations) and results achieved.

- Strengthen communication and transparency by local governments regarding sustainable development priorities and performances.
- Allows the revision of goals and targets based on the evolution of social, environmental and economic dynamics that will characterise the metropolitan area from now to 2030 and influence future decision-making processes on new priorities and policies.

## 5.2 Voluntary Local Review: a method, a process, a product

### 5.2.1 VLR DRAFTING METHODOLOGY

The VLR process intends to enhance the extensive efforts carried out by the metropolitan administration and the working groups, systematising the outcomes and results of the strategic planning processes and the research and involvement of citizens in progress.

The editorial staff of the VLR of the Metropolitan City of Rome will draw qualitative and quantitative information from the following sources:

- Concluding report coordinated by ASviS concerning the “Proposed agenda for the sustainable development of the metropolitan city of Rome Capital”;
- Databases for the collection of information at a territorial / sub-metropolitan level;
- Activities and outcomes of the participatory process conducted by UNIFI and Tor Vergata (Mapping the actors' relevance, in-depth interviews, participatory tables, citizenship questionnaire, youth involvement).

In particular, this information base will make it possible to obtain an analysis sheet for each SDG consisting of:

- infographics, tables and graphs on metropolitan level indicators and interpretation;
- analysis of opinions and information deriving from the participatory process;
- cartographic representation of indicators at territorial level and interpretation;
- metropolitan policies and strategic orientations;
- highlights on the situation, priorities and lines of action.

The entire process will occur in close synergy with the path of definition and approval of the PSM and the Metropolitan Agenda through continuous dialogue with all the working groups and with the relevant offices of the CmRC.

### 5.2.2 VLR EFFECTIVENESS WITHIN CmRC GOVERNANCE MODEL

The Metropolitan City of Roma Capitale intends to build its Voluntary Local Review following a path divided into three stages.

1. *Analysis of indicators:* The design and selection of indicators must combine the need to grasp local specificities and to harmonise key indicators at the local level with national and supranational measurement frameworks. Furthermore, the information base must contain quantitative and qualitative data collected through the participation and involvement of the actors. This stage is supported through a structured analysis work carried out by Asvis-Urban@it.
2. *Participation of local authorities:* the process of involving and empowering local communities through the development of VLRs can contribute to their more proactive, conscious and systematic involvement in sustainable development processes. This stage was developed as

part of the actions of categories B and C of the Agreement with the Ministry (see section 2). It will be integrated into the activities with stakeholders and the local community for the identification of the priority goals of sustainable development of the Metropolitan City (carried out by the University of Florence).

3. *Coherence analysis*: the VLR can favour horizontal and vertical alignment between existing development plans and strategies, thus strengthening the interaction of resources, skills and knowledge between levels (e.g. municipal, inter-municipal, metropolitan, regional, national, supranational and global) and sectors (e.g. public, private and social).
4. *Strategic planning*: the VLR also contributes to identifying the areas in which it is necessary to act and suggest strategies and investment priorities in line with the SDGs. The VLR can become not only monitoring and reporting tool but also a process that guides local governance towards sustainable development. To this end, VLR is particularly effective for the Metropolitan City of Rome Capital. It is carrying out an experimental strategic planning process, aimed at keeping together the drafting of the Metropolitan Strategic Plan and the 2030 Urban Agenda for sustainable development

### 5.3 The CmRC territorial sustainability challenges

Developing the VLR highlights the importance of having a complete diagnostic framework and medium-term planning for sustainable development as required by the Metropolitan Agenda 2030. The VLR provides a starting analytical framework to systematically monitor performance and progress in the future, evaluate the effectiveness of the initiatives undertaken at various levels, and design new ones, thus adjusting the collective path toward the vision of sustainable development. Furthermore, the VLR wants to represent a stimulus to adopt the SDGs as a framework for planning other local authorities at the municipal and inter-municipal levels. Therefore, it results to be a central element in ensuring coherence in planning and policies between the different levels of local governance (municipal, metropolitan and regional). The collective elaboration and future dissemination of the VLR also want to communicate the objectives, targets and performance of sustainable development both to the metropolitan city and to the various actors and social groups in the area. Only by involving the citizens of the entire metro area and the local society can effective solutions be identified to face the current scenario's significant social, environmental, and economic challenges.

The challenges of sustainability for the CmRC territory highlight the urgency of addressing the issues of ecological transition, technological and social innovation and inclusion for the rebalancing of territorial gaps and forms of socio-economic marginalisation.

The policy agenda for the sustainable development of the metropolitan area of Rome must therefore include the following: interventions for the rebalancing of the socio-economic system; the overcoming of marginalisation (from the suburbs to the constellations of widespread urbanity); the achievement of territorial climate neutrality and the start of an urban forestry process rooted in the agroforestry and natural resources local system; investment in the circular economy and the treatment of the waste problem; the promotion of energy communities and energy efficiency actions for buildings; the efficiency of the mobility system, the rebalancing of ecosystem services; sustainable economic management of agronomic resources and food; the development of the institutional capacity building; the promotion of innovative and ecological forms of enterprise with a view to sustainability; the promotion of local development.

The dimension of territorial cohesion expressed in the promotion of place-based strategies represents an opportunity to compensate for injuries and forms of territorial devaluation and address the course of institutional strategic action toward the transition to sustainable development.

Social and territorial innovation constitutes a recovery strategy in the short and medium-term. Digital innovation in the territory and public administrations is a trigger for the digital transition for a sustainable economy and effective operation of interinstitutional governance.

L'innovazione sociale e territoriale costituisce una strategia di ripresa nel breve e medio periodo. L'innovazione digitale nel territorio e nelle pubbliche amministrazioni lavora come innesco della transizione digitale per una economia sostenibile e una operatività efficace della governance interistituzionale.

### ***FOCUS – Coherence and convergence between AmSvS, VLR e PSM***

The 2030 Metropolitan Agenda for the Sustainable Development of the Metropolitan City of Rome-Capital intends to represent an instrument of coordination, strategic orientation and political direction for the commitment of all the actors of the Roman metropolitan area towards sustainable development and implementation at the metro level of the United Nations 2030 Agenda and the National Strategy for Sustainable Development. The 2030 Metropolitan Agenda systematises the Metropolitan Strategic Plan in line with the Sustainable Development Goals. It guarantees its implementation in a strategic and programmatic framework at global, European, national and regional levels, based on the Roman metropolitan area's social, economic, environmental and cultural specificities. The VLR is a crucial component of the Agenda drafting process that strengthens the synergy and coherence between it and the PSM. Overall, the VLR is more than just a monitoring and evaluation mechanism. The VLR can be understood as a lever to direct local transformation towards sustainable development. As a result, the definition paths of the Metropolitan Strategic Plan and the Metropolitan Agenda 2030 will proceed in close synergy while reaching completion with different indicative timelines, thus avoiding possible misalignments.

# Index of Abbreviations

**ASviS:** Italian Alliance for Sustainable Development - Alleanza Italiana per lo Sviluppo Sostenibile (IT)

**CmRC:** Metropolitan City of Rome-Capital - Città metropolitana di Roma Capitale (IT)

**EU:** European Union

**JRC-EU:** Joint Research Center - EU

**MiTE:** Ministry of the Ecological Transition - Ministero per la Transizione Ecologica (IT)

**PNRR:** National Recovery and Resilience Plan - Piano Nazionale di Ripresa e Resilienza (IT)

**PON METRO:** National Operational Programme for Metropolitan Cities - Programma Operativo Nazionale per le Città Metropolitane (IT)

**PSM:** Metropolitan Strategic Plan - Piano Strategico Metropolitan (IT)

**SDGs:** Sustainable Development Goals

**AmSvS:** Metropolitan Agenda for Sustainable Development - Agenda Metropolitana per lo Sviluppo Sostenibile (IT)

**SNSvS:** National Strategy for Sustainable Development - Strategia Nazionale per lo Sviluppo Sostenibile (IT)

**SRSvS:** Regional Strategy for Sustainable Development - Strategia Nazionale per lo Sviluppo Sostenibile (IT)

**SvS:** Sustainable Development - Sviluppo Sostenibile (IT)

**UE:** European Union

**UniFI:** University of Florence

**Urban@it:** National Studies Centre for Urban Policies

## Credits

---

Document edited by:

CmR

University of Florence - department DiDA (Camilla Perrone - scientific coordination PSM and coherence with AmSvS)

ARCO – Action Research for CO-development (Andrea Ferrannini - coordination)

With contributions of:

ASVIS - Urban@it (Manlio Calzaroni and Walter Vitali - coordination)

University of Tor vergata - department Management and Law (Gloria Fiorani - coordination)