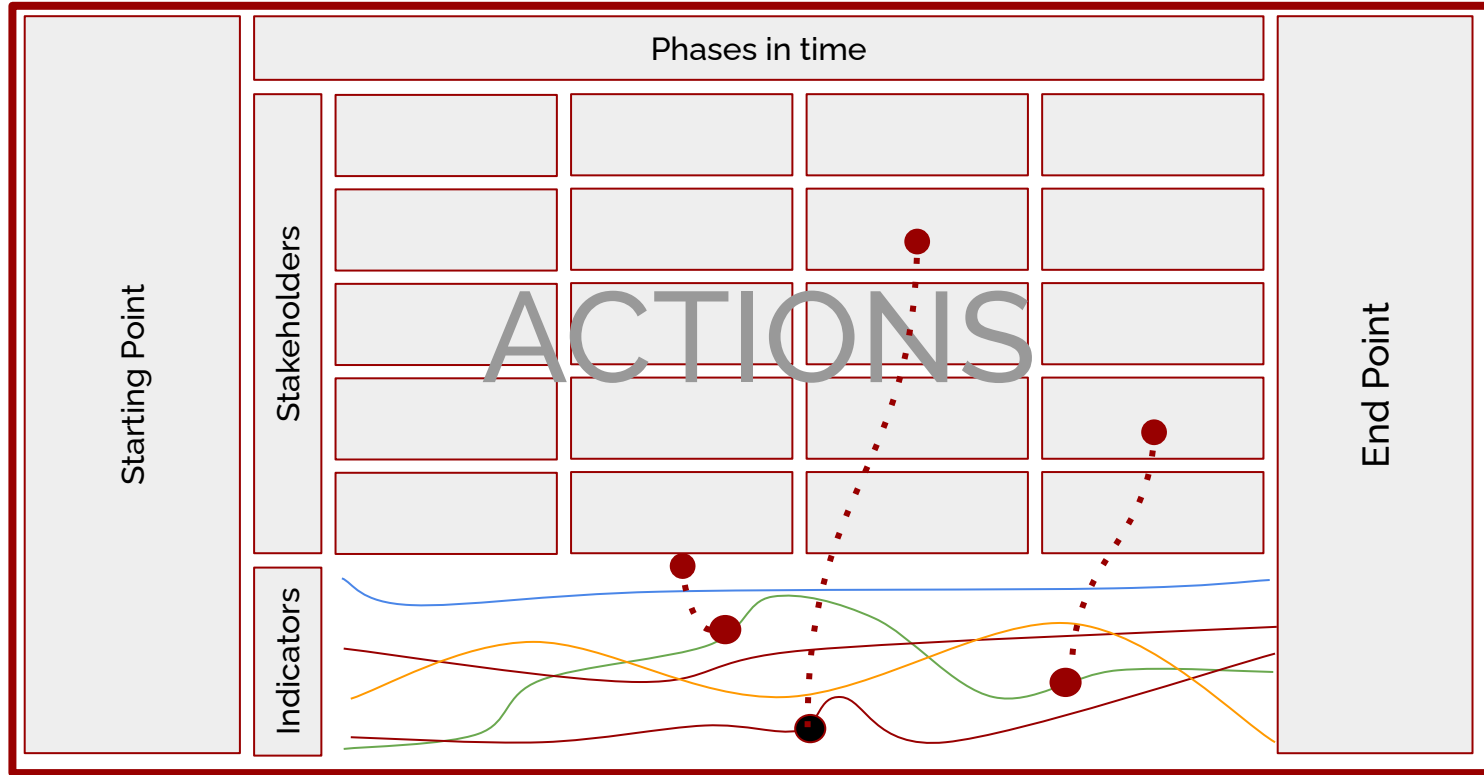# Transfer Journey Mapping template

and impact measurement

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Transfer Journey Mapping

Transfer Journey Mapping - Starting Point (Template)

1. Evaluation

In the box below, please provide a short description of:
   -why you joined the transfer network to start with
   -what were your expectations

NAME OF YOUR CITY
GOES HERE

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

   Our city and self-government welcomed the opportunity to become a member of the network, where the possibilities of projects for the participation of the city with the public were discussed. We did not know about this way of working before, nor about the possibilities offered by URBACT

2. **Our expectations were...**

   Initially, we had expectations that were largely unrelated to the real possibilities within the project, especially the possibilities of transferring projects with a social and cultural aspect directly to our system. As we joined the network later, inexperienced but determined, those expectations were more modest and gradually we began to orient ourselves.

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Transfer Journey Mapping - Starting Point (Template)

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

The original plan was to revive abandoned civil protection bunkers

The second option was to revitalize the renewal of the urban oasis

Transfer Journey Mapping - Starting Point (Template)

3. Challenges

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

Challenge #1: bureaucracy "as a habit" in administration

Challenge #2: personnel involvement and mutual thought connection

Challenge #3: community and public opinion

Challenge #4: MONEY!!!

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Transfer Journey Mapping - Starting Point (Template)

4. Policy

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

the city of prešov had basically no common urban rules and we did not meet many of the basic principles discussed within the network in practice. Even our communication rules and manuals were not prepared for the challenges we encountered in the project.

Commons?

Type an 'X' to indicate Yes or No

YES __-__

NO __X__

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

we did not have any comprehensive legislation for commons

Citizen participation?

Type an 'X' to indicate Yes or No

YES __-__

NO __X__

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

the rules after the closure of the community foundation were basically non-functional and civic participation was not coordinated with very bad attitudes towards the city in the matter of civic participation.

Transfer Journey Mapping - Starting Point (Template)

5. ULG

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

At first, we structured our ULG...

As indicated above, the creation of the ULG was initially extremely difficult, both in the administrative structure, where there was a lack of legal support, and at the level of experts and community and citizen participants. Progress in this respect was much slower than the rest of the network, it was necessary to create the right communication manual and method of creation, especially with an emphasis on pursuing common goals, which were not precisely specified at the beginning, and the promotion of ideas was difficult. Many risks were only eliminated when the town hall changed the people of project management. We cannot forget the very positive impact of the entry of the University of Prešov into the project through the Memorandum of Cooperation, which also had a very positive impact on the activities of ULG from a professional point of view.

To date, three basic components of ULG have been created - administrative, legal and organizational, some activities, such as marketing and communication, we still deal with on an ad hoc basis. The number of members has stabilized from the initial 3 to 11 stable members and around 10 people in the wider base, who help to create a pilot project partly as possible.

ULG is not yet institutionalized as a separate organizational unit, but operates under the project management department at the municipal office. We assume that after the successful completion of the project, its tasks, if the city management is inclined to do so, will be subordinated to independent activities.

Transfer Journey Mapping - Starting Point (Template)

5. ULG

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

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

Stakeholder Type	How was the stakeholder involved?	What was the impact/influence?
Public	apart from the municipal office, they did not show interest in the involvement of public organizations	---
Private	priority through personal contact and expression of interest in participating in the project objectives	initially very negative, as they were marked by the city's past and failures in participatory projects
Knowledge/ Institutions	the beginning of negotiations on the basis of a survey of professional activities of the institution - a selected University of Prešov and a signed memorandum of cooperation	impact was the largest of all cooperating members, both professionally and in terms of ideas
Social Organizations	By many workshop meetings and personal consultations were held during other conferences and events	initially very negative, as they were marked by the city's past and failures in participatory projects
Commoners/ Civic/ Innovators	priority through personal contact and expression of interest in participating in the project objectives	influence and benefit manifested itself only in a later period in the creation of professional activities (ULAWG, Open Call, etc.)

Transfer Journey Mapping - Starting Point (Template)

| Mature | 6. Objectives |

In the box below, please briefly describe your starting objectives for the project.
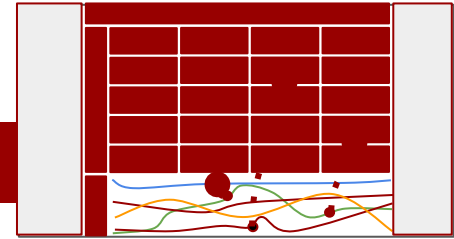
Objective #1: TYPE OBJECTIVE'S DESCRIPTION HERE...

Objective #2: TYPE OBJECTIVE'S DESCRIPTION HERE...

Objective #3: TYPE OBJECTIVE'S DESCRIPTION HERE...

Objective #4: TYPE OBJECTIVE'S DESCRIPTION HERE...

Transfer Journey Mapping - Actions

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

1

2

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

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

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Transfer Journey Mapping
Starting Point (0-3 Months)

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

Phases/Time (0-3 Months)		
Stakeholders	**Public**	the city of Prešov was not yet part of the URBACT project	What actions were made by this stakeholder?
	Private		What actions were made by this stakeholder?
	Knowledge institutions		What actions were made by this stakeholder?
	Social organizations		What actions were made by this stakeholder?
	commoners/ civic/ innovators		What actions were made by this stakeholder?

00 - 03 Months

(Use if you have extra phases)

Transfer Journey Mapping

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

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

Stakeholders	Phases/Time (4-12 Months)		
	4 - 8 Months	9 - 12 Months	(Use if you have extra phases)
Public	There were first established internal guidelines and the objectives and actions to achieve them	organizational and legal tasks were assigned, with the priority aim of expanding and stabilizing the ULG and the circle of experts from other fields according to the model from other partner cities	What actions were made by this stakeholder?
Private			What actions were made by this stakeholder?
Knowledge institutions		on the basis of a survey, cooperation with the university and exchange of knowledge between the city and experts was opened	What actions were made by this stakeholder?
Social organizations			What actions were made by this stakeholder?
commoners/ civic/ innovators			What actions were made by this stakeholder?

Transfer Journey Mapping

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

	Phases/Time (13-24 Months)		
Public	the reorganization of project management also revived the solution of the URBACT project, aimed at fulfilling the set tasks	overall organization of project procedures, coordination and support of ULG	What actions were made by this stakeholder?
Private	first entries mainly in the preparation of legal memos	identifying and lecturing options related to the selected property	What actions were made by this stakeholder?
Knowledge institutions	expert support	limited preparation (b.o.corona) of studies to launch a call	What actions were made by this stakeholder?
Social organizations	transfer of experience, good and bad, from the functioning of cooperation so far		What actions were made by this stakeholder?
commoners/ civic/ innovators	first entries mainly in the preparation of legal memos		What actions were made by this stakeholder?
	13 - 16 Months	**17 - 20 Months**	**(Use if you have extra phases)**

Stakeholders

Transfer Journey Mapping

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

	Phases/Time (13-24 Months)		
Stakeholders	**Public**	Cooperation on open-call documents and conditions (online), preparing the marketing and presentation outputs		What actions were made by this stakeholder?
	Private	Cooperation on open-call documents and conditions (in online communication)		What actions were made by this stakeholder?
	Knowledge institutions	Cooperation on open-call documents and conditions (in online communication)		What actions were made by this stakeholder?
	Social organizations	personal meeting to prepare an open-call did not bring fundamental solutions, but a suitable feedback was found for the future work of the project operator		What actions were made by this stakeholder?
	commoners/ civic/ innovators	legal memos were moved to the legislative process, discussed in expert commissions and the necessary legal opinions were presented		What actions were made by this stakeholder?

21 - 24 Months

(Use if you have extra phases)

Transfer Journey Mapping

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

		Phases/Time (25-28; 28-30 Months)		
Stakeholders	**Public**	Coordination of communication and processes of open-call decisions, establishing the law acts procedures for the future relations	Preparation of the land for projected activities in technical way (building, revitalisation), organisation and coordination of processes, closing the project preparations	What actions were made by this stakeholder?
	Private	Cooperation on the open-call results and communication about the decisions and next steps	Realisation of projected activities on the land	What actions were made by this stakeholder?
	Knowledge institutions	Cooperation on open-call results and decisions, cooperation on brainstorming of the next processes	evaluation of project implementation, setting of professional outputs for the continuation of activities after the end of the project	What actions were made by this stakeholder?
	Social organizations		An unbiased view of the implementation of project activities	What actions were made by this stakeholder?
	commoners/ civic/ innovators	Cooperation on the open-call results, coordination on decisions for the best project preparation status, expert comments and feedback	Civic and innovative inputs to realisation of the project on the land	What actions were made by this stakeholder?
		25 - 27 Months	**28-30 Months**	**(Use if you have extra phases)**

Transfer Journey Mapping - Indicators

Co-Gov

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

Enabling State

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

Soc&Econ Pooling

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

Experimentalism

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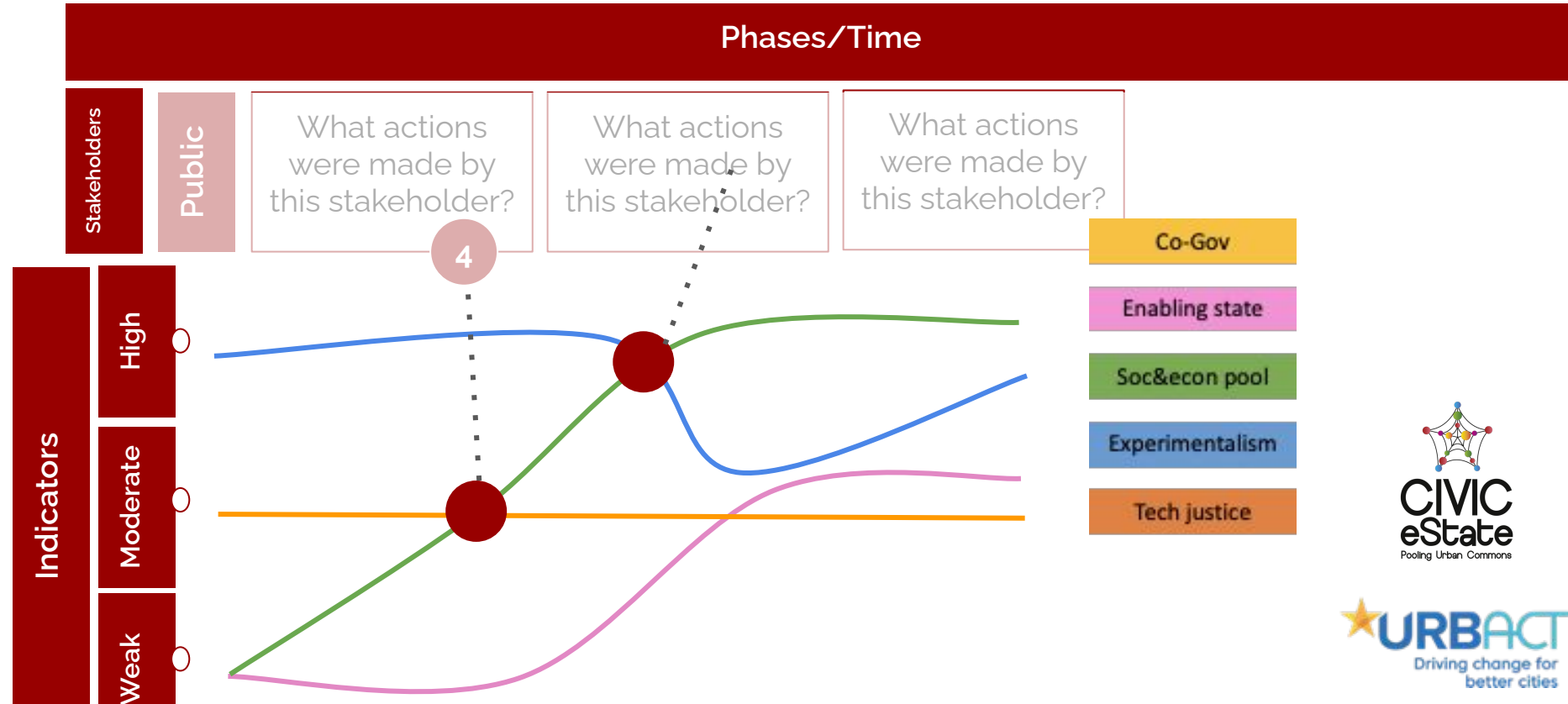
Tech Justice

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

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Transfer Journey Mapping - Measurement **(Done in Meeting)**

Transfer Journey Mapping - End Point (template)

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

SIMPLE AND CLEAN SPACE, SIMPLE FOR MAINTENANCE, MANAGEMENT AND IMPLEMENTATION OF ACTIVITIES

A PLACE FOR EVERYONE, OPEN TO ART, INTELLECTUAL CLEANSING AND RELAX

Transfer Journey Mapping - End Point (template)

Change

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

Challenge #1: simplification of administrative burdens by creating rules of presumption and direct access, while simplifying and finding direct processes and simpler tools

Challenge #2: happiness in adversity, a pandemic forced us to focus more on the quality of people than on quantity, direct and open communication was paramount

Challenge #3: open communication with the public is bearing fruit, but the challenge is still not met, we will see the results later

Challenge #4: Ahhh, money… It is still the problem and our marketing and fundraising platforms are working on it and will be working in future

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Transfer Journey Mapping - Ending Point (Template)

Policy Changes

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

the legal rules for the use of abandoned or unused real estate in the city have been simplified and made more available, we have also created an annuity tool for drawing on the ideas and opinions of the public to maintain them and verify the correctness of our procedures

Commons?

Type an 'X' to indicate Yes or No

YES __X__

NO __-__

a range of acceptable plots of land has been identified and defined, as well as their solutions suitable for communication with the public, even this range is being expanded with new and new ideas

Citizen participation?

Type an 'X' to indicate Yes or No

YES __X__

NO __-__

It is the most difficult to work in public opinion, we are all the more pleased that we were able to start participating in public affairs with many ordinary citizens within the ULG. Lot of work to do in the future!

Transfer Journey Mapping - Ending Point (Template)

ULG Changes

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

In the end we structured our ULG...

Our ULG took longer to form than with other partners, but we managed to put together a group of professionally and managerially competent people willing to find and meet the set of goals. Currently, ULG has represented all the necessary parts of the structure and are mutually substitutable, LAWG has more or less fulfilled its purpose and its members have worked in other parts of ULG, communication management is managed by three people, organization around preparation and evaluation of open-call and project implementation is in charge a pair of members. Communication with the public and marketing is provided in part by one member, but the pandemic has created many time-related problems in this regard.

Our ending ULG involved stakeholders in the following ways:

Public: DESCRIBE HOW THEY WERE INVOLVED HERE....

Private: DESCRIBE HOW THEY WERE INVOLVED HERE...

Knowledge/Institutions DESCRIBE HOW THEY WERE INVOLVED HERE...

Social Organizations: DESCRIBE HOW THEY WERE INVOLVED HERE...

Commoners/Civic/Innovators: DESCRIBE HOW THEY WERE INVOLVED HERE...

Transfer Journey Mapping - Ending Point (Template)

Mature	Objectives

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

Objective #1:   TYPE OBJECTIVE'S EVALUATION HERE...

Objective #2:   TYPE OBJECTIVE'S EVALUATION HERE...

Objective #3:   TYPE OBJECTIVE'S EVALUATION HERE...

Objective #4:   TYPE OBJECTIVE'S EVALUATION HERE...

Transfer Journey Mapping - End Point (template)

Evaluation

During the meeting, reflect on the 5 indicators and their development through the project.
-What changed and why did they change?
-What do you think of your ending point?

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

Indicator	How did this indicator develop? Why?	Weak, Moderate, or Strong?
Co-Gov	University; NGOs; individuals; lawyers helping the community, both professionals and city lawyers We can't say it is strong, but it became stronger	strong
Enabling State	We learnt that we can simplify the bureaucratic procedures and solve some issues in a simpler way The open call stimulated a very positive response from the actors	Moderate
Soc&econ pool	Presov Capital of Culture, opportunity to activate resource pooling Civic eState work was used to submit the application for the Capital of Culture. People met in the ULG and then started working together on fundraising	Moderate
Experimentalism	We challenged the cultural norms within the administration that are against/fear involvement of civic actors; Open communication and clear rules for collaboration	strong

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