

Migrants, hospitality and innovation

by
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The problems of the world cannot
possibly be solved by skeptics or cynics
whose **horizons are limited**
by the **obvious realities**.

We need people who can **dream**
of **things that never were**.

(U.S. President Jhon F. Kennedy,
speech to the Irish Parliament, Dublin, June 1963)





Figure 1: Mare Nostrum operation, Massimo Sestini

Abstract

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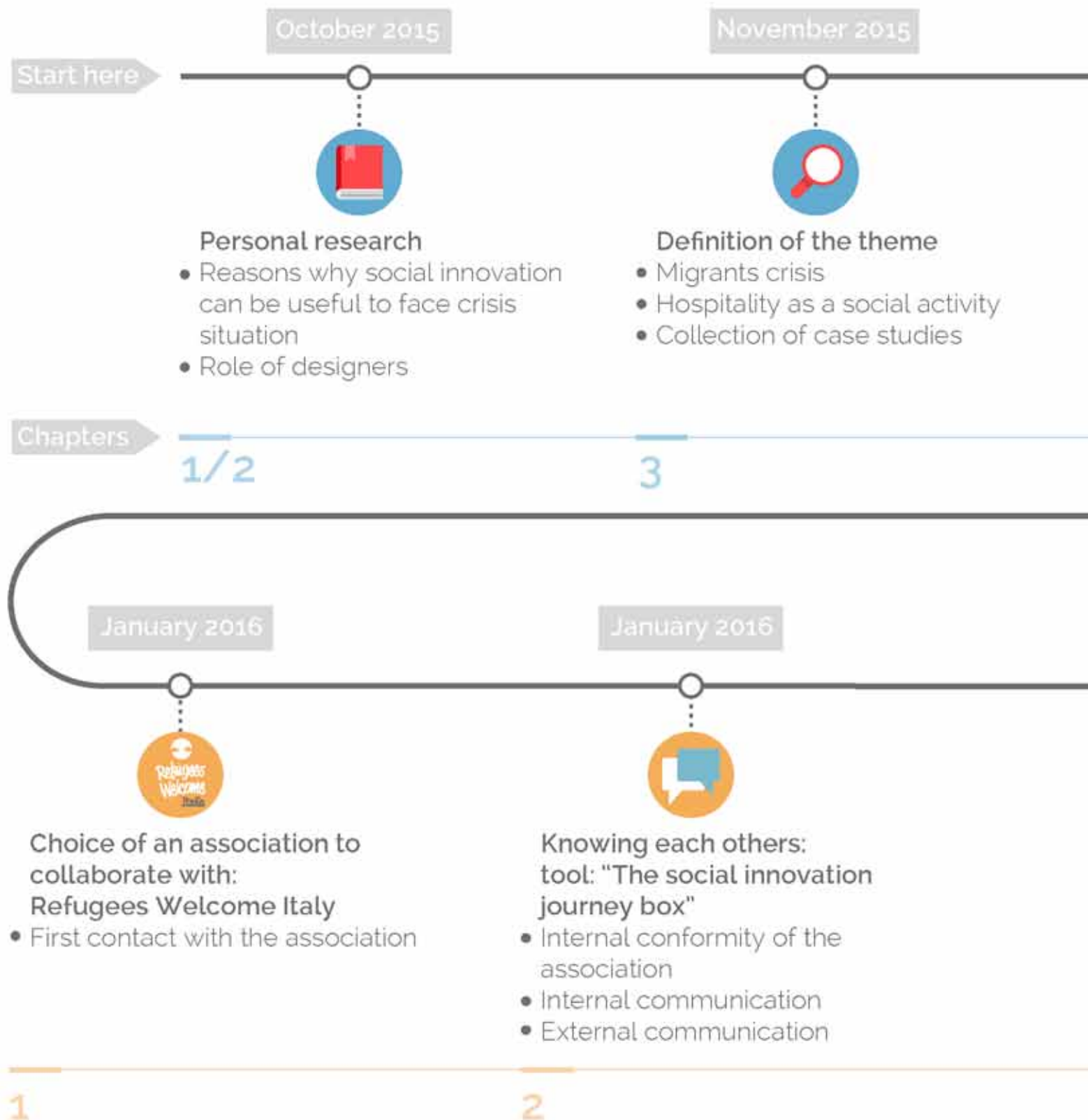
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Acknowledges

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
- RENA General meeting in Naples: "Migrazioni e periferie"
- Presentation of the results
- Contacts with interesting associations

3

December 2015



Converging phase

- Domestic hospitality
- Tools and methods
- General conclusion

4/5/6/7

February 2016



Definition of the main priorities to spread the service

- Communication campaign
- Co-design workshop with the institutions

2

March 2016



Development of the outputs

- Communication campaign
- Co-design workshop with the institutions
- General conclusion

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Abstract

ENG

The year 2015 obliged the world to contend with touching pictures of hundred of thousands of **refugees fleeing** from their home countries, risking their lives in the mediterranean sea, trying to reach safer shores. UNHCR revealed that the number of global forced displaced people topped **nearly 60 million** for the first time since World War II. Starting from this point, the main aim of the thesis is to understand **what design for social innovation can do** in a situation of crisis like the one just described.

The first part, the theoretical one, is mostly focused on understanding **why social innovation**, in general, can lead to useful solutions in a **situation of crisis** and which role the designers should assume.

Compared to the institutional ways of hosting migrants, the research highlights several **bottom-up initiatives** driven by citizens trying to fill the gaps of the European governments during the last months.

This first part ends by focusing on the **innovative Italian initiatives** about hospitality and, in particular, on the **domestic hospitality** as a way to **promote integration**.

The results of the research were presented in a **workshop in Milan** organized with

DESIS network and then in the **general meeting of RENA**, in Naples where we were asked to speak.

During these meeting I had the chance to meet several **interesting association** working on migrants and integration.

The second part of the thesis is about my **personal collaboration** with one if this initiative, **Refugees Welcome Italia**.

This association is part of the international network of Refugees Welcome and it was born based on a german idea.

Using the tool "The social innovation journey box" I helped R.W.I. to consolidate the **internal conformity** of the association to define problems and priorities.

We then **co-designed and developed two outputs** to facilitate the diffusion and the duration of the existing service.

ITA

Il 2015 ha obbligato il mondo a fare i conti con le immagini strazianti di centinaia di migliaia di **rifugiati intenti a scappare** dai loro paesi di origine, rischiando la vita nel mar Mediterraneo, cercando di raggiungere rive più sicure.

L'UNHCR ha rivelato che il numero di sfollati a livello mondiale ha superato **quasi i 60 milioni** per la prima volta dalla seconda guerra mondiale.

Partendo da questo quadro, l'obiettivo principale di questa tesi è quello di capire **cosa il design per l'innovazione sociale può fare** per affrontare situazioni di crisi come quella descritta.

La **prima parte**, prettamente teorica, è principalmente focalizzata a capire **perché l'innovazione sociale**, in generale, può portare a soluzioni utili durante un **periodo di crisi** e quale ruolo il designer deve assumere.

Facendo un paragone con le modalità istituzionali per accogliere i migranti, la ricerca mette in luce diverse **iniziative dal basso**, promosse dai cittadini, che cercano di riempire il vuoto lasciato dai governi europei durante gli ultimi mesi.

La prima parte si conclude focalizzandosi

sulle iniziative innovative italiane di ospitalità, e in particolare di ospitalità in famiglia. I risultati della ricerca sono stati presentati in un **workshop a Milano**, organizzato con Il DESIS network, e all' **assemblea generale di RENA** a Napoli, dove siamo stati chiamati a parlare.

Durante questi incontri ho avuto la possibilità di entrare in contatto con **interessanti associazioni** volte a promuovere l'integrazione dei migranti.

La seconda parte della tesi, più progettuale, tratta della mia **collaborazione personale** con una di queste iniziative, **Refugees Welcome Italia**.

L'associazione è parte del network internazionale di Refugees Welcome ed è nata da un'idea tedesca.

Utilizzando lo strumento "The social innovation journey box" ho affiancato R.W.I. nell'**allineamento interno** dell'associazione e nella definizione di problemi e priorità.

Abbiamo infine **co-progettato e sviluppato due elaborati** per facilitare la diffusione e la durata del servizio esistente.

Thesis structure

The thesis is divided into **two parts**: the first one is **theoretical** instead the **second one** concerns my **practical support** to an existing association, Refugees Welcome Italia.

The concept of social innovation will be introduced at the beginning of the first part. I decided to give this chapter a particular slant to stay focus on the main aim of the thesis. Social innovation will be indeed described and analysed wondering about the motivations that make this particular approach useful to face a period of crisis, like the one of the migrants.

Later, once analyzed the possible interpretation and role that design can have nowadays, we will try to understand how he can help bottom-up initiatives in the social innovation sector.

The second part will be about my personal collaboration of 3 months with Refugees Welcome Italia. Starting by presenting the association I will go through all the steps of my activity.

*Designers increasingly
demonstrate their
ability to act as
pioneering game-changers,
able to use their skills to
recognize the problems
and come up with
unexpected solutions*

Richard van der Laken

Foreword

With more displaced people than ever since World War II, it is sure that we have to think about **brand new solutions** to face the **hospitality** and the **integration** of so many human beings.

All the **refugees** escaping from wars, bad conditions and violence **needs** to be host and support but, as we saw during the 2015 and the first month of 2016, populations and European governments are often **unprepared to these arrivals**.

In a condition like this we need to **think out of the scheme**, we need to find out **game-changing solutions** to accomodate, integrate and connect refugees and the host communities.

The **main idea** of the thesis is that **design for social innovation** has the characteristics to **be the way** to develop alternative solutions for an emergency situation like the one described.

The **main question** that follows is: "As designers, **how** can we continue to do what

*It's great design that can solve social as well as economic problems. They (designers) took the methodology of product design and applied it to services. Now they are moving beyond that to **systemizing design methodologies for all kinds of arenas**, including social problems. What better way to **deal with the health care crisis** that to use design ¹*

we do best while having a significant positive impact on the world?" ²

In the first part of the thesis, I will try to give an answer to these two main questions from a theoretical point of view describing the characteristic of social innovation and design for social innovation.

This part will be supported by many authors points of view that highlights, with several perspectives the fact that design, for its own

1. Bruce Nussbaum, Business week

2. Tim Brown, CEO of IDEO, Design for social impact

20.000.000

Refugees estimated in 2015

nature, can lead to revolutionary ideas. The approach of Tomàs Maldonado, for example, stress the fact that the main responsibilities of the world of design is to make real and tangible what today is just imaginary.

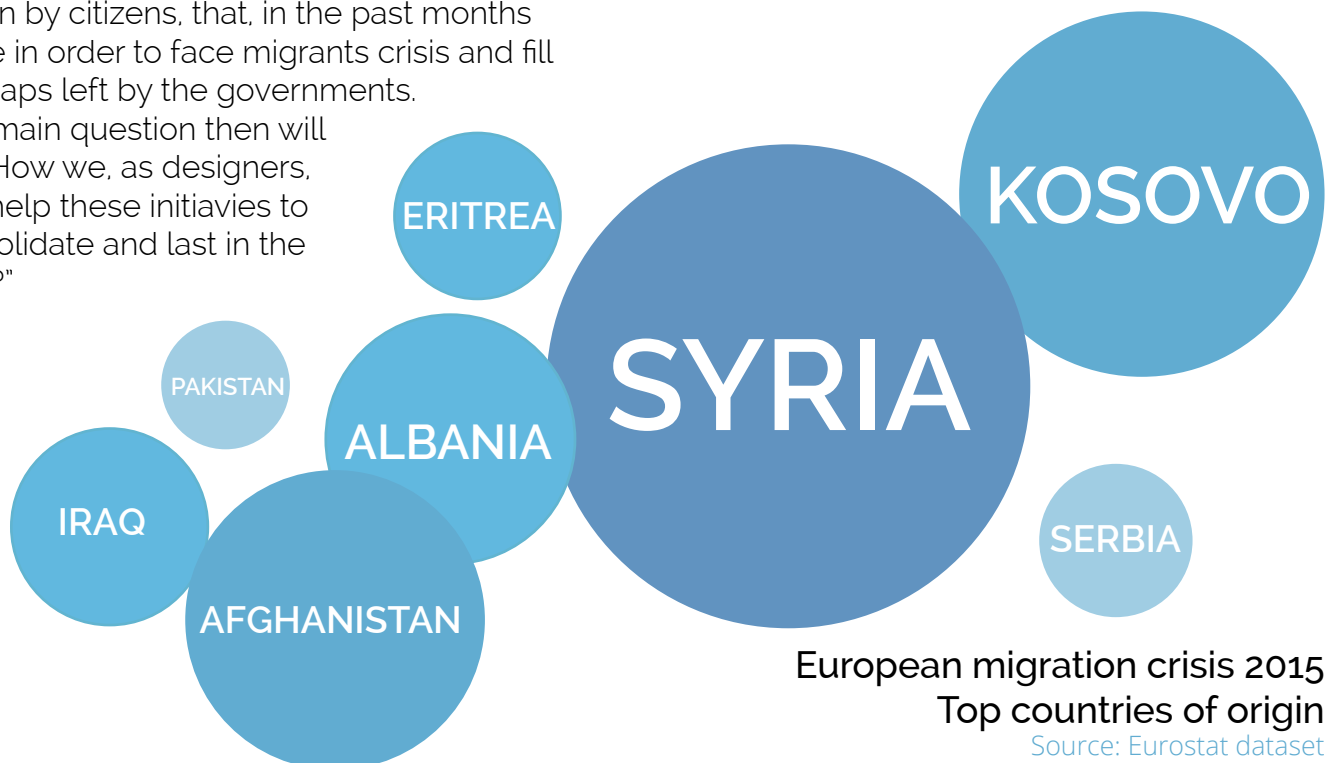
His approach, more philosophical, will be compered with the one of the others.

The main part of the research will be the one about innovative bottom-up solutions, driven by citizens, that, in the past months arose in order to face migrants crisis and fill the gaps left by the governments.

The main question then will be: "How we, as designers, can help these initiavies to consolidate and last in the time?"

The second part of the thesis will face all these questions from a practical point of view, through my personal collaboration with a new born association: Refugees Welcome Italia.

Thanks to this experience I tested what being a designer working in the sector of social innovation means and how make an effective change and a positive impact on the world's biggest challenges.



European migration crisis 2015
Top countries of origin

Source: Eurostat dataset

PART 1



/01

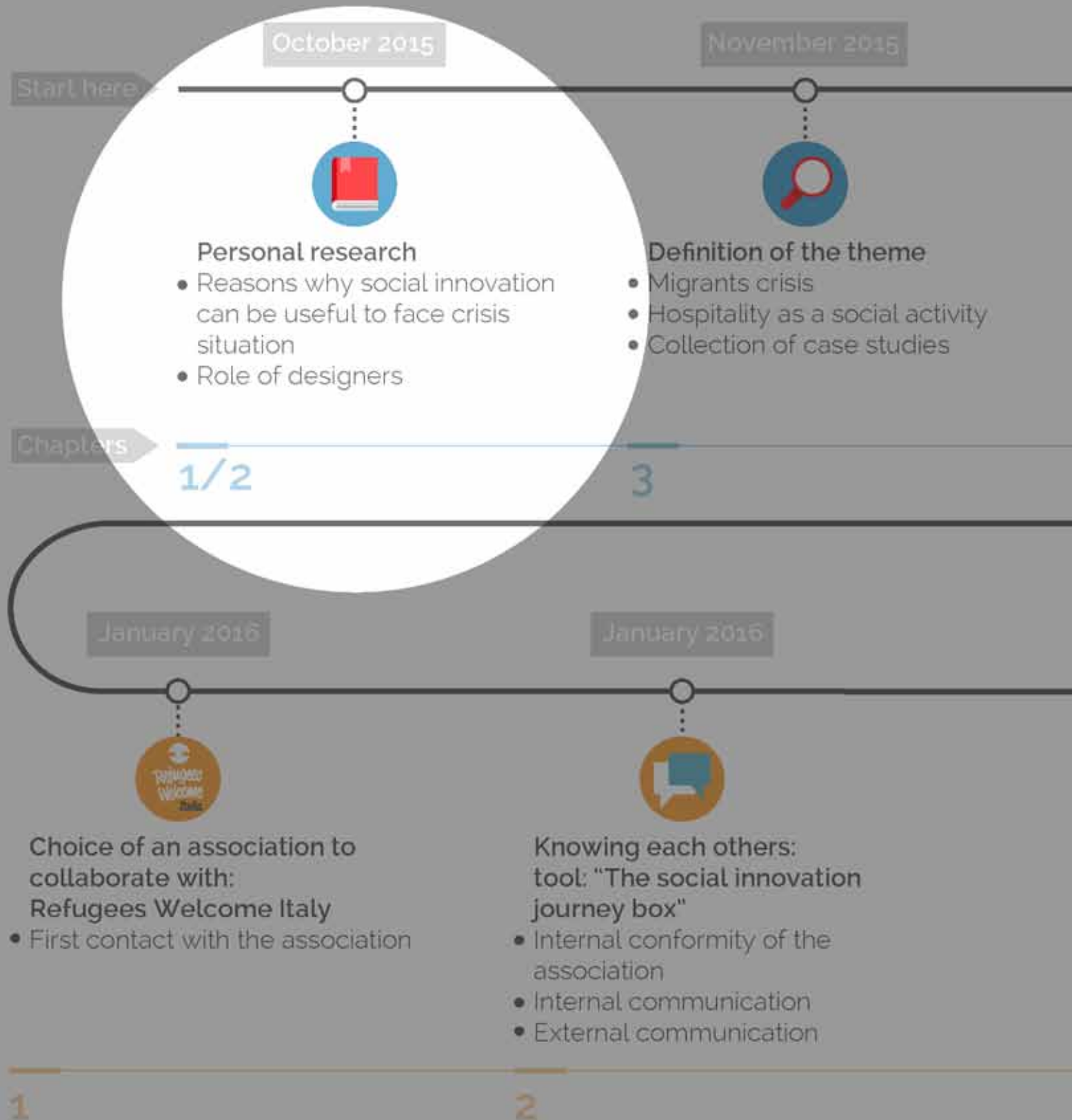
Design for social innovation

An approach to face big challenges

Figure 2: <http://www.makersunite.eu>



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3/4

*The well-being of a civilization
depends on its **ability** to **respond**
creatively to challenges,
human and enviromental*

Bruce Mau and the Institute without boundaries

/01

Chapter structure

In this chapter I am going to go through the specific research area in which my thesis is inserted: **design for social innovation**.

Starting from the concept of social innovation and its main characteristics, I will then try to highlight the main aspects that design needs to have when it deals with this **area of intervention**.

We can start this chapter by saying that there is **not a unique definition** of what is and what is not design for social innovation; this **field**, like many others fields of design is indeed **pretty new**; that's why it still needs research and experimentation in order to be defined in a punctual way.

I am particularly interested in trying to understand why social innovation can be a **useful approach to face big challenges** of our times. As it happened for migrants "crisis", social innovation has the potentiality to address in a very innovative way others big social changes; in this chapter we will discover the reason why.

What is social innovation?

DEFINITION

To really understand what is social innovation let's start by **the meaning** of the two words: **social and innovation**.

The etymology of the word "**innovate**" - from the Latin "in-novare", "to do new things" or "To alternate the state of things in order to do something new" - shows us a process that includes **new ways of organizing** human activities.

If the word "innovation" is quite easy to be defined, the word "**social**" is instead more ambiguous. The word social in the sentence "social innovation" means that we are facing profound things that we can't see, social means indeed the **deep relationship between people** and the way our society is organized.

*Social innovation is a solution to a problem that is more **effective, efficient and sustainable** than the existing ones.*¹

1. Trad. from Matteo G. Caroli, Modelli ed esperienze di innovazione sociale in Italia, secondo rapporto sull'innovazione sociale, presentation by Gianni Lo Storto.

SOCIAL INNOVATION STARTING POINT

The term "social innovation", in the last years was used to express not always clear concepts. let's start by defining the **historical context** where social innovation was born.

We can see its origin in the **crisis of the traditional welfare system**; it found its application in series of interventions to promote better living conditions for people and communities, especially for the ones defined like "disadvantaged". ³

The great economic and social growth that followed the Second World War, the crisis of the seventies and the last crisis of the new century brought the western world in a state of "permanent austerity", ⁴ characterized by the appearance of **new social needs**. These needs are caused by important **economic, cultural and demographic changes**.

In addition to this situation, the governments weren't able to face these new issues be-

*The solutions cannot be found in the traditional economic models and in top-down initiatives. (...) In this states of things, **social innovation** steps in as a **potentially powerful agent of change** in the entire socio technical system.* ²

2. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015

3. Cottino, Zandonai, 2012

4. Pierson , 2001

cause of increasingly need to reduce public spending. In this context, in which the needs have changed but not yet the tools to face them, the **need to think about new programs and new solutions increased**.

People started to feel the urge to abandon horizontal instruments for developing new vertical models out of the mainstream way of doing things.

Indeed social innovation is based on a **change in the relation** between public and private sector, between who provides the service and the users;

In the context where the government alone is no longer able to give answers to some needs, social innovation became the symbol of a new way of conceiving the relationship between public sector and private citizen. The unidirectional relationship between providers and users is substituted by the development of **forms of cooperation** and **active participation of citizens** in the design of new products or public utility services.

From the '90 in many european countries, the consolidation of a neoliberal matrix model promotes the vision of a "minimal state".

Advocacy of a **night-watchman state**, or minimal state, is known as minarchism. Minarchists argue that the state has no right to use its monopoly to interfere with **free transactions between people**, and see the state's unique responsibility as ensuring that transactions between private individuals are free.⁵

In this way most of the unresolvable problems are seen as evidence of the failure of

*The solution proposed is oriented towards the identification of **new partnership models between public and private** , with the logic of including new actors in the governance process in order to overcome the rigidities of the post-war welfare model..⁶*

5. Wikipedia: night-watchmen state

6. Canale, 2013

the conventional solutions and paradigms rooted by the traditional institutions.

SOCIAL INNOVATION TO FACE CRISIS SITUATIONS

Long-standing issues such as unemployment, child poverty and growing inequalities remain challenges for governments and communities across Europe.⁷

In addition to these issues, as we are going to see in the next chapters, **new social challenges emerged** in the last decades (like **migration** and the problems of foreign people integration inside the community). This fact caused an higher and higher level of pressure on public institution and local services that, alone, can't find efficient and long lasting solutions.

The international community increasingly recognises the need for **new approaches** to address our most **pressing social challenges**.⁸

One of these approaches is social innovation. As we already said, social innovation is

about finding new solutions to face a social need that can solve it in a better way than the ones developed before.

This new approach can really make a difference in addressing this challenges as a source of **fresh, dynamic approaches** to mobilising communities and building their resilience. These solutions are coming from **ordinary people** in their own localities **responding creatively** and innovatively to the pressing challenges they and their communities are experiencing.⁹

In a situation of big difficulty where the entire system is put to the test, social innovation **has emerged as a potentially sustainable solution**. It is often assumed that social innovation can lead to social change.¹⁰

The Vienna Declaration (2011) stated: "The most **urgent and important innovations** in the 21st century will take place in the **social field**. This opens up the necessity as well as possibilities for Social Sciences and Humanities to **find new roles and relevance** by generating knowledge ap-

7. Tepsie, Growing social innovation. A guide for policy makers, January 2015

8. Idem

9. Idem

10. Alex Nicholls, Julie Simon and Madeleine Gabriel, New Frontiers in Social Innovation Research, 2015

plicable to new dynamics and structures of contemporary and future societies."

Due to the fact that the **major challenges** of our time are present on a **global level**, they require a change of prospective and a change in the whole system.

The main need that we have is to find a way to promote a **catalytic innovation**, an innovation that challenges the institutions and organizations to find **solutions for still unserved groups**.¹¹

Social innovation takes place when a number of actors are able to **change the state of equilibrium**, which is no longer effective, in a specific context.¹²

WHY SOCIAL INNOVATION WORKS

Social innovation is a central element and driver of social change because of its own **characteristics**. For this reason it's not surprising that it is a **key element in the debates** about how to face major social challenges. To understand how social innovation can influence the whole system we

need to introduce the **Multi-level perspective (MLP)** Geels and Schot

The MLP is helpful to conceptualise **different levels** of transformative social innovation. Social innovations were conceptualised as new services, practices or ideas at the **micro-level** of 'niches'. System innovation was conceptualised as change at the **meso-level** of 'regimes'. Game-changers were conceptualised as exogenous developments at the **macro-level** of the "landscape".¹³

This conceptualization helps us to understand the relation between **social innovation** and **social change**.

Following this scheme the innovative practices are, first of all, **invented and tested in social niches**, at the micro level.

From this point they can **be spread** by some actors to the **upper part** of the scheme; during this process they can change their characteristics. The three levels influence each others and the process is possible thanks to some protagonists that work as innovators.

11. Christensen, et al. 2009

12. David, 2000

13. Flor Avelino , Julia Wittmayer, Alex Haxeltine, René Kemp, Tim O'Riordan, Paul Weaver, Derk Loorbach and Jan Rotmans, Game Changers and Transformative Social Innovation. The Case of the Economic Crisis and the New Economy, TRANSIT working paper 1, 2014

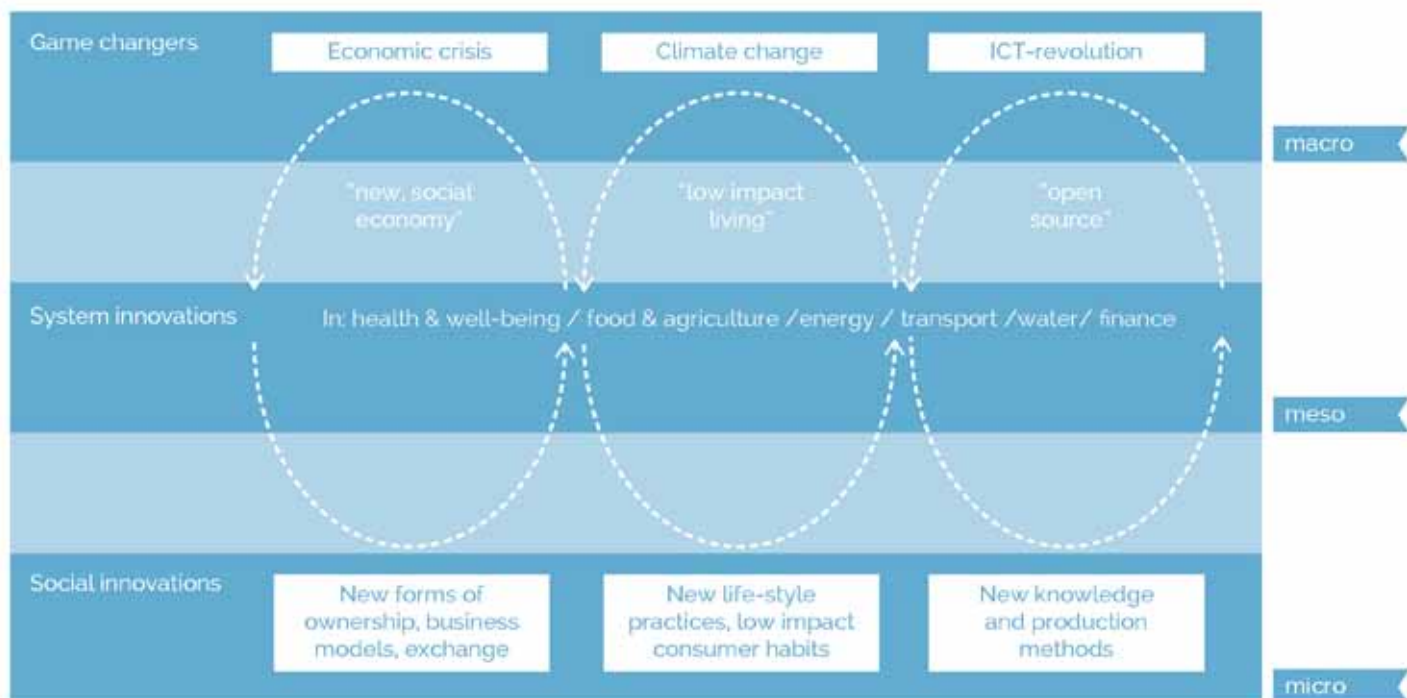


Table 1: Multi-level perspective on transformative social innovation Geels and Schot, Game Changers and Transformative Social Innovation. The Case of the Economic Crisis and the New Economy, TRANSIT working paper 1, 2014

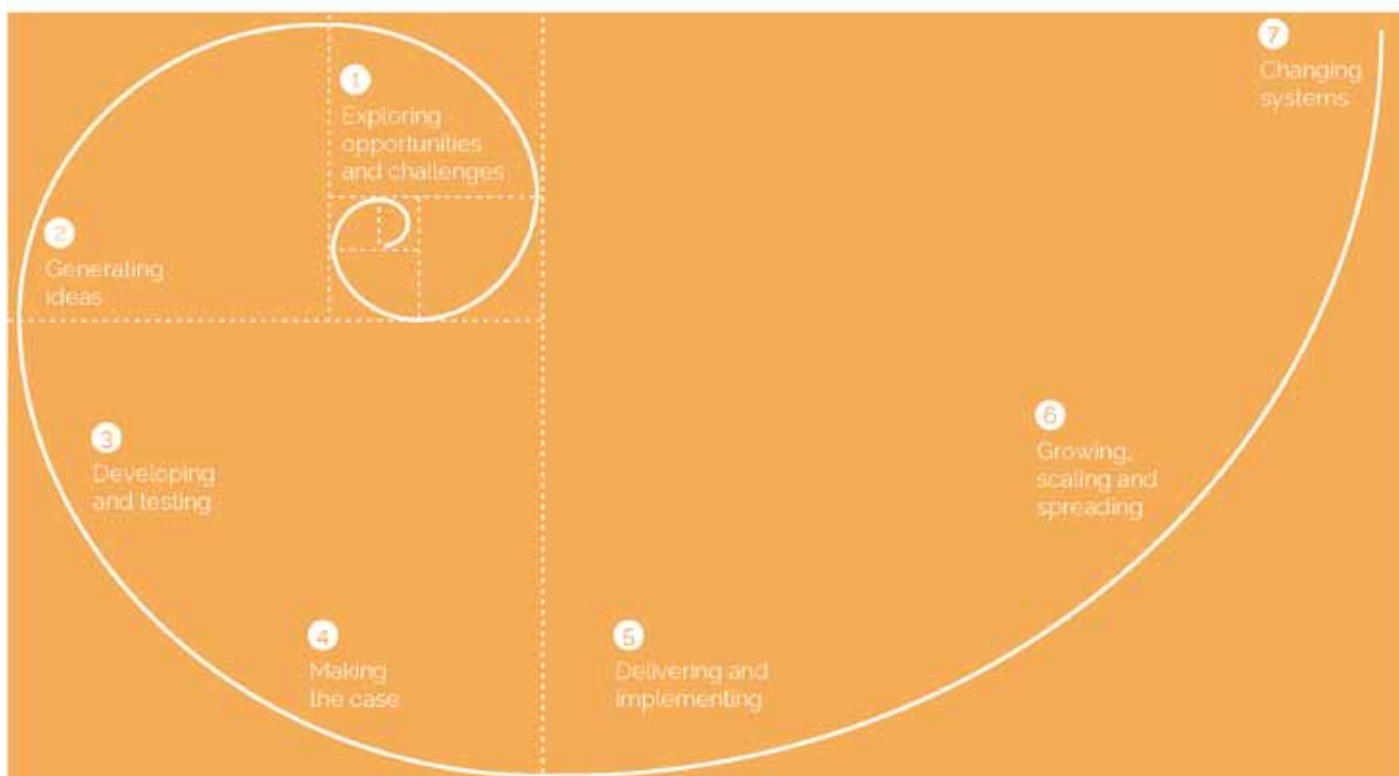


Table 2: Social innovation spiral, Murry R., Caulier-Grice J., Mulgan G., The Open Book of Social innovation, NESTA, 2010

Another key element that helps us to understand why social innovation can be an helpful approach to face big challenges and crisis situation is the high **diversity** and **variety** of its possible actions. The fact that there is **no an established paradigm** of social innovation and its **high fluidity** is seen as one of the field's **great strengths**.¹⁴

The **third aspect** that I would like to consider is its inherent characteristic of being scale up. When we talk about **scalability** we mean the possibility to increase the number of people who benefits from social innovation.¹⁵ Thanks to this aspect it's possible, in the majority of the case, to spread the innovative ideas around and to **increase the number of people** that benefits from that particular social innovation. About this point we need to say that the question about how to spread innovative ideas in a fast and sustained way is becoming more and more important. As we can see from the social innovation spirial the scaling moment is fundamental

for the systematic change.

The fourth aspect to be considered is the **"participatory culture"** that is another key future of the social innovation. To be collaborative and open the new practices and solutions are developed **within the community** itself and not imported from the outside. The social problem to be faced are seen as part of the solution. There is widespread recognition that a powerful potential lies in a successful **collaborative relationship** between citizens and government.¹⁶

The **final aspect** that I wanted to consider is the one of the most important tool of the design thinking approach: prototyping. Using different ways of **prototyping** is possible to **test different solutions** but also to create an **"agonistic spaces"** where the different stakeholder do not necessary reach a consensus but rather create an arena that reveals **dilemmas** and makes them more tangible.¹⁷

14. Alex Nicholls, Julie Simon and Madeleine Gabriel, New Frontiers in Social Innovation Research, 2015

15. Madeleine Gabriel, Making it big, strategies for scaling social innovations, Nesta, July 2014

16. Civic systems Lab, Lankelly Chase, Lambeth, Designed to scale, Mass participation to build resilient neighbourhoods

17. Prototyping and infrastructuring in design for social innovation, Co-design journal, Scholarone Manuscripts

CHARACTERISTICS OF SOCIAL INNOVATION

Social innovation aims to create **new forms of organization**, its main point is the relationships between individuals and their new forms of socialization.

In this way, one of the main aspect to evaluate when an innovation can be considered a social innovation is the **innovativeness of relations**.

An other aspect is to consider if the new idea has the potential to improve the **quality of life** of a particular community¹⁹ and if it creates a **discontinuity with the past**; we need to understand if the proposed solution improves the conditions compared the previous state of things.

The real innovative aspect is the fact that the **identification of** areas of actions and **needs** to work on is **given by individuals** and their ability to develop relationship; in other words, the construction of networks and new relations between different actors determines the ability to identify a problem

*The heart of social innovation lies in the **activated relations**; more than objects or isolated phenomena, innovation is a **matter of connections***¹⁸

18. Trad. from Matteo G. Caroli, Modelli ed esperienze di innovazione sociale in Italia, secondo rapporto sull'innovazione sociale, presentation by Gianni Lo Storto.

19. Poll and Ville, 2008

and the research of new solutions.

For this reason we can say that every social innovation is **social both in its means and in its purpose**²⁰; every activity of social innovation must be consistent in the social value generation (the purpose) through the choice of appropriate methods and tools for the realization (the means).

The process that brings to a social innovation can **start** in two different ways: the first one is based on the **definition of a social problem** (recognized as such) followed by the creation of a network of actors that tries to find some solutions; otherwise it starts with the **creation of a new network** that then identifies some problems to work on. In both cases we need to identify a specific historical and geographical context from which the process will be influenced. Finally we can say that social innovation doesn't need to be a completely new idea but needs to be felt as new in that specific context and territory. In this way social in-

novation is "**context dependent**", it does not need to be new "in se", but rather, new to the territory, sector, field of action²¹. Social innovation can be seen as a new vector and produces improvements in the context in which it is born, the same context that influences its future evolution.

The **success** of a project depends therefore on the **ability to aggregate multiple actors** (organizations, associations, public and private institutions, organized group of citizens), and the **ability to assign an active role** to each of the participants.

The **community dimension** plays a fundamental role: it becomes the place where everyone participates with its experience and skills in the creation of the process. The **change of social relations** must be considered both as the **effect** and as the **condition** of its realization. We can consider the social innovation both from the point of view of the result (it solves a social need) and from the process (it introduces a new

20. BEPA 2010

21. Cfr. Rogers E.M. (1995) Diffusion of Innovations Free Press, New York; Tepsie (2012) Defining Social Innovation – part 1 Deliverable 1.1 of the FP7 – project: TEPSIE - pag.9

better way to satisfy a social need).

The last aspect that I would like to highlight is, as Gianni Lo Storto calls it, the "**3F balance**". The collective balance needs to be:

1. A **frugal** balance, where frugality is not a synonymous of failure or poor quality but instead involves the ability to do more with fewer resources, natural or human.
2. A **formal** balance, because social innovation is considered a structured process well placed in the operational methodology of everyone.
3. A **formative** balance, because the sharing of knowledges, processes, ideas, insights and experiences is the best and essential social innovation's engine.²²

*Who wants to innovate at a social level needs to have the courage to **leave the comfort zone**, to lose the individual balance to find a collective one.²³*

22. Trad. from Matteo G. Caroli, Modelli ed esperienze di innovazione sociale in Italia, secondo rapporto sull'innovazione sociale, presentation by Gianni Lo Storto.

23. Idem

The six main characteristics of social innovation

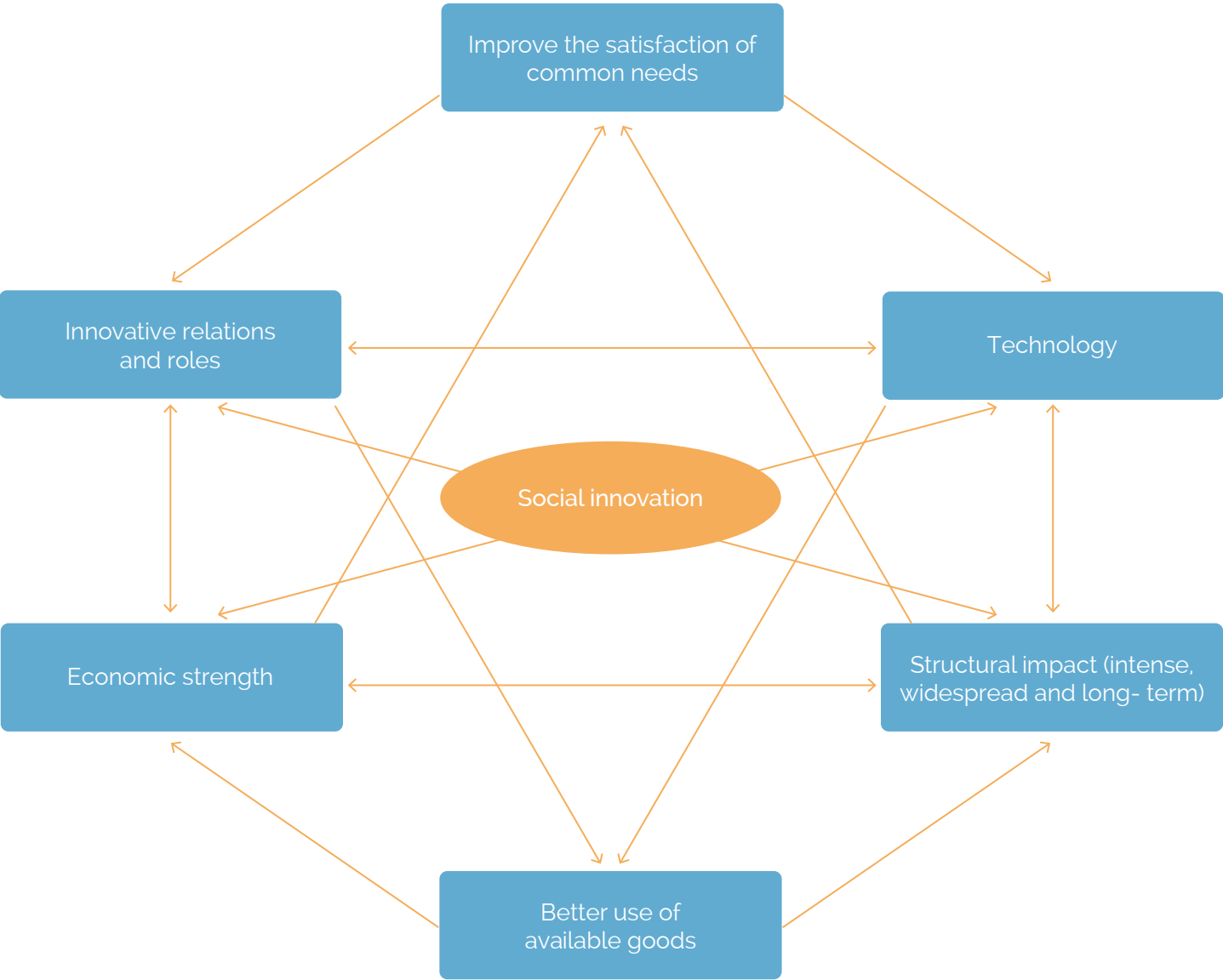


Table 3: The main characteristics of social innovation, trad. from G. Caroli, Modelli ed esperienze di innovazione sociale in Italia, secondo rapporto sull' innovazione sociale, presentation by Gianni Lo Storto.

HOW TO DO SOCIAL INNOVATION

As we said before, the main aim of social innovation is to **satisfy a collective need** (in a better way than before); this is also the motivation of the creation of new relations between the actors and the use of new technologies.

The main conditions to start developing a social innovation are the **deep understanding of the context** in which it is applied, the **main needs of the actors** for whom it intends to create values and the **critical factors** which determine the success of its implementation.

The **specificities of the context**, first of all, determinates the the needs considered as priorities by the local community; these characteristics also influence the way the community sees and reacts to a specific problem and explains the measures currently taken to manage the issue.

In order to design a social innovation that

can really satisfies a collective need we need to actively **engage the actors** of the system since the beginning, form the concept stage to the prototyping one. One of the main aspects that differentiates social innovation from traditional philanthropic activities is the **active involvement** of those who benefit from the innovation.

The active involvement of the beneficiaries generates a lot of positive effects, such as an improvement of **their role inside the community** that increases their dignity and self-esteem; it also helps to **legitimize the initiative**, increasing the probabilities to **meet the real needs** of the users and to be consistent with their behaviours. Finally the active involvement also reduces the risk that the final solution aims mainly to **protect** special interests of the providers.

The consistency and relevance of a particular social innovation lies in the measurable **improvements** from the previous situation.

The main phases to do social innovation



1. Identification of the social need



2. Elaboration of the idea



3. Prototyping and testing



4. Implementation



5. Modification

Table 4: The main phases to do social innovation, trad. from G. Caroli, Modelli ed esperienze di innovazione sociale in Italia, secondo rapporto sull' innovazione sociale, presentation by Gianni Lo Storto.

THE IMPACT OF SOCIAL INNOVATION

As we already know, an innovation can be considered a social innovation when it addresses **collective needs** trying to **find new solutions** based on **innovative relations** between the actors of the system.

The question now is: when can we value these solutions significant? To answer we should consider the "structural impact" of the social innovation.
Through the structural impact it's possible

to increase the resilience level of the social system; this means its capacity to resist and adapt better to **unexpected** and of **high impact shock**.

As we can see from the graphic in the next page, there are many different areas in which it is possible to collocate social innovation initiatives.
The one in which I focused to develop my thesis is the one related to **social integration**.

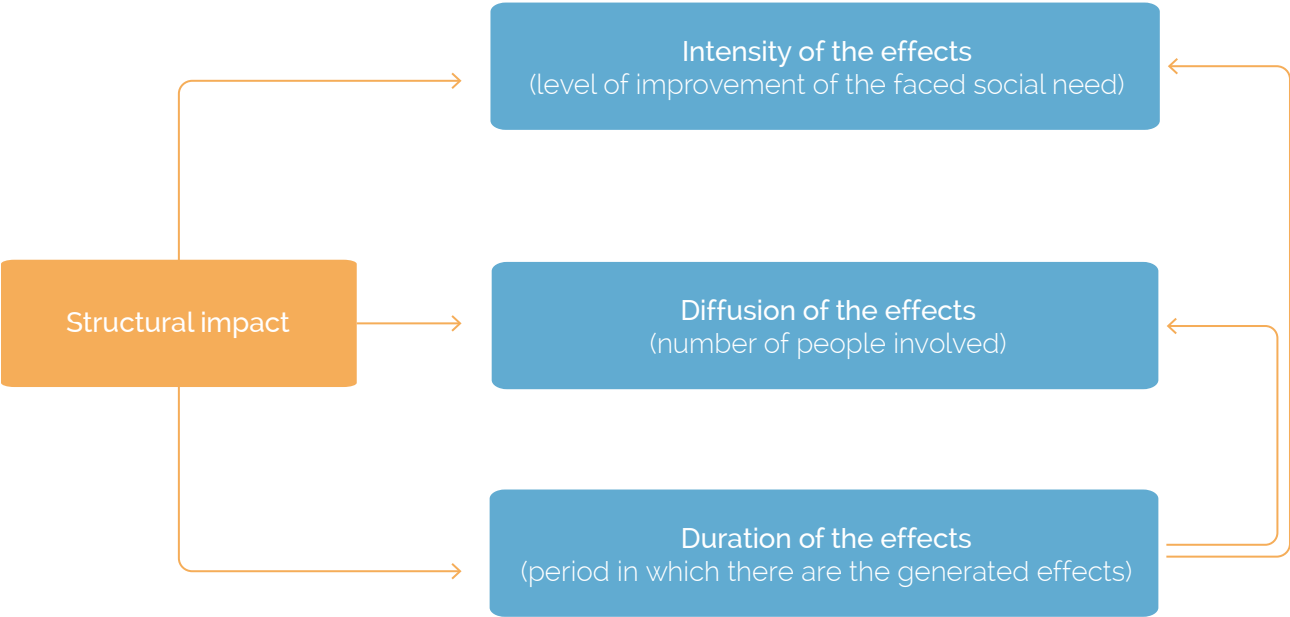


Table 5 and table 6: structural impact and areas of interest of social innovation, trad. from G. Caroli, Modelli ed esperienze di innovazione sociale in Italia, secondo rapporto sull' innovazione sociale, presentation by Gianni Lo Storto.

1

Health care

2

Social care

- Social housing
- Support disadvantaged people
- Elderly Assistance

3

Social integration

- Immigrants integration
- Disable people integration
- Disadvantaged people integration



4

Training, integration and vocational development

- Within organizations
- In different sectors

5

Improvement of the natural environment

- Optimal use of natural resources
- Reducing waste of materials, food/water
- Material and products reuse
- Reducing the environmental impact

6

Sustainable mobility and urban requalification

7

Sharing/pooling and sharing of knowledges

- Platforms for goods exchange/sharing
- Platforms for service sharing
- Skills transfer and data management
- Crowdfunding and microcredit

What is design for social innovation?

RELATION BETWEEN DESIGN AND SOCIAL INNOVATION

Now that we understood what is social innovation and its main characteristics, we will try to face and explain **what design can do** for social innovation.

This field of design can't be considered as a new discipline, but just one of the ways in which modern design differentiated itself; indeed design, for its own nature, has the potentialities and the characteristic to **make the process** of social innovation **easier** to be followed.

There is no a unique way to say what is and what is not design for social innovation but let's try to highlight some aspects that belong to design and to link them with some characteristics of social innovation.

If you want **to create something good** but you **can't immediately see what** it should be or what it should be like, you can walk toward that something good with alternat-

ing **steps of "understand" and "try"**. That's called design.²⁴ I wanted to report this quote because it is particularly interesting to link design with social innovation.

As we discovered in the previous chapter the word "social" inside the sentence "social innovation" is refers to the ways in which people generate social form.²⁵ This means that **we are working with something** hard to see, something that is **intangible**, difficult to be understood and, especially, to be influenced and changed. We are working with social relationships, with how people interact between each others, how people behave, think and are active in their own environment. We are working with culture.

Due to this **complexity**, design methods and tools could be a way to go through the process.

*Design is the best way to get from A to B when you don't yet know what B is.*²⁶

24. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

25. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015

26. Cheryl Heller

*Design for social innovation is
everything that expert design can
do to **activate, sustain** and **orient**
processes of **social change**
toward sustainability*

Ezio Manzini

LIVING SYSTEM

As we said before, when we speak about social innovation we are speaking about a work in a situation where **our raw material is humans and their relationships**.

For this reason **design with social system** is quite more **complex** than design with digital or physical products.

First of all we need to understand the fact that working with social system is complicated and **predict the effect** (or no effect) that our design will have **on the system** is almost **impossible**.

As it is reported in the book "SVA Fundamentals of Design for Social Innovation" social system can be considered as living system; a **living system** is for its nature complex and it's impossible, for one single person, to understand its **inner dynamics and logics**. If we want to be part of social innovation we need to **introduce a new variable or an unfamiliar element** inside the social eco system aims to solve a need of

the community.

To do something like this we need to, first of all, try to understand **how the living system behave** to start the collaboration.

The main problem is that you can't tell someone to change its habits or to a family the way to behave. It's **impossible to oblige people to feel something** or be more compassionate regarding a situation.

What we can do, as design experts, is to help a better configuration of the system to emerge from its own inside, we can **nurture the conditions** needed for lasting positive shifts in the living system to emerge.²⁷

*A living system is any non-linear grouping of parts (people included) that are interdependent and self organizing. Living system are also **socially, dynamically and generatively complex**.*²⁸

27. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

28. Idem

Living system's phases

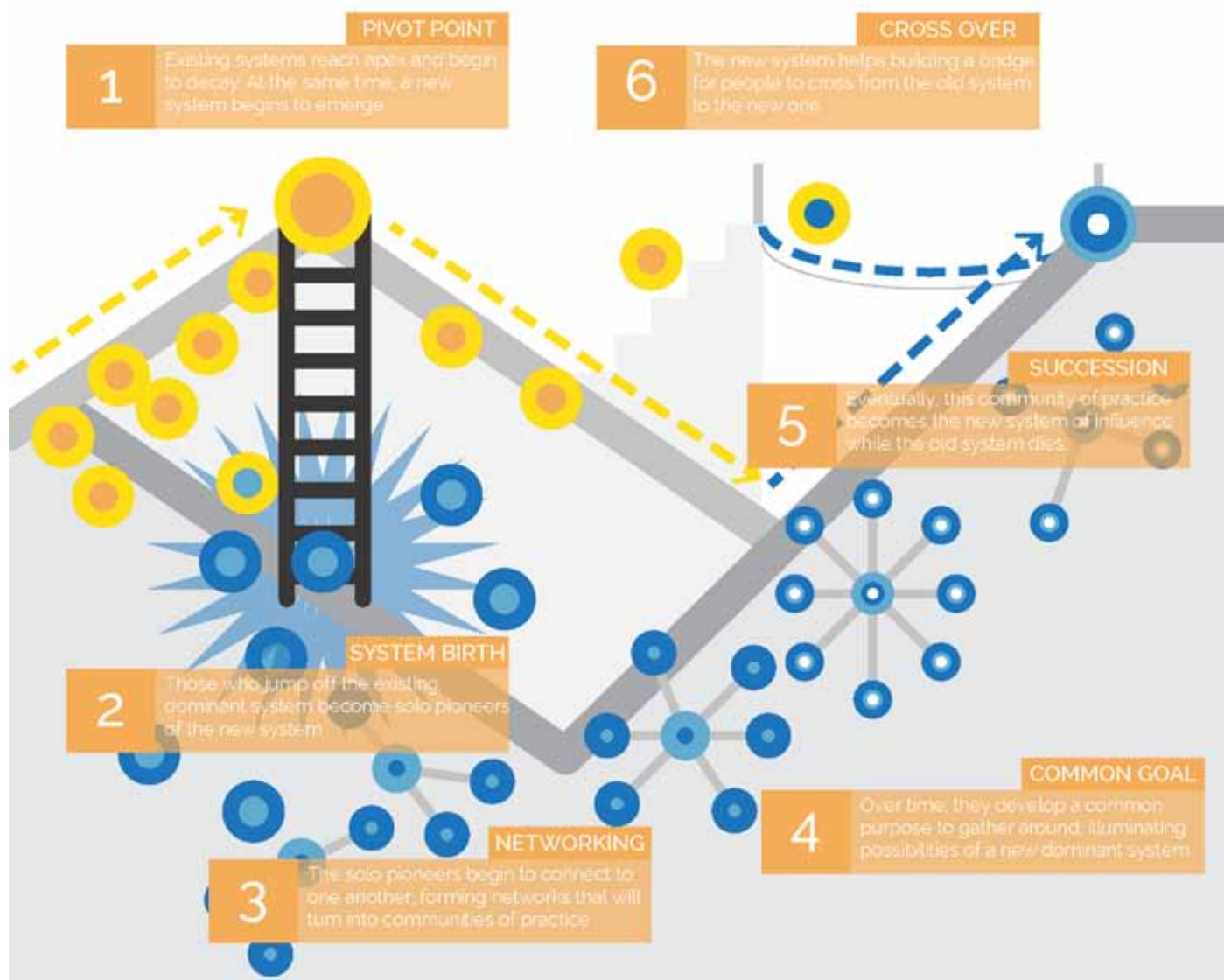


Table 7: Living system's phases, SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

NEW APPROACHES

As we explained in the previous pages, **community** can be seen as a living system, its main characteristic is to be based on **relationships** and to **change constantly**. This situation can't be addressed by a single person.

What makes a human system a social one is invisible and there is almost **no way to predict** how it will change or the way it will be affected by some changes.

To design for social innovation we definitively **need new tools** to look at this complex situation and find a way to approach it. As it is written in the book "SVA Fundamentals of Design for Social Innovation" the main characteristics of these approaches are three; they must be:

1. **Participatory**: we need, through these new approaches to learn how **to work inside a particular situation**, making people who live it everyday, active part of the process. (In the future they will be the ones to

be part of the changed system, they **need to chose it**)

2. **Holistic**: this means that we are interested in engaging and taking into consideration the whole system, not just parts of it

3. **Emergent**: thanks to this approach we will be able to manage the situation step by step, without just looking at the past experiences.

*The challenge is to think broadly enough to have a **theory and methodology** that have the **power to make a difference**, and yet be simple and clear enough to be accessible to anyone who wants to make that difference. We need **ideas from a variety of places and disciplines** to deal with the complexity of community. Then, acting as if these ideas are true, we must translate them into **embarassingly simple and concrete acts**."*²⁹

29. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

The landscape of Design for social innovation

LEVEL 3 SYSTEM MADE OF SMALLER SYSTEMS	solutions come from experts and are designed for social systems made of smaller social systems	health and well-ness for the society is built into systems with social systems made of smaller social systems	systems emerge in society due to the inherent abilities of the social systems made of smaller social systems
	solutions come from experts and are designed for social systems made of individuals	health and well-ness for the society is built into systems with social systems made of individuals	systems emerge in society due to the inherent abilities of the social systems made of individuals
	solutions come from experts and are designed for individuals	health and well-ness for the society is built into systems with individuals	systems emerge in society due to the inherent abilities of the individuals
LEVEL 2 SYSTEM MADE OF INDIVIDUALS			
LEVEL 1 INDIVIDUALS			
	FIX PROBLEMS Design for...	SYSTEMIC WELLNESS Design with...	SYSTEMATIC SELF-HEALING/RESILIENCE Nurture the conditions for life...

Table 8: The landscape of Design for social innovation, SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art.

The y-axis is about the number of people involved in the social innovation, in other words, work becomes more complicated and typically more widespread as you move up. Along the x-axis the reach of influence of the project in question increases.



/02

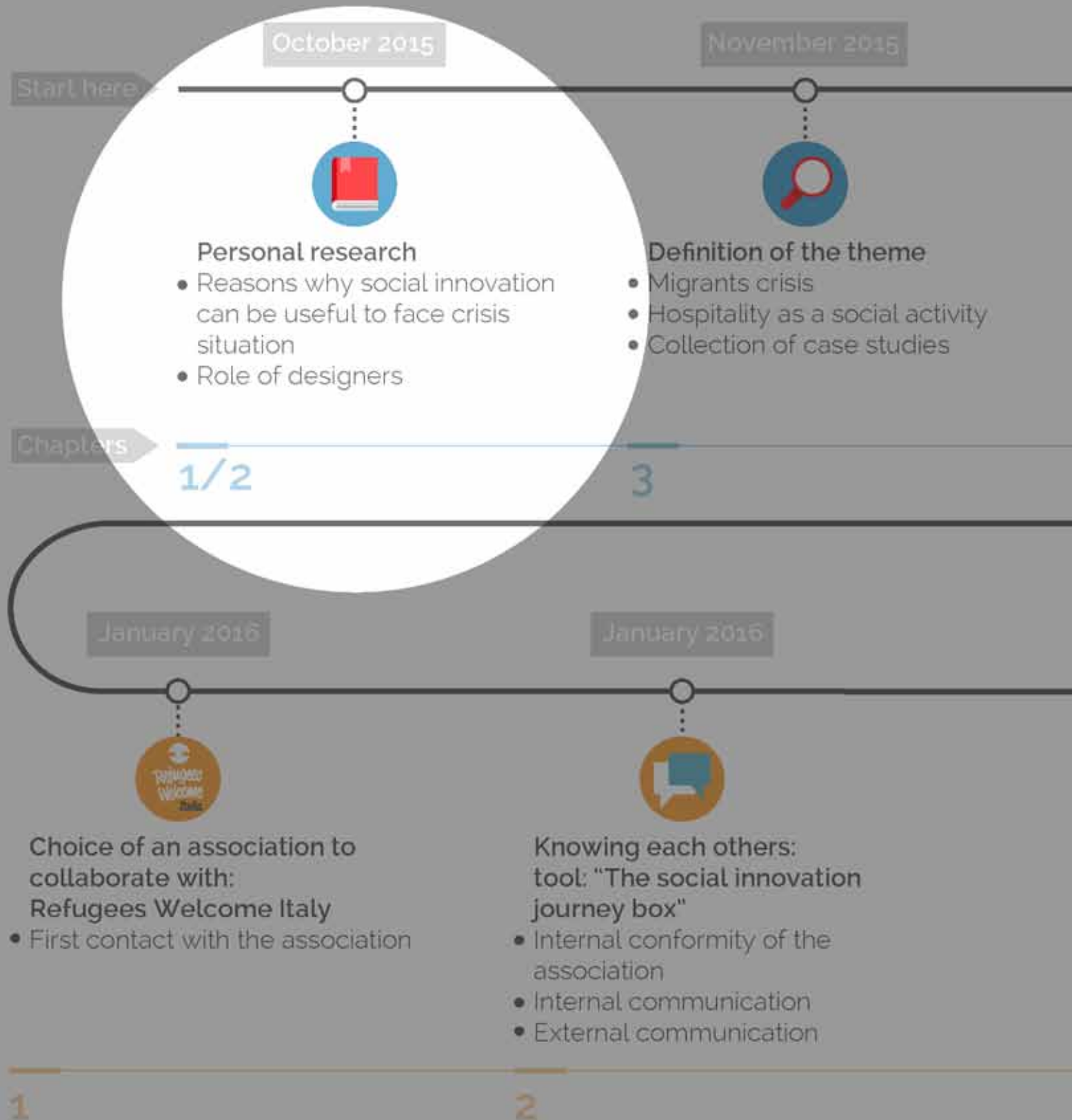
Role of designers

Identity "crisis"



Figure 3: ALGA, Chicago, 2011

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
- RENA General meeting in Naples: "Migrazioni e periferie"
- Presentation of the results
- Contacts with interesting associations

3

December 2015



Converging phase

- Domestic hospitality
- Tools and methods
- General conclusion

4/5/6/7

February 2016



Definition of the main priorities to spread the service

- Communication campaign
- Co-design workshop with the institutions

2

March 2016



Development of the outputs

- Communication campaign
- Co-design workshop with the institutions
- General conclusion

3/4

*The first thing you need to know
about the fundamental structure
of modern design is that **it deals
with relations***

Norman Potter

/02

Chapter structure

In this chapter I am going to go through the main **characteristics** a **designer** needs to have to design in a complex reality.

From the beginning of the last century the society and its needs changed, in the same way the **role of designers**.

Design is here described as a complex discipline, that, for its own nature, is characterized by an high **tendency to fluidity**; design is the discipline where the needs of individuals are taken, explored and satisfied by new solutions and new ways of thinking.

In this chapter I will also analyse the new **methods and tools** a designer needs to have to be able to understand the world in which we are living and imagine new (better) futures.

A new role

Design:

v. to mark out, purpose, intend ...

n. a plan conceived in the mind, of something to be done

n. adaptation of means to end... ¹

CULTURAL CHANGES

At the beginning of nineties the **industrial revolution** changed completely our world and our culture; due to this new culture and **new** needs the **profession** of industrial design arose.

Nowadays something similar is happening with social innovation, indeed it has the power to change the inner structure of our lives and the way we think and act., but a **new culture and practice** are needed.²

As Norman Potter wrote, design is at **service of the society** and, thanks to the knowledges that it inherits from the past, embodies in the present and transmit to the future, it acts to improve our reality.

The Designer is part of the community and

1. The shorter Oxford English dictionary

2. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015.

work for it; for this reason he must give its fullest capacity to produce the **best result** for his fellows and for himself.

The **profession of designer** dramatically **changed** in the last centuries because of the huge change of the society itself. We can't consider this profession released from the society and its changes. Due to this fact we need to consider the world in which nowadays designers have to work; **our world** is characterized by a **high and growing level of connectivity** where there are no boundaries and static scheme, for this reason the situation is becoming more and more complex. In this connected world the design process is not related with just one person, but it's spread among **different actors** that presents different motivations, cultures and knowledges. That's the reason why the **traditional design culture** is **no longer enough**.

If we consider design as a way of thinking and behaving influenced by the society and

that has the power to affect it, its meaning and identity is less clear than it seemed to be in the past.

WE CAN'T BE ANYMORE THE "CREATIVE ONE"

The designer is described in many current design methods as an **expert**, as the one who **identifies "problems"** that part of the society is facing. The focus is then on fixing that problem, addressing that need. But if we, as designers, want to foster resilient shifts in social system, this description is inadequate due to some reasons. The "problem" indeed needs to be seen by **many points of view** inside the system; it's not about a single problem but many negative dynamics and tendencies inside the system.³ If we use the term "fix" it means to do something on the symptoms rather than try to understand the dynamics above them. The improvement in the situation is not about things that we can see and make, but

3. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

it involves relationship, conversations and identities: **inner aspects** of people's lives.

What we aim to do is a difficult **cultural shift**. One common error that we, as designers, make is to think that is possible to understand a complex system and become expert in applying methods for intervening in that system. This is absolutely impossible; in a complex system there's no "cause", there's no "solution", there is no "understand". There's only "**tendency**", "**emerging configuration**" and "**sense of pattern**". ⁴

THE FOUNDAMENTAL DESIGN PROCESS

As we said before, design is a matter of trying to go in the right direction when you still don't know the **arrival point**.

The fundamental design process is a way to create when your understanding is incomplete or when you don't know what should be made.

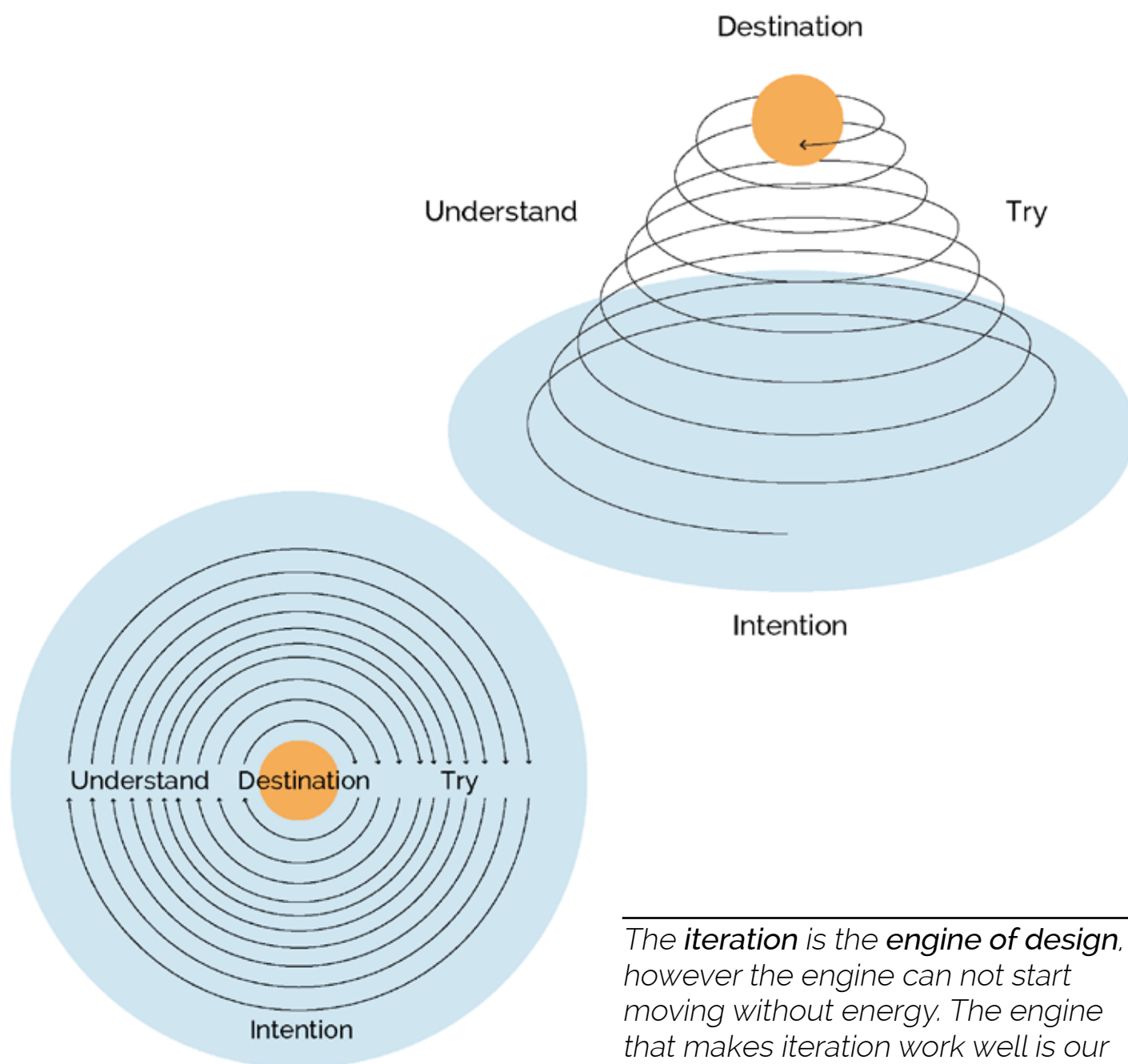
It is a design method based on a **cycle and spiral process of prototyping**, testing, analysing and refining a product or process. ⁵

*It can take any and every physical or visible form but it inevitably begins with the **invisible dynamics** and forces that drive human behaviour. It takes place **within the communities and systems** it's working with, not outside them.* ⁶

4. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

5. Idem

6. Cheryl Heller



*The **iteration** is the **engine of design**, however the engine can not start moving without energy. The engine that makes iteration work well is our **intention**.⁷*

Table 9: The design process, SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

7. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

DESIGNER AS A FACILITATOR

If we want to design for social innovation we need to start to **learn how to work with and withing public organisations and users' communities** to develop platform and skills to enable a culture of change, to explore new radical service models and innovative usages of social technologies within these processes.⁸

This type of approach can be called **CCD – Community Centred Design**, it means that we have to design with **groups of stakeholder** having different agendas, interests, motivations and languages, but sharing a same motivation/goal.

In this case, our role as designers can be the one who is able to look beyond the traditional service providers to find **new innovation actors**. We need to identify, connect and motivate different actors to co-create innovative solutions. We can define ourselves as interpreters of society needs acting as facilitators of transforming processes.

SKILLS TO BE A GOOD FACILITATOR

Design for social innovation often involves helping groups of people to see, converse, and **create together**.⁹

Their existing creativity needs to be enhance, supported, scaled up and protected. Designers needs to find ways to make people aware and able to **use their creativity** to deal with change and complexity and co-develop innovative solutions.

Indeed when ideas for a new services are highly novel and dependent on people's participation and motivation, design needs to find ways to **let people experiment** in

*We cannot afford to be passive anymore. Designers must be **good citizens** and **participate** in the shaping of our government and society. As designers, we could use our particular talents and skills to encourage others to wake up and participate as well.*¹⁰

8. Anna Meroni and Daniela Sangiorgi, Design for services, Gower New edition, 2011,

9.SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

10. Heller S., Vienne V., Citizen Designer: perspectives on design responsibility, New York: Allworth Press, 2003

advance possible future experiences, while **testing out** their feasibility (pilot projects, prototypes and living labs).

As designers we need to learn new skills to facilitate the **dialogues** and **co-create** and then to test the new solutions in an easy way. As we can read in the book SVA Fundamentals of Design for Social Innovation, there are three main aspects on which a facilitator needs to focus:

- **Facilitating the environment**, the facilitator should cultivate an enabling atmosphere of support, mutual respect and safety in the group ¹¹; people need to have a comfortable situation and the idea of being safe and not judged to think in a creative way.
- **Facilitating the diagnosis**, the facilitator is able to understand the challenges and the opportunities the group is facing, and those can be addressed. ¹²
- **Facilitating the resolution**, the facilitator

needs to know how to manage the content, process and people, these insights best emerge from working with the group, co-creating and co-facilitating. ¹³

DESIGNER AS SOMEONE THAT MAKES THINGS HAPPEN ¹⁴

If we want to point out some critics to this first description of designer as a facilitator, we can mention Ezio Manzini.

Indeed he thought that the role of “**process facilitator**” is **limiting**; design is seen by the author as a specific culture that should be transformed by design experts into visions and ideas to be presented to the communities.

Design experts can't just listen to the conversation, taking notes and controlling the situation; Manzini thinks that they indeed have to feed this conversation with their **culture** and their **visions**.
As designers we need to learn how to

11. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

12. idem

13. Idem

14. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015.

communicate this vision by making them real and express them through concrete proposals that make the conversations between the different actors **more efficient and effective**.

DESIGNER AS A PRODUCER OF SENSE

Another point expressed by Manzini is the one that considers the role of designers as the ones who are able to **produce sense**, to see how things ought to be in order to create new **meaningful ententes**.¹⁵

Another interesting point of view is given by Victor Margolin, he says that designer collaborates actively and proactively in the social construction of meaning.¹⁶

Both of these definitions stress the fact that design is not just about problem solving but also about **giving meaningful value** to the things created. The discussion is not just about how to make things work but also if the users will appreciate the **experience**.

DESIGNER AS A CATALYST OF CHANGE

The last food for thought that I would like to introduce about the changing in the role of designers is well presented by the metaphor of Emily Pilloton.

He used to describe design experts as **catalysts**; A catalyst is a substance that speeds up a chemical reaction, but is not consumed by the reaction.¹⁷

If we focus on this definition we discover that designers are able to **add new value** to the context in which they are working without losing their power.

In a specific situation we have the tools and the methods to **amplify the context** and make more **stable solutions** without creating waste.

*Design could therefore be the catalyst for change.*¹⁸

15. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015.

16. Victor Margolin, The politics of artificial: essay on design and design studies, Chicago, University of Chicago Press, 2002

17. Definition taken from www.chemicool.com/definition/catalyst.html

18. Mau B., Leonard J., Massive change, London, Phaidon, 2004

New tools are needed

A TOUGH CHALLENGE

Designers, working in the field of social innovation, need to work with a **raw material** quite different from the physical, digital one. The material with which we have to work is **humans relations**, behaves, feelings and culture.

We can't pretend to directly change this complex social reality but, thanks to some new skills and methods, we can **affect** those things **indirectly** by taking a **design approach** to people's conversation and experiences.¹⁹

To work in this field of high complexity we need to take into consideration new ways to **see the complexity**, new ways to work.

THE ABILITY TO UNDERSTAND

The first step that we have to make is to develop that ability that let us create an **empathic relation** with the actors of our system; we need, first of all, **be able to listen** to each others without mental constrictions and judgments.

In this way we'll be able to have a collection of a **big number of histories** and people's feelings; this will let us see the problem from **different points of view**, freeing ourselves from stereotypes and personal interpretation.

The second aspect that we need to develop is the ability to **understand behaviours**; how people interact and construct relations in their systems is a reflection of their inner **believes** and **values**.

Trying to understand behaviours will help us to understand the inner aspects of human thought.

Finally we need to make an effort to **understand transformation**; what changes in the relations between the actors of the system and in the behaviours is a reflection of a deep change, a transformation.

If we are able to understand the characteristic of transformation, its **origin** and its inner **aspects** we can understand how to cause a shift in the humans behaviours.

19. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

THE U-PROCESS

The U-Process, also known as Theory U, was co-developed by **Otto Scharmer** and Joseph Jaworski and colleagues.

Theory U is a social technology for addressing highly complex challenges or issues. It is an innovation process, a **theory** and a **set of practices**, for creating unprecedented relationships, networks and innovations within and across the worlds of business, government and civil society.²⁰

The U-Process is made up by five steps:

1. Co-initiating: Listening to others and to what life calls you to do, about initiating.

This is the culmination of

- **Attending** to observe
- **Connecting** to start a dialogue
- **Co-initiating** to bring together

2. Co-sensing: Go to the places of most potential and listen with your mind and heart wide open; this is made up of:

- **Clarify** by asking questions
- **Discover** by shadowing and participating

- **Observe** without forming opinions/ideas
- **Listening & Conversing** with an open heart
- **Collective Sensing** with everyone involves

3. Co-presencing: allowing the inner knowing to emerge and to connect it with the future,

- **Letting go** to have the courage to try
- **Letting come** to evolve to our potential
- **Intentional Silence** to reflect
- **Follow your journey** to do what you love
- **Circle of presence** to support each others

4. Co-creating: prototyping a microcosm of the new in order to explore the future,

- **Power of intention:** to show people that they do make a difference
- **Core groups** to bring in newer people
- **Prototype** by creating version of the future
- **Integrate head, heart and hand**
- **Iterate** to not fall in love with our initial idea

5. Co-evolving: Grow innovation ecosystem by

- **Acting from the emerging whole** by imaging new futures and make them possible
- **Create innovation infrastructure**

20. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

The 5 movements of the U-Process

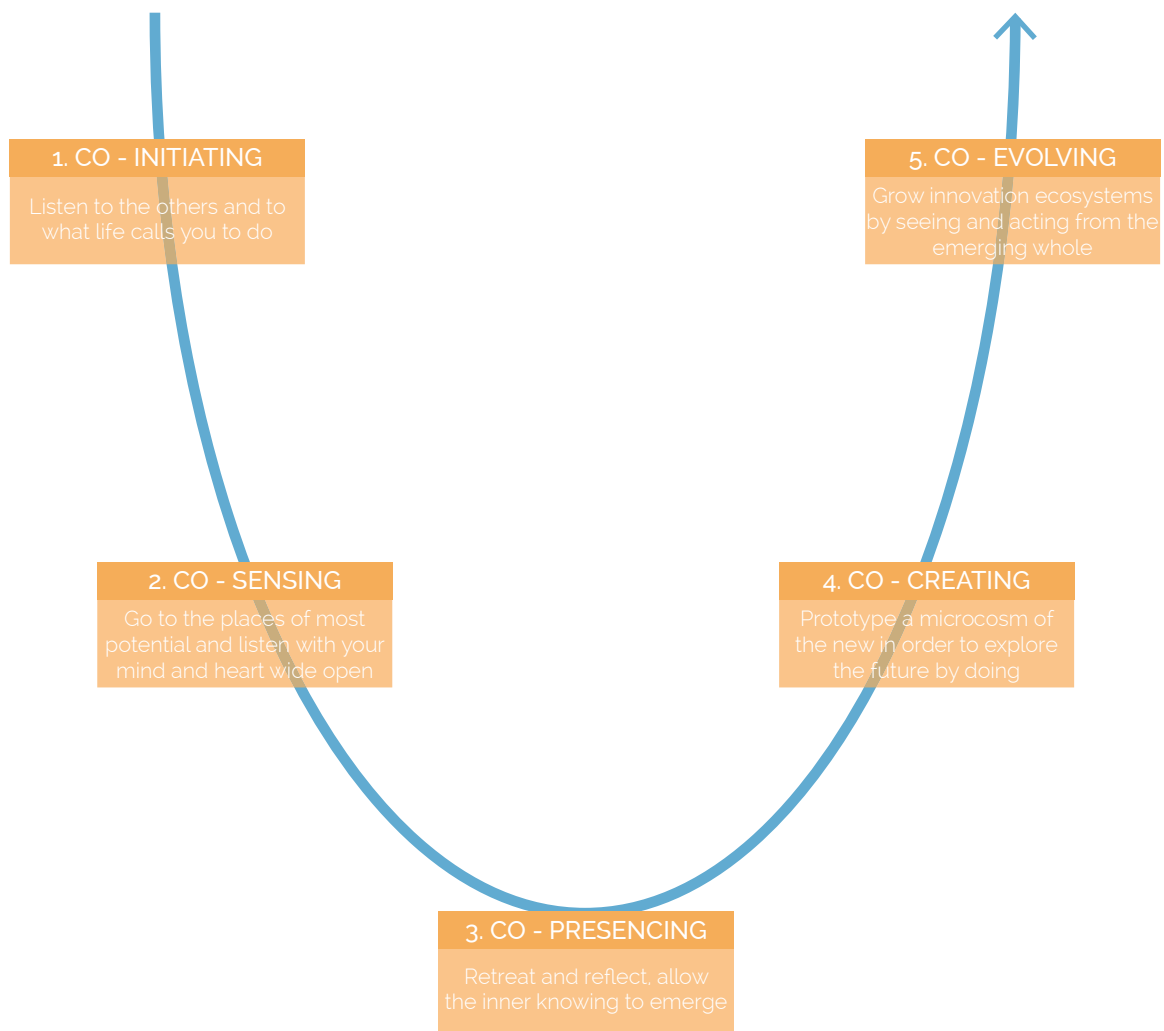


Table 10: The 5 movements of the U-Process, SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art



/03

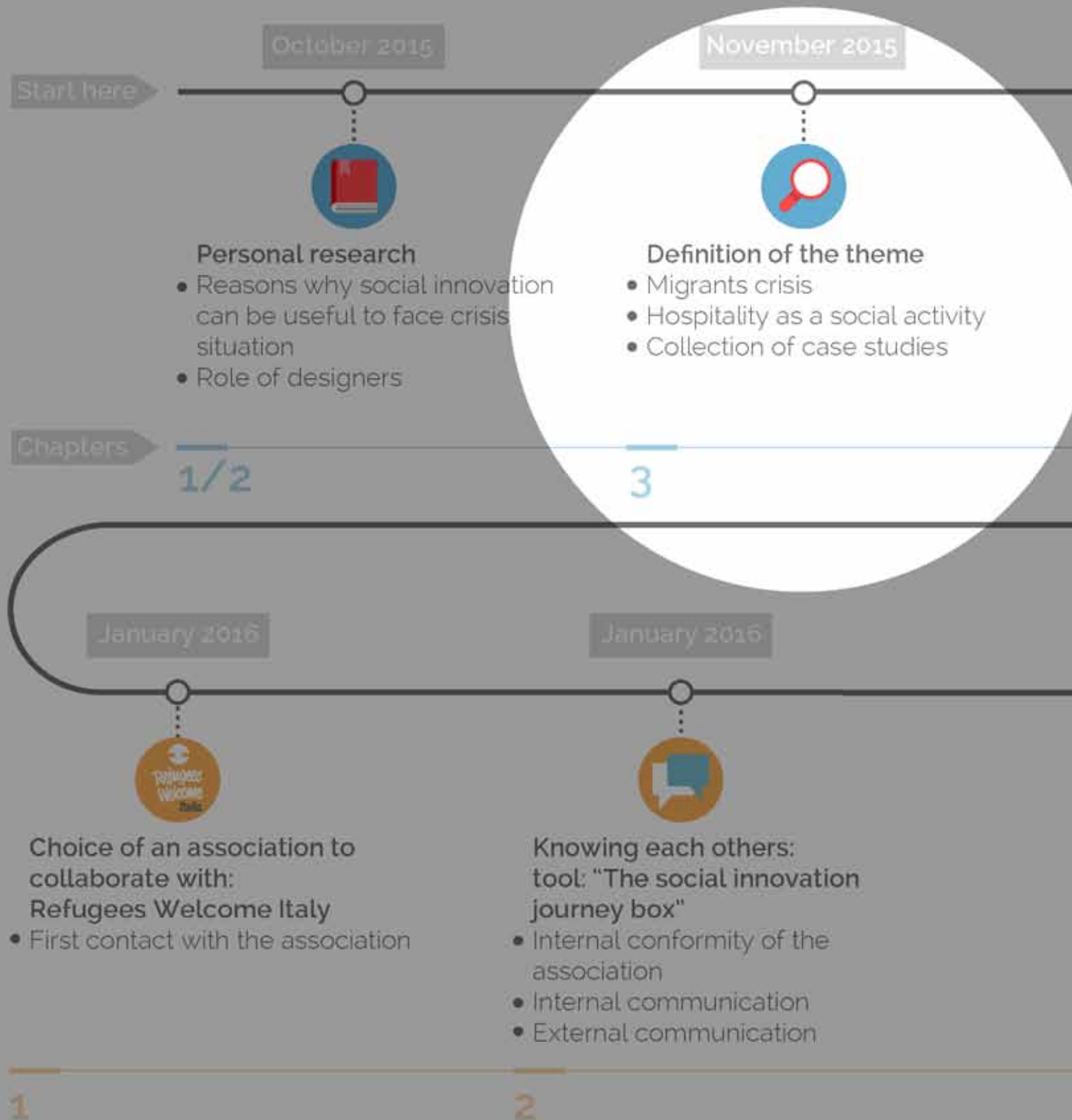
Migrants

from numbers to experiential paths



Figure 4: Yannis Behrakis, Reuters/Contrasto, 11/09/2015

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
- RENA General meeting in Naples: "Migrazioni e periferie"
- Presentation of the results
- Contacts with interesting associations

3

December 2015



- Converging phase**
- Domestic hospitality
 - Tools and methods
 - General conclusion

4/5/6/7

February 2016



- Definition of the main priorities to spread the service**
- Communication campaign
 - Co-design workshop with the institutions

2

March 2016



- Development of the outputs**
- Communication campaign
 - Co-design workshop with the institutions
 - General conclusion

3/4

*The phenomenon of the large
international migrations is
one of the most **dramatic** and
complex issue of our time*

Francesco Tuccari

/03

Chapter structure

In this chapter I am going to finally enter in the specific theme of my thesis: **migrants** and **their integration** in our society.

I will, first of all, try to give a general **overview of the phenomenon** that affected Europe in a large way.

Even though I know that describing this phenomenon is more than **complex**, I will try to provide some quantitative data to have an idea of the situation and clarify some points.

From the quantitative analysis I will then present the research developed, with professor Anna Meroni and my colleague Luca Negro, in october and november.

This research has the aim to map the journey of migrants from when they leave their places to the integration in the new country. Through this research we had the possibility to **highlights the common needs** of these people and analyse some **bottom-up solutions** of social innovation developed by citizens. This study helped us to have a **deeper understand** of what is going on.

Why migrants?

As we said in the previous chapters, social innovation has the potentiality to influence **many areas** of our lives, from the way we move around to the way we live 'till the way we take care of our children and older people.

To do a thesis related to design for social innovation I actually could had the possibility to develop one of these many possible themes... but some **major problems** caught my attention.

I strongly believe that **design** (and especially design for social innovation) has the capability to face some of the **big challenges** of our time and to give new creative ways to face them.

In the **2015** we were literally bombed by **strong pictures** about migration flows at the news; the image of the little Aylan lying on that greek beach it's something that will be hard to forget.

I see myself as an **active citizen** with an historical responsibility; our children will ask

us about what we did.

For this reason I asked to myself: What can I do? What can I do with my competences? This is the main reason why I am trying, through this thesis, to understand how **methods belonging to design** for social innovation can be **applied and work** to a situation like this.

In this chapter I am going to present some **quantitative data** to give a **general overview** of the situation that we are living nowadays. I will do my best to **summarize the main points** of the phenomenon of the migration, trying not to minimize but to clarify some crucial aspects.

I think that sometimes, because of medias' influences, some **false stereotypes** are generated; this fact gives us a **false perception of the reality** and affects our way of thinking and acting.

General overview of the situation

LET'S START WITH SOME NUMBERS

Open Migration is an open and horizontal informative project on migrations, their mission is to provide data, competences and knowledges in order to inform and rise awareness on migrants and migrations' issues.¹

Looking at this project I was amazed about the use of quantitative data to tell a story and to **fill the gap between population and media**; that's the reason why I want to start to talk about migration giving some useful data that can facilitate a deeper understand of the phenomenon.

While populations from the Middle East, South East Asia, and Africa have been crossing the Mediterranean to reach Europe in growing numbers since 2011, **2015** marked the **sharpest increase arrivals** to Europe and deaths in the Mediterranean.²

In 2015, **1,046,599 migrants**, including asylum seekers are reported to have arrived to Europe by land and sea routes.

1. <http://openmigration.org/en/our-mission>

2. Mixed Migration Flows in the Mediterranean and Beyond, Compilation of available data and information, reporting period 2015, IOM (international organization for migration), 26/02/2016

Since **January 2016**, 84,406 migrants have arrive to Europe.³

People who arrives in Europe are mainly from **Syria** and **Afghanistan**, followed by others nationalities.

As you can see from the figure, there are many **routes** to arrive in Europe, the common fact is that they are all **dangerous** and not controlled by public institutions.

In **Italy**, during the 2015, an estimated **153,842** migrants and asylum seekers were registered arriving in Italy by sea.

The majority of the persons disembarking in Italy not apply for asylum in our country, indeed in 2015 Eurostat recorded **61,545 claims for asylum** in Italy (last update: October 10th, 2015).⁴

The nationality with the greatest number of asylum requests is **Nigeria** (10,205 requests up to September 2015).⁵

BE ABLE TO READ HISTORY

As we can understand from this huge num-

NATIONALITIES OF AGGREGATE CUMULATIVE ARRIVALS TO EUROPE IN 2015

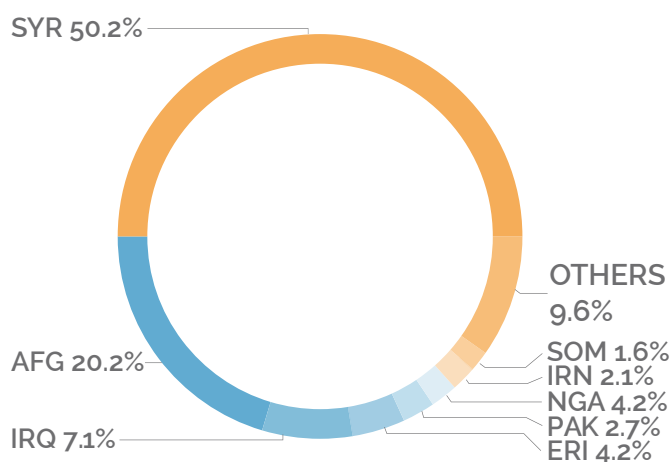


Table 11, Flow Monitoring Compilation | 2015 Annual Report | IOM

*Migrations tells the strongest story of our time.*⁶

3. Mixed Migration Flows in the Mediterranean and Beyond, Compilation of available data and information, reporting period 2015, IOM (international organization for migration), 26/02/2016

4. Idem

5. Idem

6. Open Migration

Total arrivals to EUROPE: 1,046,599
By sea: 1,011,712
By land: 34,887

Table 12. Migrant flows to Europe. Registered and reported arrivals.
Flow Monitoring Compilation | 2015 Annual Report | IOM

arrivals to SPAIN
sea 3,845
land n/a
total 3,845

arrivals to ITALY
sea 153,842
land n/a
total 153,842

arrivals to MALTA
sea 106

arrivals
411,515



to HUNGARY

arrivals to SERBIA
land 579.518

arrivals to SLOVENIA
878.604

arrivals to CROATIA
556.830

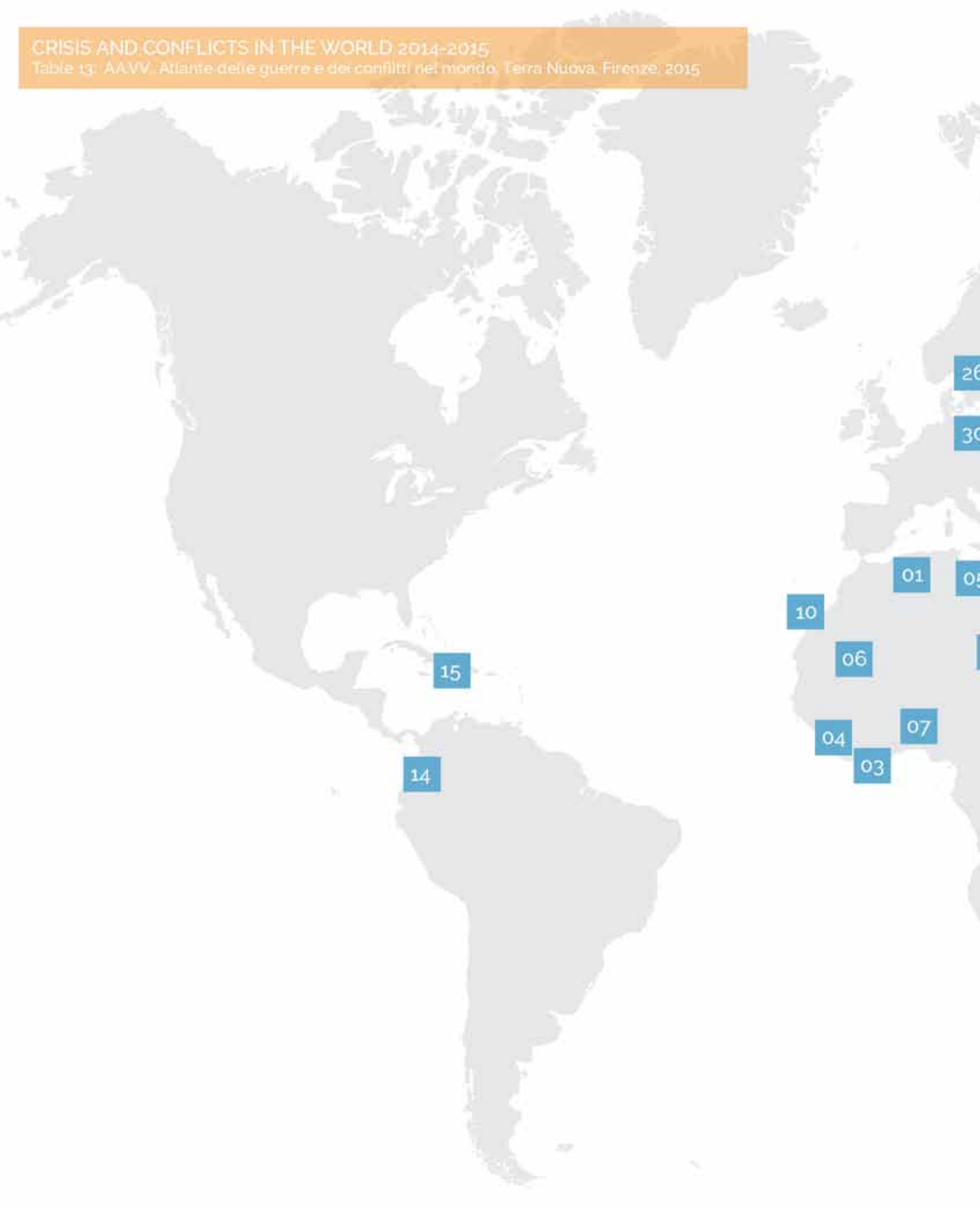
arrivals to BULGARIA
land 31.174

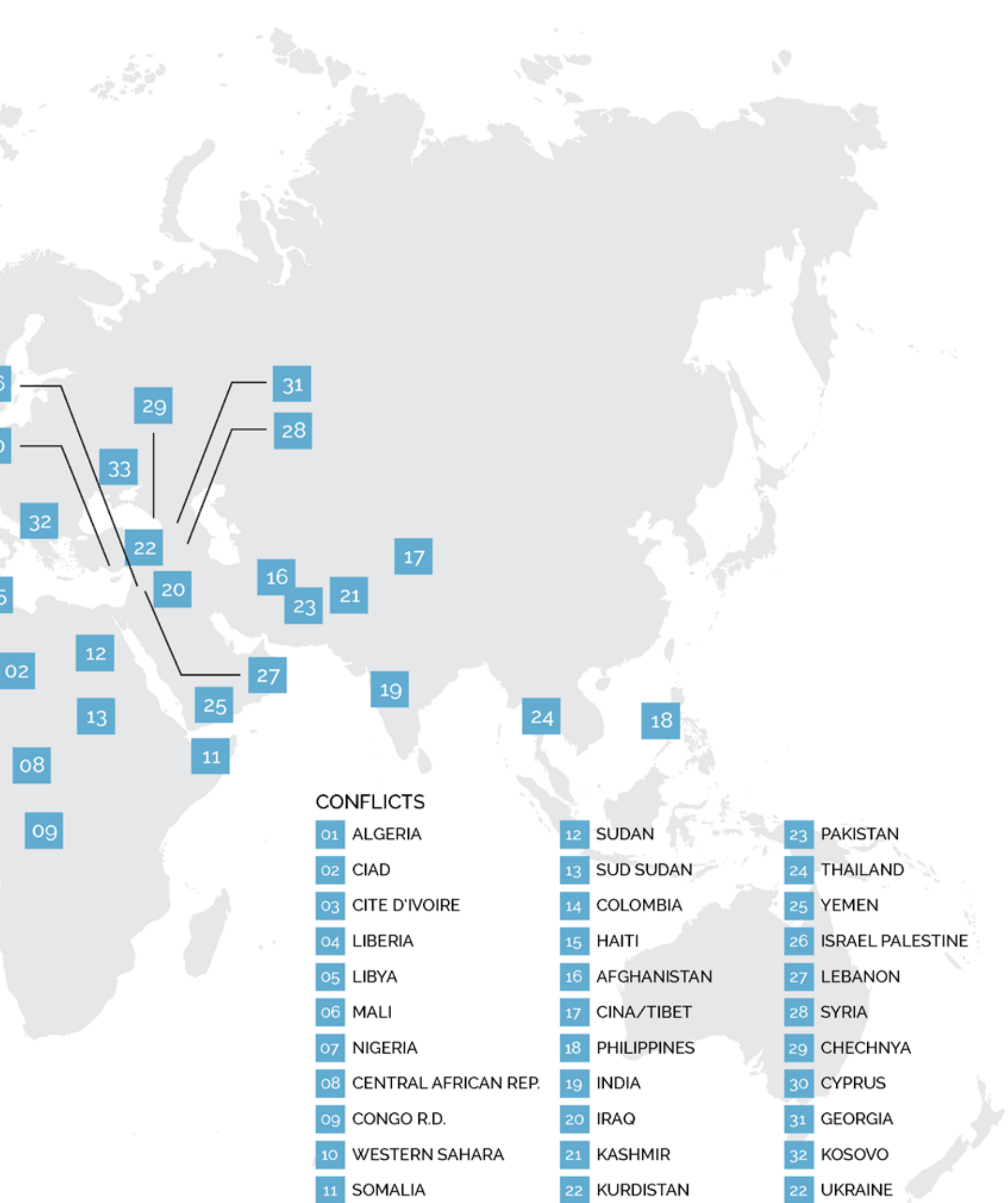
arrivals to GREECE
sea 853.650
land 3.713
total 857.363

arrivals to CYPRUS
sea 269

CRISIS AND CONFLICTS IN THE WORLD 2014-2015

Table 13: A.A.VV. Atlante delle guerre e dei conflitti nel mondo. Terra Nuova, Firenze, 2015







bers, the **immigration phenomenon** represents one of the most **dramatic** and **complex** issue of our time.

In 2015, **3,770 migrants** are reported dead/**missing** in the Mediterranean ⁷ and the situation is not getting better in the 2016.

This alarming situation highlights in a very clear way the deep differences and inequalities that separate and at the same time link the **"south" and the "north" of the world**, the first one characterized by wars, misery and poverty and the second one where the idea of well being is spread everywhere.

Since the **beginning of the nineties** the immigration phenomenon is at the centre of interests and **concerns** of European Union but it is becoming more and more discussed in these last months.

Indeed in this last period, as we saw before in the graphics, tens of thousands of migrants and refugees, especially from Middle East and north of Africa, arrived in Europe

running away from dictatorships, wars and extremely poor conditions.

To have a better understanding of this "crisis" we should, first of all, have a look back at the **past**; indeed **migrations** represent a **constant component** in the history of human civilization. Europe, as a continent, has always been stage of different and many immigrations flows, like the barbarian invasion or the islamic expansion.

Starting from the **XVI century**, after the discovery of America, **Europe** became the starting point of large **flow of emigration** toward the new world. These flows have seen an extraordinary increase in the nineteenth and twentieth century, when America and especially US became the land of great opportunities.

A data related to our country that can give a measure of the consistency of these flows is that between 1876 and 1915 about **7.5 million of Italians emigrated to America**, especially to Argentina and Brazil, than to US. ⁸

7. Mixed Migration Flows in the Mediterranean and Beyond, Compilation of available data and information, reporting period 2015, IOM (international organization for migration)

8. www.migrationpolicy.org

OVERVIEW: MIGRANT FLOWS TO EUROPE

Cumulative arrivals to Italy by nationality of origin, from 01 January 2015 to 31 December 2015

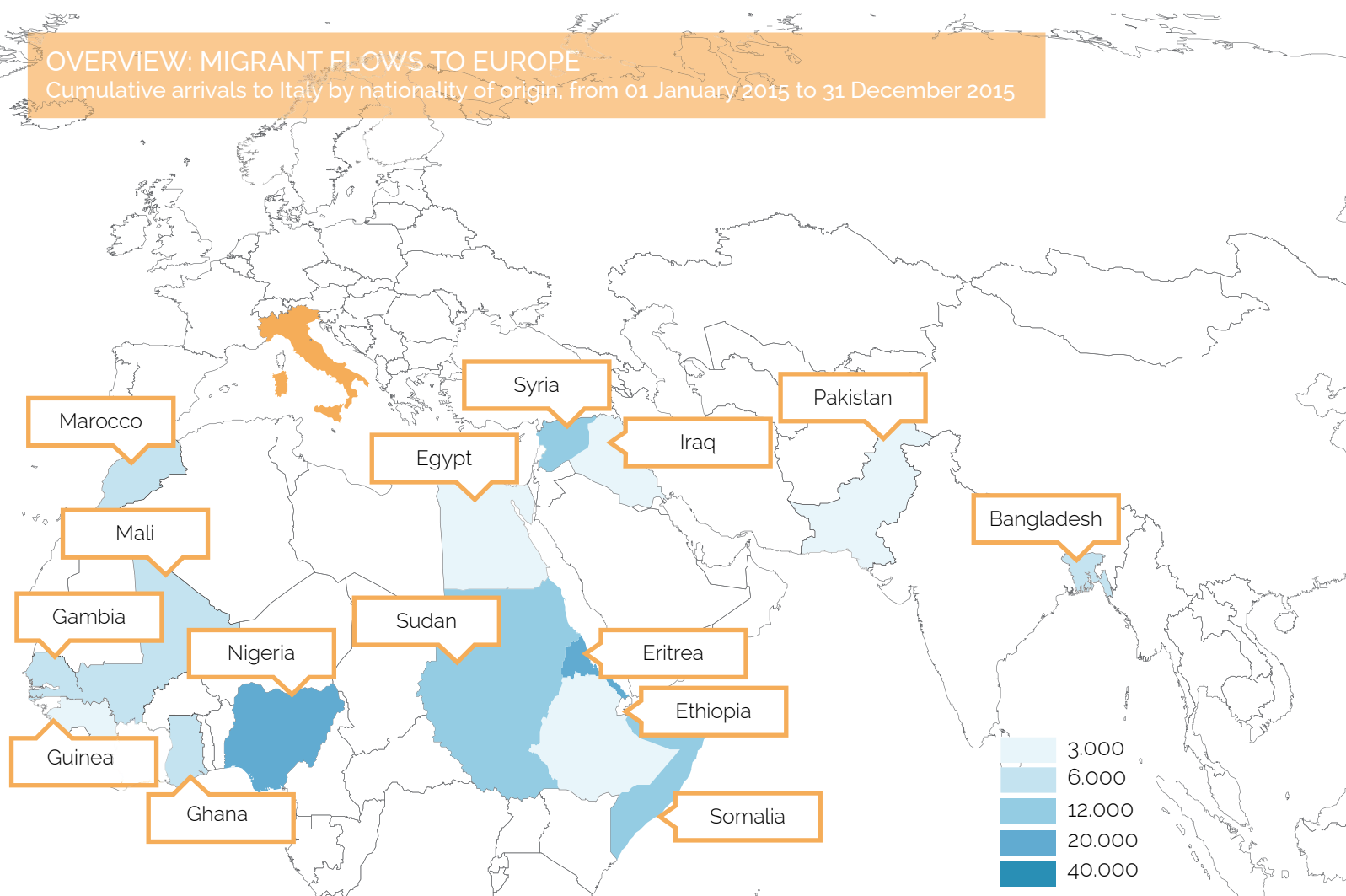


Table 15, IOM, cumulative arrivals to Italy by nationality, from 01 January 2015 to 31 December 2015

Migrants arrivals in Italy and asylum requests

Years 1997-2014

— Arrived migrants — Asylum requests — Analysed requests

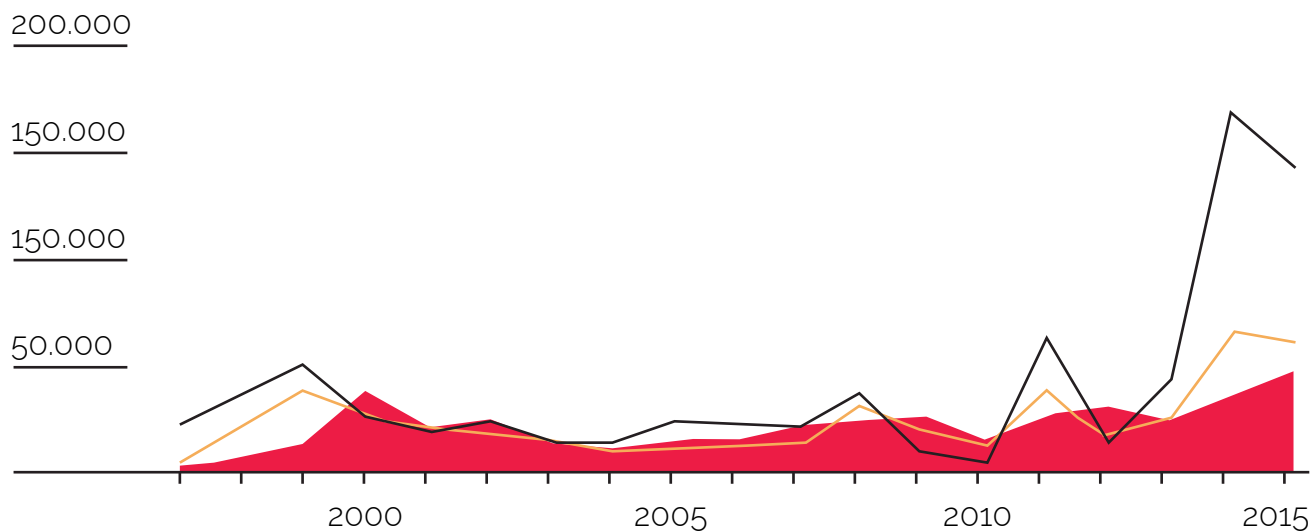


Table 16, ISMU on ministry of the Interior Department of Public Security Central Directorate for Immigration and Border Police; and the National Commission for the right to asylum

As it happens today, these past migrations took place in desperate conditions and in inadequate boats.

In the last decades of the **XX century**, Europe, within a situation of overwhelming acceleration of the movement of goods, money and people characteristic of the **"globalization"**, become again an **"immigration" continent**.

Sub Saharan Africa, North Africa regions and the middle east were attracted by Europe because of its **weakness on the demographic aspect** and its **strong economy**. In the same period these countries were also stage of civil wars, conflicts and dictatorial governments.

The result has been a very significant increase in **incoming migrant flows** in Europe, more than 5 million in the eighties, almost 10 million in the nineties, about 19 million in the first decade of the twenty-first century.⁹

If we give a general overview of the situation about immigration around the world we

can understand that it's not just Europe that needs to face problems related to immigrations. The two countries that between 1960 and 2013 received the largest number of migrants are the **United States** and the **Russian Federation**.¹⁰

In Europe, in the last decades, the immigration issue was seen from a large part of public opinion as an **"invasion"**.

The reason why is the non-European origin of the migrants. At the beginning of the nineties the flows were mainly **Slav-Albanian**, since the beginning of the century the major concerns have come from the **Arab-Muslin** penetration that makes us see the phenomenon as a **"clash of civilization"**.¹¹

We have to read the "migration crisis" in this broader framework.

An other aspect that characterized the **current immigration** is that it is, above all, a **"refugees crisis"** because of the increase in the number of people who are forced to migrate for running away from wars, oppres-

8. www.migrationpolicy.org

9. Idem

10. Idem

11. UNHCR report

sive regimes and persecution.

In **2014** the global number of **refugees 59,5 million**, against the 37,5 million of 2004.¹² This data clearly shows us that the fragility of several **countries** that still **don't have a political stability** (Somalia, Libya, Mali, Nigeria, the Democratic Republic of Congo, Iraq, Afghanistan...)

An adequate answer to this "crisis" is quite difficult to give. The reasons why are various, first of all public **opinion's responses** are very different, covering all the levels between the two extremes of "**hospitality without reservation**" and "**brutal rejection**"; then, the major problem, is that this answer, to be truly effective, must now be shared and agreed at **European level**.

It is in fact totally unrealistic to believe that a crisis of this magnitude can be successfully faced by individual states, in particular by those who are more exposed to migrations flows (like Italy and Greece).

However, the EU, is facing multiple and sometimes insurmountable **difficulties** to act in a **unified manner**. The result is that the "migration crisis" is becoming a dramatic **humanitarian emergency** and a challenge to the deeper idea of **European "Union."**

12. www.migrationpolicy.org



Figure 5. 6 and 7. SANTIPALACIOS/AP

*The **border** is not in Lesbos,
it really [is] **in our minds** and
in our hearts*

Ai Weiwei

How Italy “welcomes” migrants

INTRODUCTION

In this chapter I am going to go through the way Italy welcomes migrants.

In particular I want to focus the attention on the different types of **helping centres** for immigrants and the differences between **various status** a person can get to remain in our country. This chapter will be helpful also for the understanding of the second part of my thesis, the practice one.

THE CONVENTIONAL MODE ¹³

As Manzini defined it in his book, the conventional mode is what we adopt when we can say: “We do it like this because we have always done so”. ¹⁴

This is a chapter about what is the **main-stream way** (and also the **official** and **legal** one) of managing immigration's themes in our country. This way of managing issues will be then compared with a wide research about **new bottom-up initiatives** driven by citizens to face this phenomenon.

Foreign citizens who illegally entered in Italy

*When there is no time for this, when **new events** emerge and **problems** are posed that we have never had before, the **urgent demand** for rapid solutions overwhelms traditional know-how, indeed traditional as a whole.* ¹⁵

13. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015

14. Idem

15. Idem

are welcomed in the **centres for immigration** where they receive assistance, they are identified and detained.

In case of international protection, some particular procedures start in order to verify the requirements; otherwise they are sent back to their own country.

The hosting system in Italy is divided into **two phases**: the phase of **initial hosting (prima accoglienza)** in government centres and the **second hosting (seconda accoglienza)** inside the SPRAR, protection system for asylum-seekers and refugees.

The **initial hosting system** in Italy is made up of four different types of government centres:

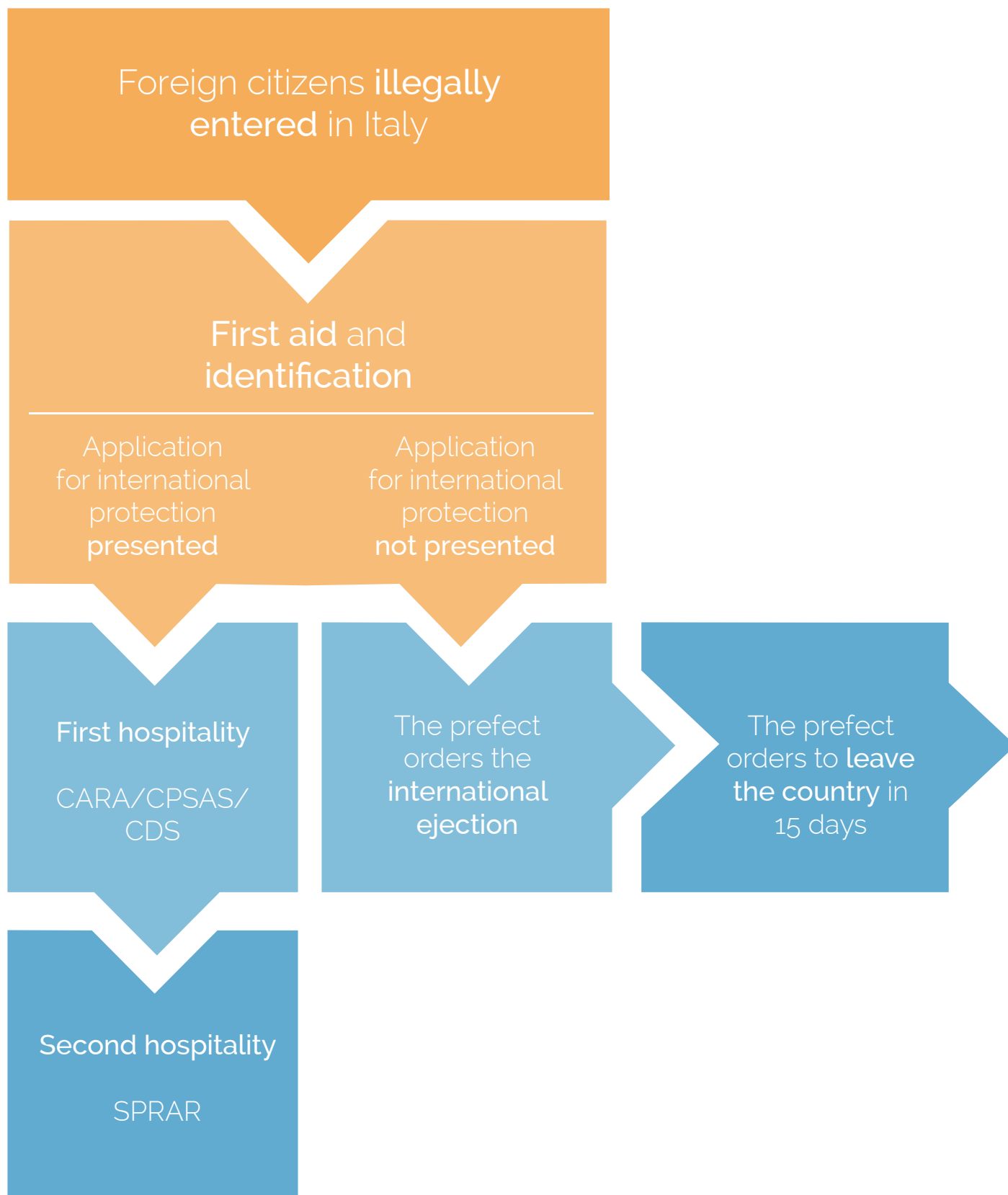
- CPSA (First aid and welcome centre)
- CDA (Welcome centre)
- CARA
(Welcome centre for asylum-seekers)
- CIE
(centre of identification and deportation)¹⁶

The idea of this first hosting system is to give to migrants and asylum-seekers services during the **"emergency phase"** and then to transfer them in more specialized centre. By law migrants have to stay in these places for the **time strictly necessary** for the recognition of the status, that may not exceed 35 days.

The problem is that actually the stay in these places reaches the duration of one year, with an estimated average of about 4 months. These **delays** are due to the fact that the **procedure for the recognition** of international protection status has longer times than the ones expected and because of the **low capacity** of the second hosting facilities. Migrants are obliged to stay in these structures, often built in remote areas, in which, from the structural point of view, the hosting function is marginal compared to the one of **containment**.

The **SPRAR**, protection system for asylum-seekers and refugees, was established by

16. Ministro dell'interno, pagina dedicata a temi di immigrazione e asilo



controls;

- is lawfully entered in a country, for example on a tourist visa, but then he remained even when the **visa expired**;
- He did not leave the country of arrival, even after it ordered his **expulsion** from the national territory.²⁰

- Illegal immigrant (clandestino)

In Italy you are an **illegal immigrant** when despite having received a **deportation order**, you will remain in the country. Since 2009 it is a criminal.

- Refugee/internal refugee

A refugee is a **generic term** for those who leave their country because of wars, invasions, riots or natural disasters. An internal refugee does not cross the national border, remaining within their own country. The refugee status is defined by the Geneva Convention of 1951, a United Nations treaty signed by 147 countries.²¹

Article 1 of the Convention states that a

refugee is a person who "**is rightly afraid to be persecuted** for reasons of race, religion, nationality, membership of a particular social group or political opinion, is outside the country of which he is nationality and is unable or unwilling, because of these fears, avail himself of the **protection of that country.**"

From a **legal-administrative point**, it is a person who is granted refugee status because, if he/she returns in his/her home country, he/she may be **victims of persecution**.

For persecution we mean actions that, by their nature or frequency, are a **grave violation of fundamental human rights**, and are committed for reasons of race, religion, nationality, political opinion or membership of a particular social group. Italy has taken the definition of the Convention in the law number 722 of 1954.

- Asylum seeker

An asylum seeker is a person who, having

20. Regulation (EC) No. 862/2007 of the European Parliament and of the Council, 11/07/2007

21. Geneva Convention 1951, Article 2(c) of the directory 2004/83/CE of the council, 29/04/2004,ì

left their country, is **seeking recognition of refugee status** or other forms of **international protection**. Until it is not a final decision by the competent authorities of that country (in Italy it is the Central Commission for the recognition of refugee status), the person is an asylum seeker has the right to stay legally in the country, although it has come without identity documents or irregularly.²²

- Beneficiary of humanitarian protection

Who Benefits of humanitarian protection is not recognized as a refugee, because it is not the victim of individual persecution in his country but still need protection and/or assistance because **he is particularly vulnerable** on medical, psychological or social aspect, or because if it was deported it could **suffer violence**. The European standards define this type of protection "**subsidiary**".

- Beneficiary of subsidiary protection

Subsidiary protection is a form of international protection provided by the European

Union recognized those who risk to be seriously **in danger if deported**, due to a situation of generalized **violence** and **conflict**. Also it can obtain subsidiary protection who is in danger of being subjected to torture, death penalty or inhuman or degrading treatment for other reasons respect the ones provided from Geneva convention.

*For an age of unprecedented mass displacement, we need an **unprecedented humanitarian response** and a renewed global commitment to **tolerance and protection** for people fleeing conflict and persecution.²³*

22. Article 2 (c), directive 2003/9/CE of the council, 27/01/2003

23. António Guterres, high commissioner for refugees

From numbers to experiential paths

INTRODUCTION

In this chapter I will try to shift from quantitative data, given in the previous one, to **individualities**. Wars, environmental disaster and catastrophes started this huge phenomenon but we can't speak about **"flow"** and **"wave"** anymore; if we want to start to act in the correct direction we need to start to think in terms of **individualities** and **variabilities**.

That "wave" is indeed made up of different people, each person with a specific story, peculiarities, sufferings, dreams and inspiration. Each person who arrives in Europe has a migrant's journey in its mind and the **right to design its own existence**

TO MAP THE EXPERIENTIAL PATH

The experience on which we want to focus is, in general, the one of **migrants** (as we said before, they are the ones who decided voluntarily to leave their home country to seek work and better living conditions).

They are **people in movement**. In this re-

search we consider people who left their own country because living in a **dangerous situation**.

In this research we mainly focused on mapping the **large and dramatic experiential path** that migrants have to face from leaving their home to arrive in a new place; every path starts far away and is characterized by many dramatic phases that here we tried to consider.

For every considered phase we highlights the **roots**, the **places**, the **needs** that the migrants have to face.

But our major aim was to report, for every step, some **interesting case of bottom-up activities** provided by private citizens that felt the **urge to do something** in a dramatic situation.

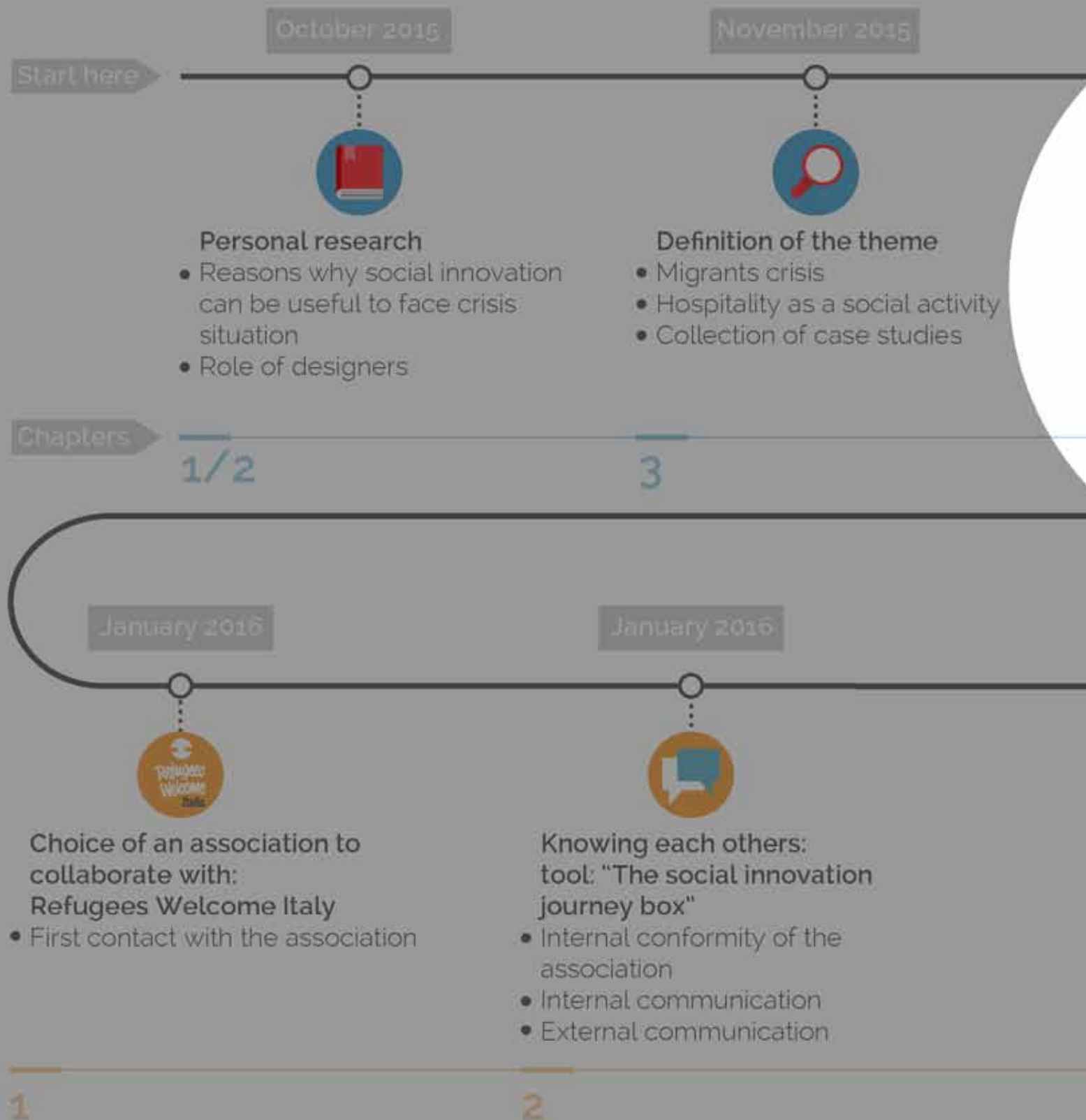
If we called the way Italy "welcome" refugees the conventional mode, here we can say that we are going to report the **"design mode"** ²³ of welcoming people.

23. "Design mode means the outcome of combining three human gifts: critical sense, creativity and practical sense", Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015

*The **spontaneous action**, the action without projects, without programs, without model is the constant of all modern **revolutions** (...)*
*The revolutions may be **done without previous projects**, but then they would need those projects to **settle and consolidate***

Thomas Maldonado

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
- RENA General meeting in Naples: "Migrazioni e periferie"
- Presentation of the results
- Contacts with interesting associations

3

December 2015



Converging phase

- Domestic hospitality
- Tools and methods
- General conclusion

4/5/6/7

February 2016



Definition of the main priorities to spread the service

- Communication campaign
- Co-design workshop with the institutions

2

March 2016

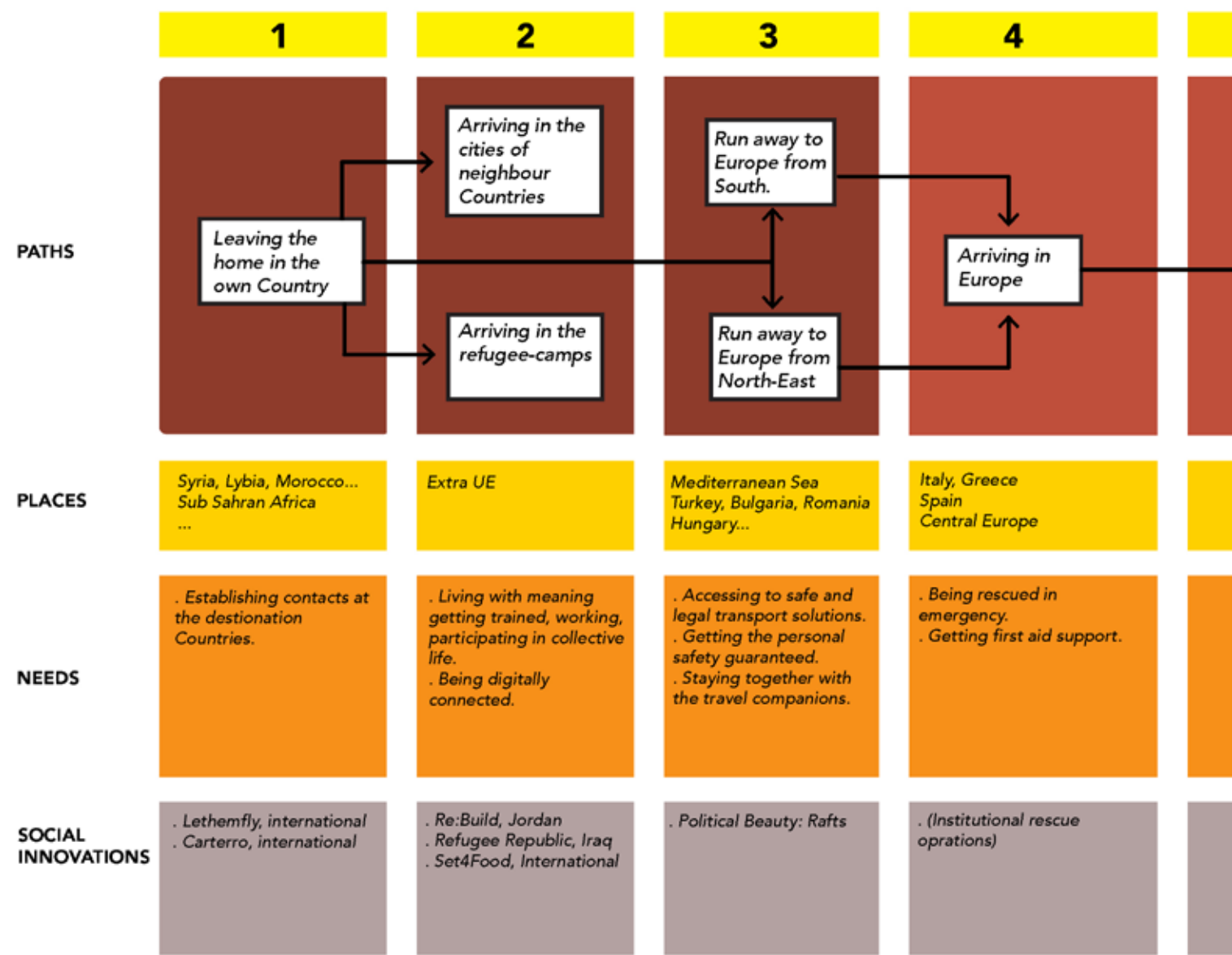


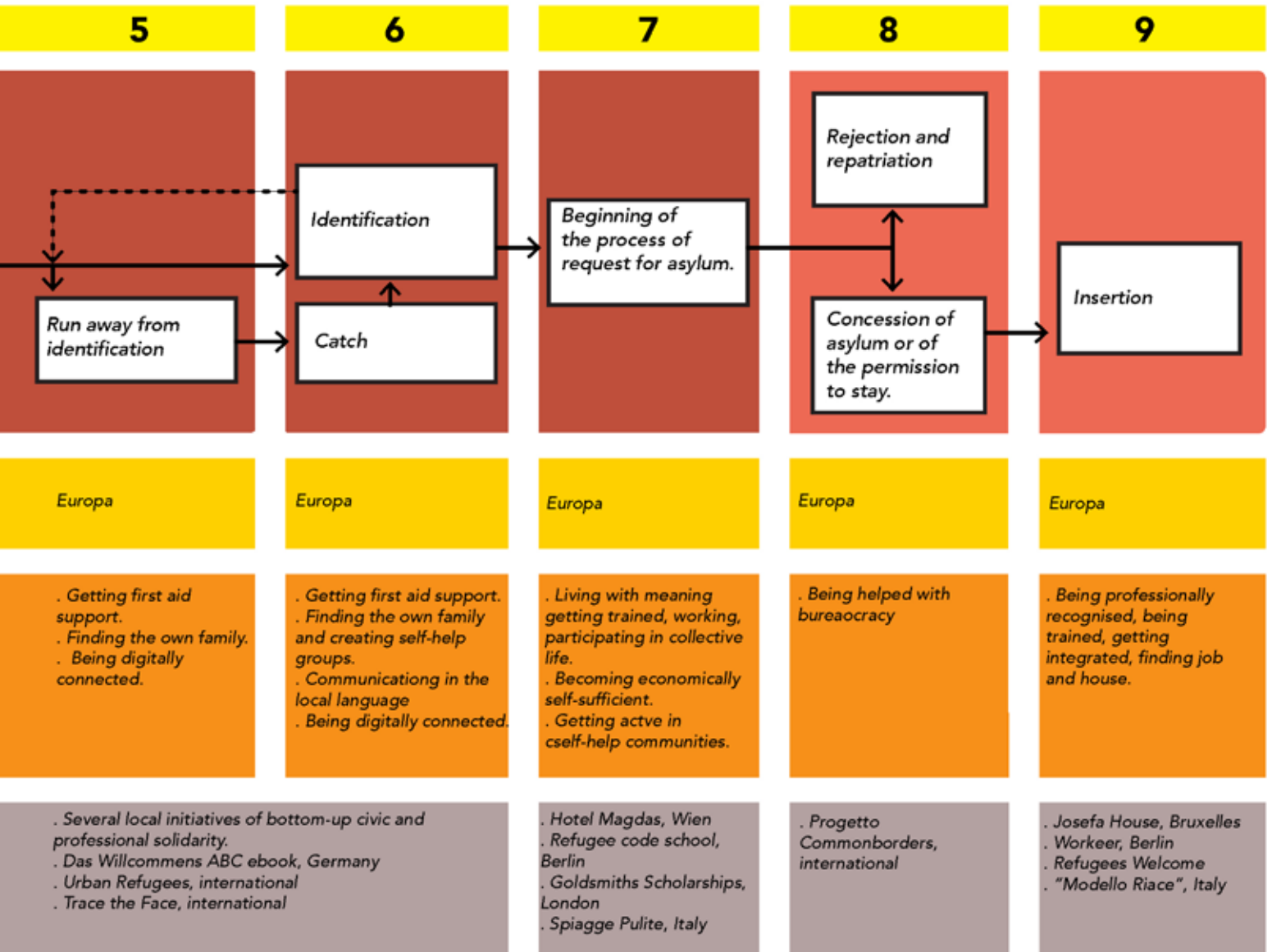
Development of the outputs

- Communication campaign
- Co-design workshop with the institutions
- General conclusion

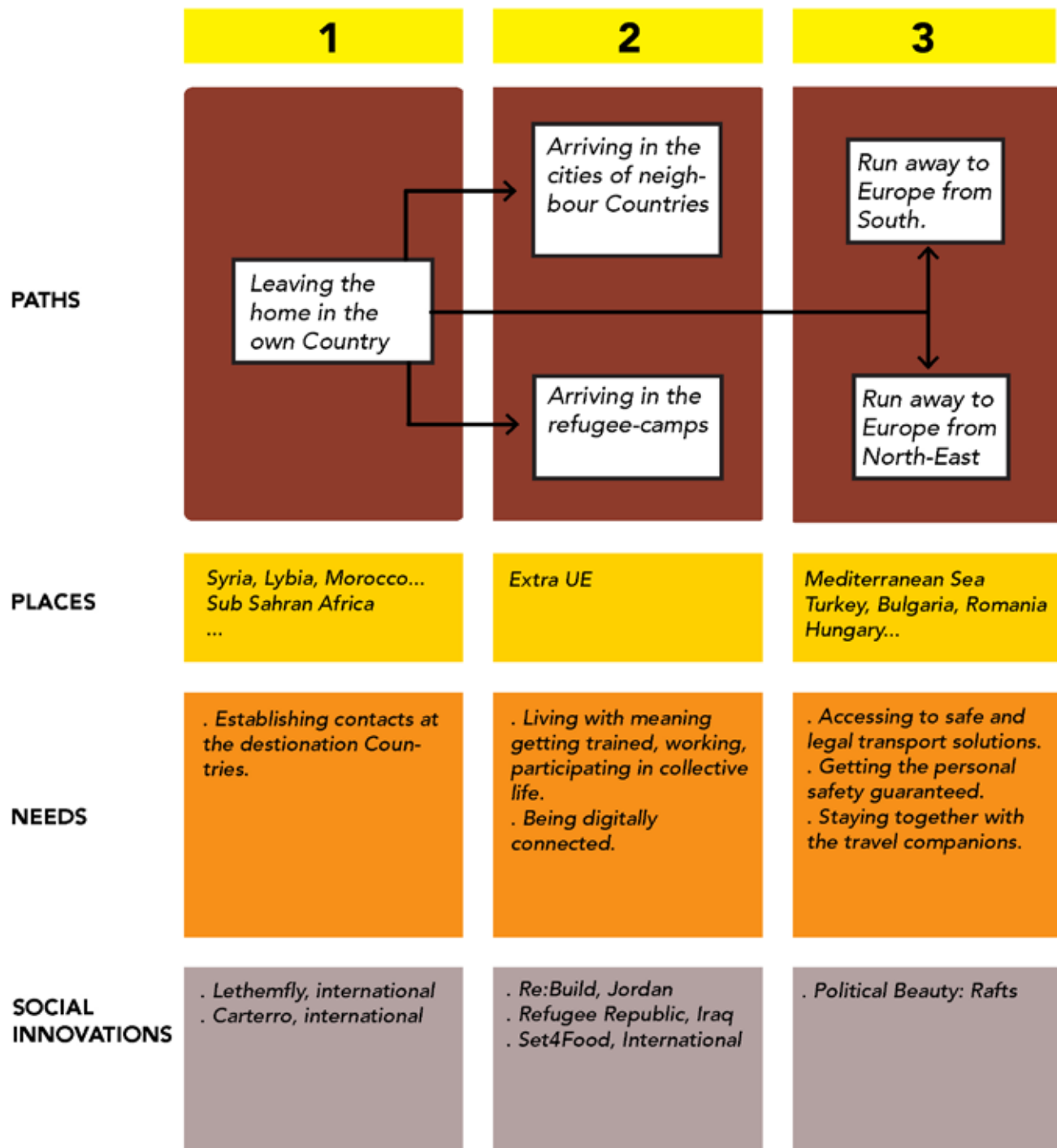
3/4

THE MIGRANT'S JOURNEY





THE FIRST PART





1.1 LETTHEM FLY

WE HAVE MADE CHANGE

Refugee Air - Germania
<http://refugeeair.org>

DESCRIPTION:

Refugee Air aims to provide a safe way to reach Europe. The goal is to prevent useless costs and sufferings to migrants creating a system to make them able to take air-planes.

FACED PROBLEMS:

- Difficult and dangerous travel to reach Europe
- Laws that don't allow migrants to take a plane

INNOVATIVE ELEMENTS:

- Collaboration between flying companies, governments and UNHCR
- Creation of safe routes

PRESS RELEASE



LEGAL PM



LEGAL PM



1.2 CARTERRO

Carterro - Interazionale
<http://www.carterro.com>

DESCRIPTION:

Carterro is a customizable app that allows to map important places, report particular events and communicate with friends and families in private chats.

FACED PROBLEMS:

- Few tools to plan the trip to Europe
- Few means to communicate in a fast way with family members and rescues

INNOVATIVE ELEMENTS:

- Possibility to plan the trip in a personalized way
- Possibility to give suggestion and to communicate in an easy way

2.1 REFUGEE REPUBLIC

Jan Rothuizen, Martijn Van Tol, Dick Jan Visser,
Aart Jan Van Der Linden - Iraq
<http://www.refugeerepublic.submarinechannel.com>



DESCRIPTION:

Refugee Republic is an interactive documentary made with different media that shows daily life in Domiz Camp, a syrian refugees camp in the north of Iraq

FACED PROBLEMS:

- Refugees spend a lot of time inside camp
- This situation, in western countries is ignored and not well known

INNOVATIVE ELEMENTS:

- To make people aware about the situation
- To document in an involving way daily life in a camp like this

2.2 RE:BUILD

Pilosio Building Peace, Pouya Khazaeli
and Cameron Sinclair - Giordania
<http://pilosioaward.com/rebuild/>

DESCRIPTION:

Re:Build is a project to develop a constructive system that may be distributed several time for the displaced population in Amman, Jordan.

FACED PROBLEMS:

- Need of an adaptable constructive system
- 1,3 million of Syrian children live in that camp, they have several needs that require structures

INNOVATIVE ELEMENTS:

- Structural system that can be adaptable to different situation (can be used as school, clinic, house)
- It uses as raw material the one available locally

2.3 SET4FOOD

SET4FOOD - Internazionale
<http://set4food.org>

DESCRIPTION:

The project SET4FOOD (Sustainable energy technologies for food utilization) aims to to strengthen the ability to identify and use efficient renewable energies to improve life in refugee camps

FACED PROBLEMS:

- In the refugees camp there is a high level of alimentary insecurity
- In the camp there is an inadequate access to energy resources

INNOVATIVE ELEMENTS:

- Identification of appropriate technologies for each specific situation
- Evaluation and testing through guidelines easy to apply
- Transfer of knowledges

3.1 THE BRIDGE - JEAN MONNET AND THE RAFT AYLAN 1

Christian Konrad , STRABAG and
Center for Political Beauty - Mediterranean Sea
<http://www.politicalbeauty.com>

DESCRIPTION:

The promoters, in a provocative way, produced a video showing the design of a bridge between Tunisia and Sicily. The raft was made for real and placed in the Mediterranean sea the 04/10/15

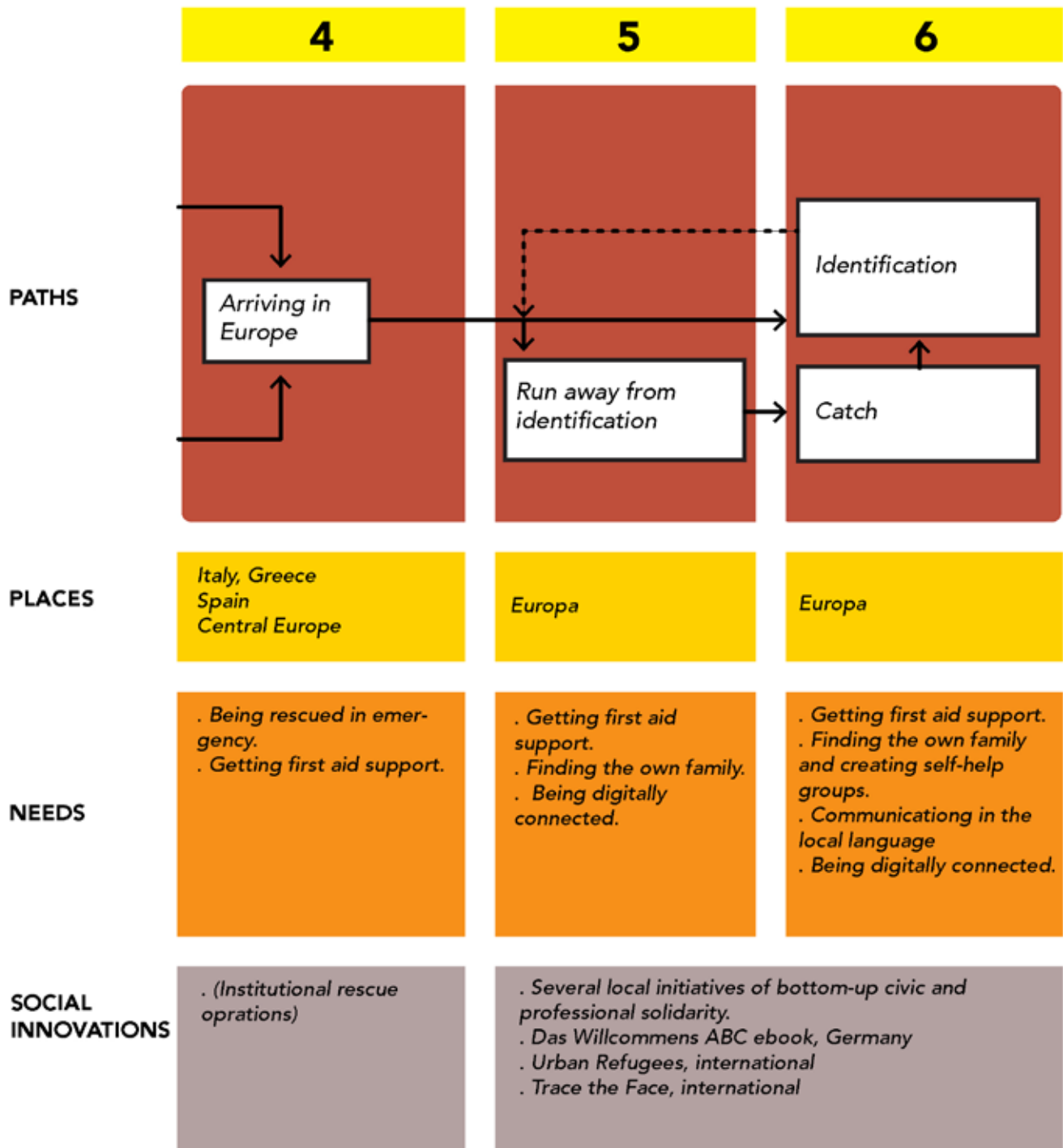
FACED PROBLEMS:

- Lack of safe corridors to reach UE
- Migrants' travel conditions are terrible and dangerous

INNOVATIVE ELEMENTS:

- Realization of a provocative scenario
- Real presence of a raft to create a serious and concrete help

THE CENTRAL PART



5-6.1 TRACE THE FACE

ICRC - Interantional
<http://familylinks.icrc.org/europe/en/Pages/Home.aspx>

DESCRIPTION:

"Trace the face" is a service that helps refugees to find their families. Pictures of people looking for their families are published online and in an analogical way in ICRC centers

FACED PROBLEMS:

- Thousands of refugees lose the contact with their families
- Refugees don't have a fixed residence country

INNOVATIVE ELEMENTS:

- To use ICRC centers to publish the pictures
- To publish the picture both online and offline

arsEdition

Das WillkommensABC 5-6.2 DAS WILKOMMENS ABC

Startseite

Download

arsedition.de

Sprache:



ArsEdition Munich - Germania
<http://www.willkommensabc.de/>

DESCRIPTION:

Germany welcomes migrants trough a free ebook available in pdf on smartphones and tablets. The ebook helps the volunteers and the migrants to communicate.

FACED PROBLEMS:

- High numbers of communication problems with migrants

INNOVATIVE ELEMENTS:

- The PDF book can be downloaded for free on all the devices
- It uses images and simple words as first linguistic approach

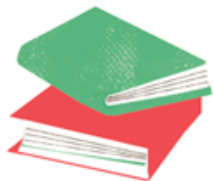
das Fenster
window

der Fußball
football

die Banane
banana

der Fisch
fish

die Feuerwehr
fire brigade



das Buch
book



5-6.3 "INFORMAL" HELP

Private citizens - Interantional

DESCRIPTION:

Private citizens give first aid goods, houses and assistance to migrants (taken from the documentary "le petit journal").

FACED PROBLEMS:

- Huge number of refugees and insufficient presence of structure and facilities
- The facilities are inadequate to welcome them

INNOVATIVE ELEMENTS:

- Generosity of private citizens that provide concrete help



5-6.4 MILAN CENTRAL STATION

ASL, ACP, ERM SOS, Save The Children, Sant'egidio community, the City of Milan - Italy

DESCRIPTION:

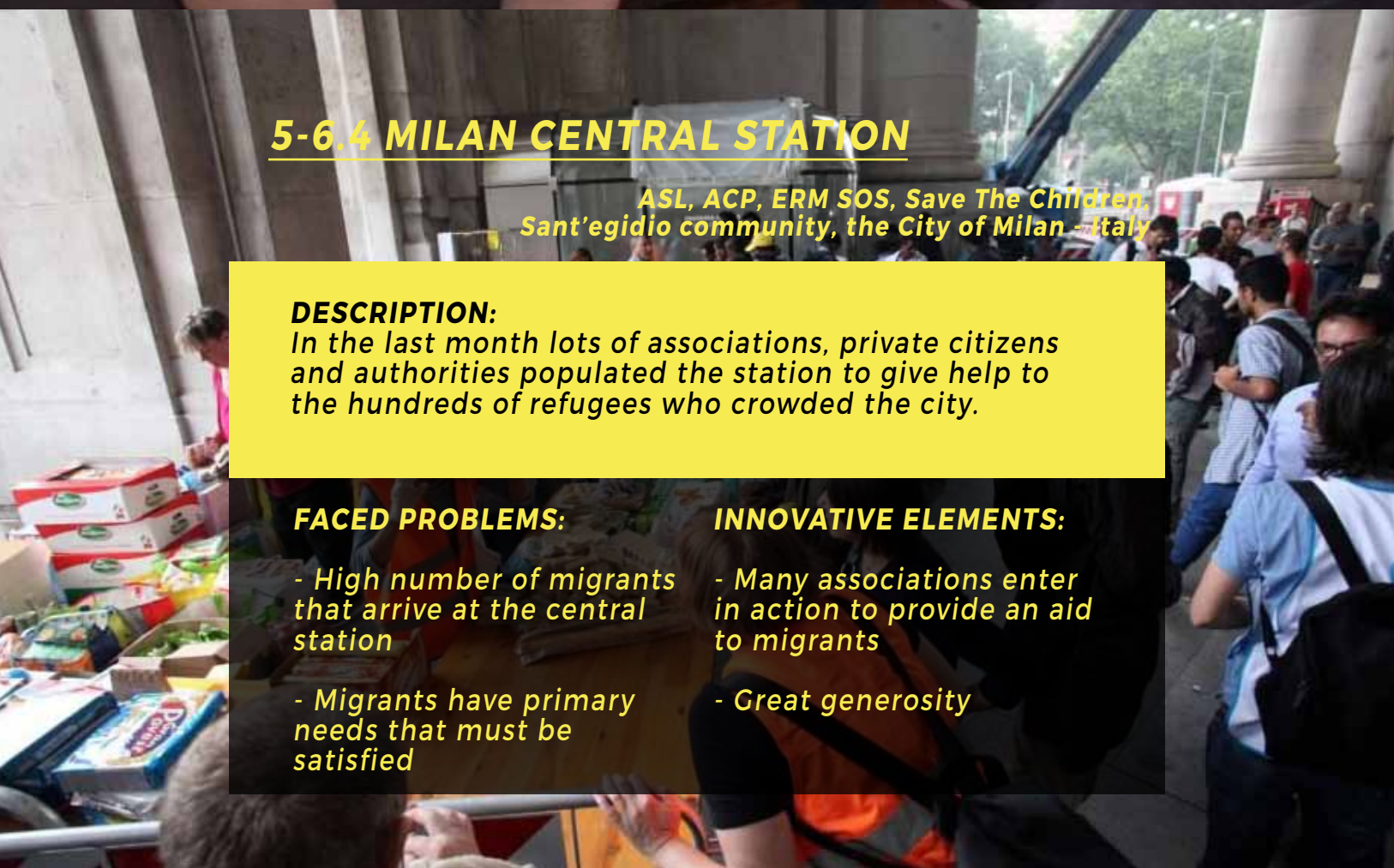
In the last month lots of associations, private citizens and authorities populated the station to give help to the hundreds of refugees who crowded the city.

FACED PROBLEMS:

- High number of migrants that arrive at the central station
- Migrants have primary needs that must be satisfied

INNOVATIVE ELEMENTS:

- Many associations enter in action to provide an aid to migrants
- Great generosity



5-6.5 URBAN REFUGEES.ORG

Urban Refugees - International
<http://urban-refugees.org>

DESCRIPTION:

This platform aims to train and support the organizational management and internal communication among migrant communities who live in our cities.

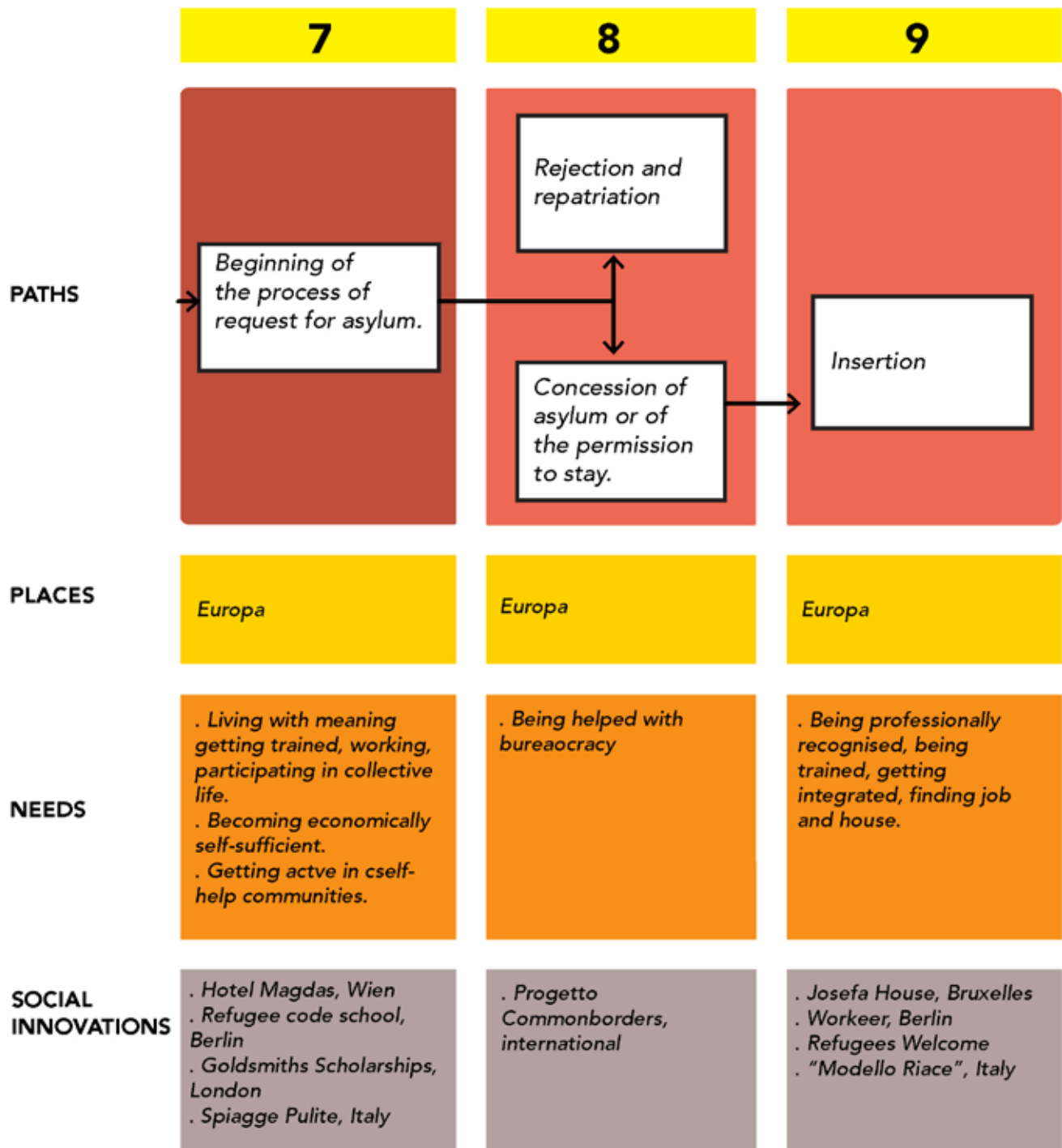
FACED PROBLEMS:

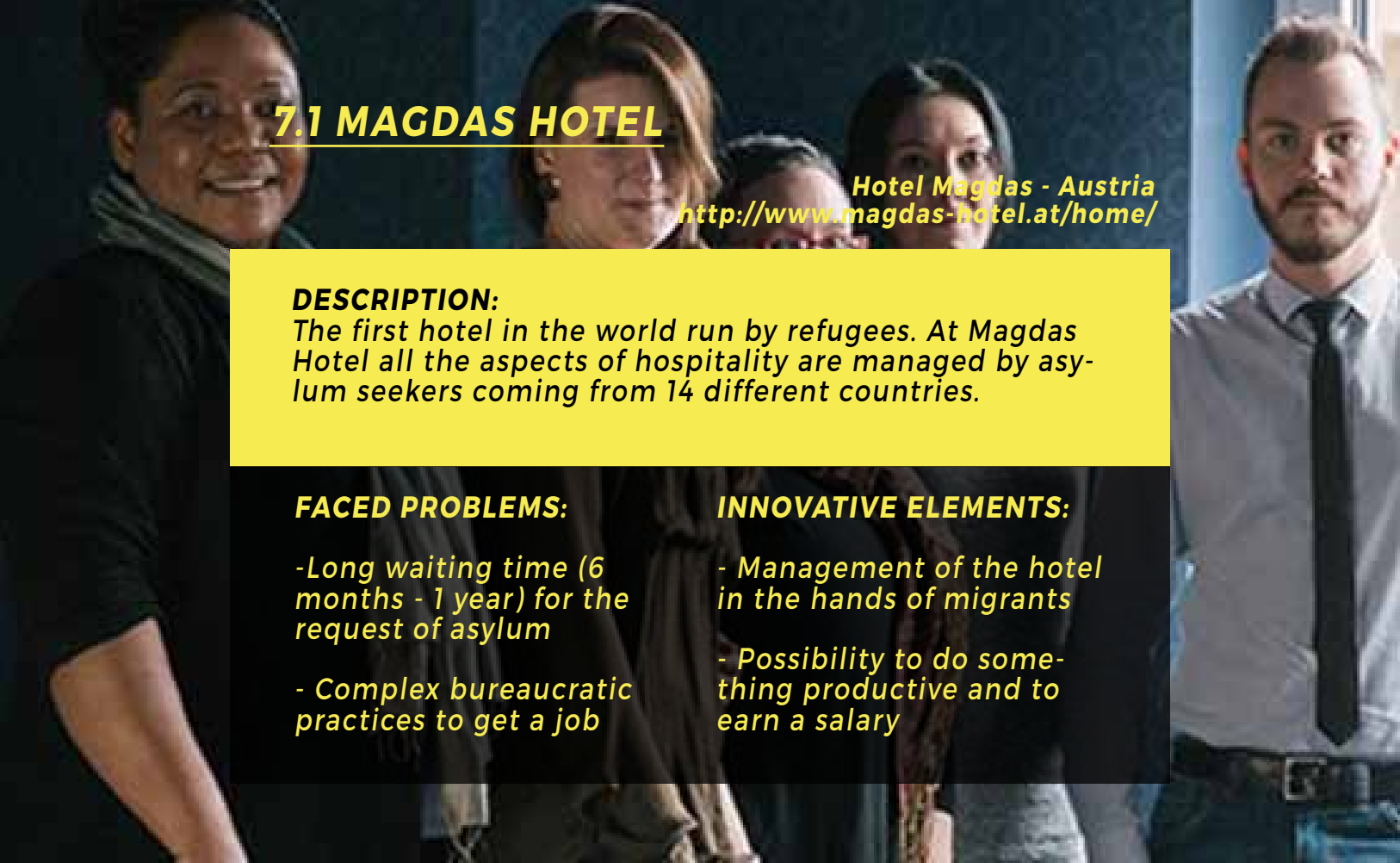
- Discrimination problems against immigrants living in our cities*
- Migrants are not yet recognized from the legislative point of view*

INNOVATIVE ELEMENTS:

- To allow these groups to organize themselves and to raise their voice*

THE LAST PART





7.1 MAGDAS HOTEL

Hotel Magdas - Austria
<http://www.magdas-hotel.at/home/>

DESCRIPTION:

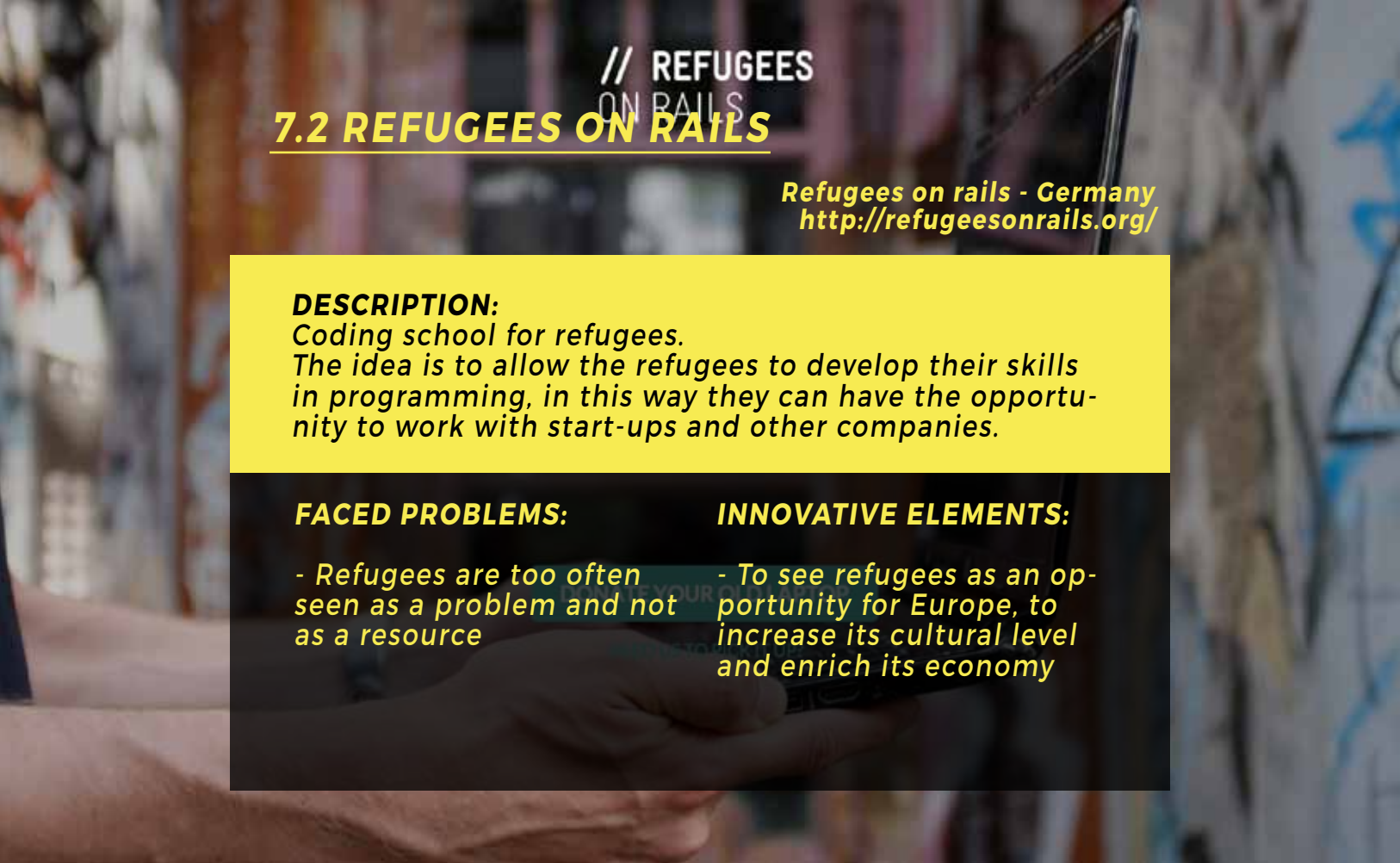
The first hotel in the world run by refugees. At Magdas Hotel all the aspects of hospitality are managed by asylum seekers coming from 14 different countries.

FACED PROBLEMS:

- Long waiting time (6 months - 1 year) for the request of asylum
- Complex bureaucratic practices to get a job

INNOVATIVE ELEMENTS:

- Management of the hotel in the hands of migrants
- Possibility to do something productive and to earn a salary



7.2 REFUGEES ON RAILS

Refugees on rails - Germany
<http://refugeesonrails.org/>

DESCRIPTION:

Coding school for refugees.
The idea is to allow the refugees to develop their skills in programming, in this way they can have the opportunity to work with start-ups and other companies.

FACED PROBLEMS:

- Refugees are too often seen as a problem and not as a resource

INNOVATIVE ELEMENTS:

- To see refugees as an opportunity for Europe, to increase its cultural level and enrich its economy

7.3 SPIAGGE PULITE

Legambiente and "Casa delle culture" - Italy

DESCRIPTION:

The operation "clean beaches", made with Legambiente, involves migrants waiting for a residence permit to clean and maintain the beaches of Scicli.

FACED PROBLEMS:

- Refugees are too often seen as a problem and not as a resource

INNOVATIVE ELEMENTS:

- Migrants manage to fill their time, feeling useful for the community in which they are hosted.

7.4 GOLDSMITHS SCHOLARSHIP

Goldsmith University - London
<http://linkydink.io/groups/for-good-io/pages/2>

DESCRIPTION:

Six new cholarships for refugees and asylum seekers have been established by the university of Goldsmiths for a total value of £ 140,000.

FACED PROBLEMS:

- Refugees have to rebuild their future and it happens also through education

INNOVATIVE ELEMENTS:

- It demonstrates that education is the most powerful mean of changing

- It provides new concrete opportunities



Common Borders

8.1 COMMON BORDERS

Common Borders - Belgium
<http://www.commonborders.eu/>

DESCRIPTION:

It is a proposal to facilitate the burocratic paperwork for refugees

FACED PROBLEMS:

- Inability of Europe to deal with the migration crisis in a comprehensive and effective way

INNOVATIVE ELEMENTS:

- Willigness to manage the immigration policies in a common way
- Petition to present the idea to the leaders and european insitution

9.1 JOSEFA HOUSE

Josefa Foundation - Belgium
<https://www.causedirect.org/en/project/josefa-house-1/en/project/josefa-house-1>

DESCRIPTION:

A project of temporary co-housing for migrants and refugees in Bruxelles

FACED PROBLEMS:

- Difficulties in finding ways to do real inclusion, rather than integration
- Difficulties in finding suitable accommodations

INNOVATIVE ELEMENTS:

- Attempt to find new ways of hosting for migrants and refugees
- House is seen as a new way of social promotion



9.2 WORKEER

Workeer - Germany
<http://www.workeer.de/>

DESCRIPTION:

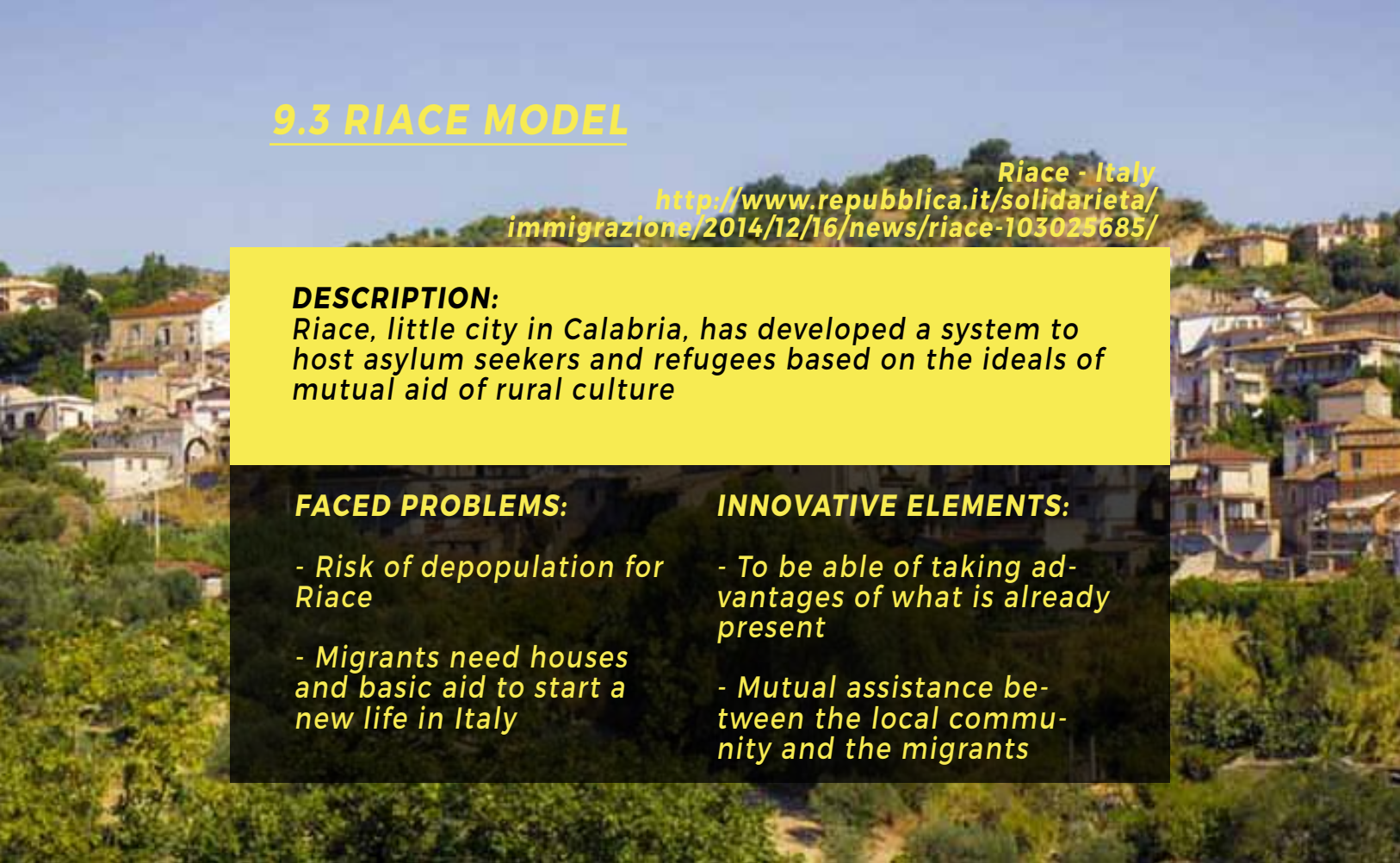
Workeer is the first work platform specifically for refugees. This platform is born especially to create a working environment with the aim of integration

FACED PROBLEMS:

- For refugees is difficult to find a job that suits their capabilities and satisfies their expectations

INNOVATIVE ELEMENTS:

- It creates a network to bring together the supply and the demand



9.3 RIACE MODEL

Riace - Italy
<http://www.repubblica.it/solidarieta/immigrazione/2014/12/16/news/riace-103025685/>

DESCRIPTION:

Riace, little city in Calabria, has developed a system to host asylum seekers and refugees based on the ideals of mutual aid of rural culture

FACED PROBLEMS:

- Risk of depopulation for Riace
- Migrants need houses and basic aid to start a new life in Italy

INNOVATIVE ELEMENTS:

- To be able of taking advantages of what is already present
- Mutual assistance between the local community and the migrants

MIGRANTI in EUROPA

accogliere ed innovare

Workshop, 8th of November 2015

The research and the work done were presented at the workshop “Migranti in Europa, accogliere e innovare” at Base Milano (spazio Ex-Ansaldo).

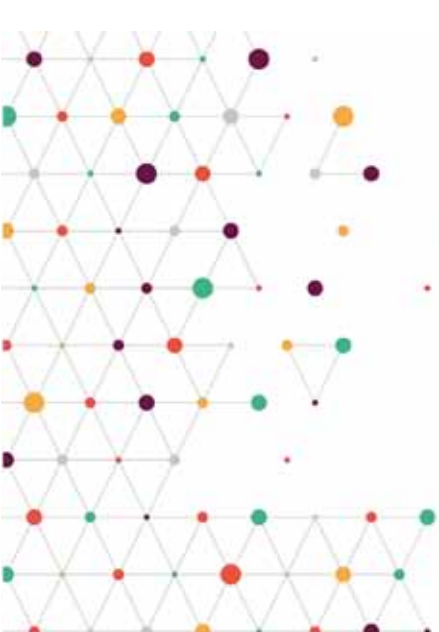
The event was promoted by Arci Milano, Avanzi - Sostenibilità per Azioni, BASE Milano, CLAC, Codici | Agenzia di ricerca sociale, COSV - Cooperazione per lo Sviluppo, DESIS Network, Euricse, ExperimentDays Milano 2015, Fondazione Housing Sociale, HousingLab, Kilowatt, La Cordata, Make a Cube ³, oxway, RENA, Segnali di Futuro, Consorzio Sistema Imprese Sociali - Milano, Snark - space making e Progetto Transition

The aims of the workshop were:

- To know and point out innovative services that facilitate the first and second welcome of refugees**
- To connect existing projects and energies with experts and interested people**
- To increase the number of actors that can enter in action in the most interesting experiences**
- Keep the attention focus on a phenomenon that has lasted for years and raise awareness on the causes, scale and possible solutions**



Figure 8, 9, 10, 11, 12, 13 and 14: <https://www.facebook.com/migrantineuropa/>



20-22 novembre 2015

Migrazioni e Periferie

ASSEMBLEA GENERALE

#AGNapoli



We were asked to **present the research and the work done** at the **general meeting** of RENA in Naples; the theme of the assembly was: "Migrazioni e periferie"

RENA is an **independent association** of **civic inspiration**, animated by citizens and organizations who want an open country to test innovative policies, where **solutions** to problems are formulated and managed more **collaboratively and in a transparent way**, in which public actors and individuals feel **responsible** for their actions within the community.

Twice a year, RENA's members meet in a different city at the **General Assembly**: a great event open to the

public for debating on the association's activities in progress and **reflect on a specific theme** with the help of senior experts, entrepreneurs, citizens, partners, politicians and local administrators, journalists and influencers, associations and innovative community.

The general meeting was focused on the theme of migrations and the main aim was to **gather and give voice to innovative experiences** able to face the most pressing challenges of our time. The idea was to **generate a network** between these innovative experiences and to create a **dialogue with the institutions**.

Presenting the research we gave an overview of the **migrant journey** and a selection of interesting **case studies**.



/04

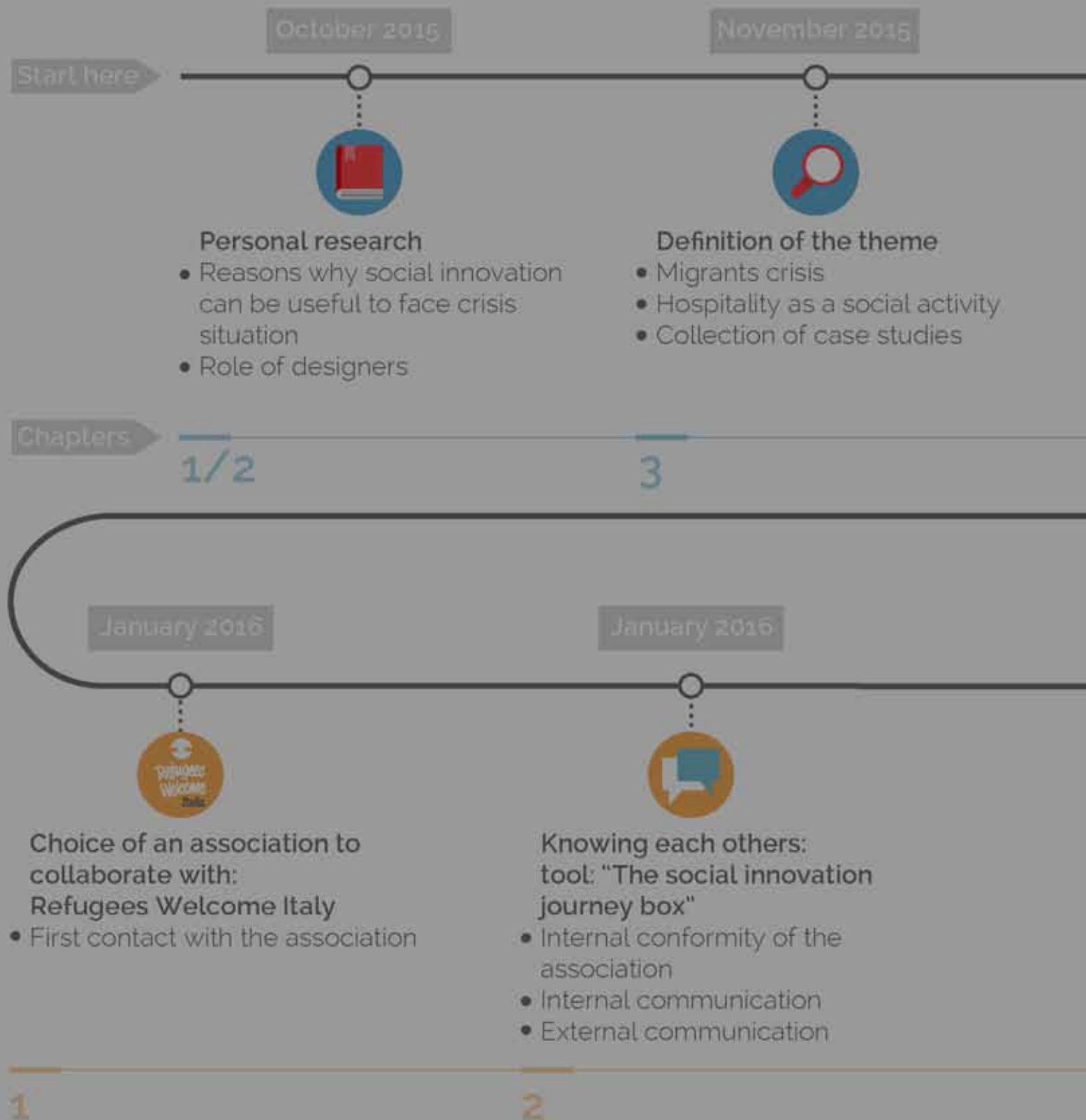
Hospitality as a social activity

Let's refrain the problem



Figure 15. www.ilgiornale.it/news

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
- RENA General meeting in Naples: "Migrazioni e periferie"
- Presentation of the results
- Contacts with interesting associations

3

December 2015



Converging phase

- Domestic hospitality
- Tools and methods
- General conclusion

4/5/6/7

February 2016



Definition of the main priorities to spread the service

- Communication campaign
- Co-design workshop with the institutions

2

March 2016



Development of the outputs

- Communication campaign
- Co-design workshop with the institutions
- General conclusion

3/4

*When **everything** is connected
to everything else, for better or
for worse, **everything** matters*

Bruce Mau and Jennifer Leonard

/04

Chapter structure

In this chapter I am going to focus in a deeper way on the **last part of the journey** that we presented at the workshop.

Every step that a migrant has to do in order to reach a safer and more stable life condition is linked with some **needs** that have **to be satisfied**; at the beginning of the journey these needs are more related to an emergency situation; one above all the need to arrive safely in their destination country.

In this complex situation, looking at my own competencies as a professional, I decided to focus more on the **phases after the entering in Europe**.

Even if it is not an emergency state as the first one, it needs a lot of attention and, as it is managed nowadays, it is not effective for the inclusion of migrants in our society.

In this chapter, I will try to describe how **another type of sheltering** is possible and what common citizens started to do by themselves considering these phases as a **social activity**.

If the **first part** of the path is characterized

by the **needs to arrive safely in Europe**, this second part, even if it's not the stage of an emergency situation, is complex and important as well.

New ways of facing problems

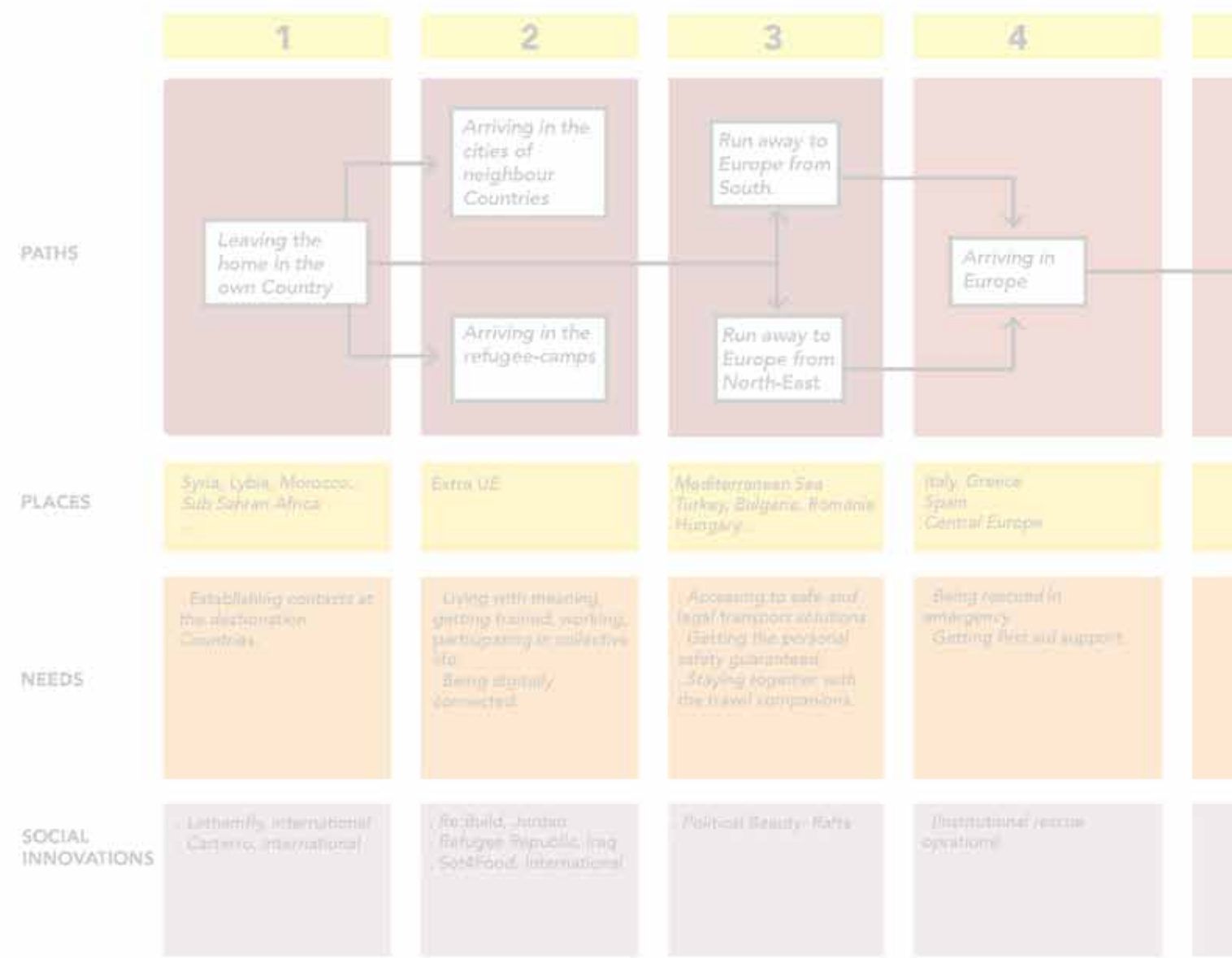
The main focus that we need to have is about **the way migrants can be integrated** into the social context and how to work on **social inclusion**.

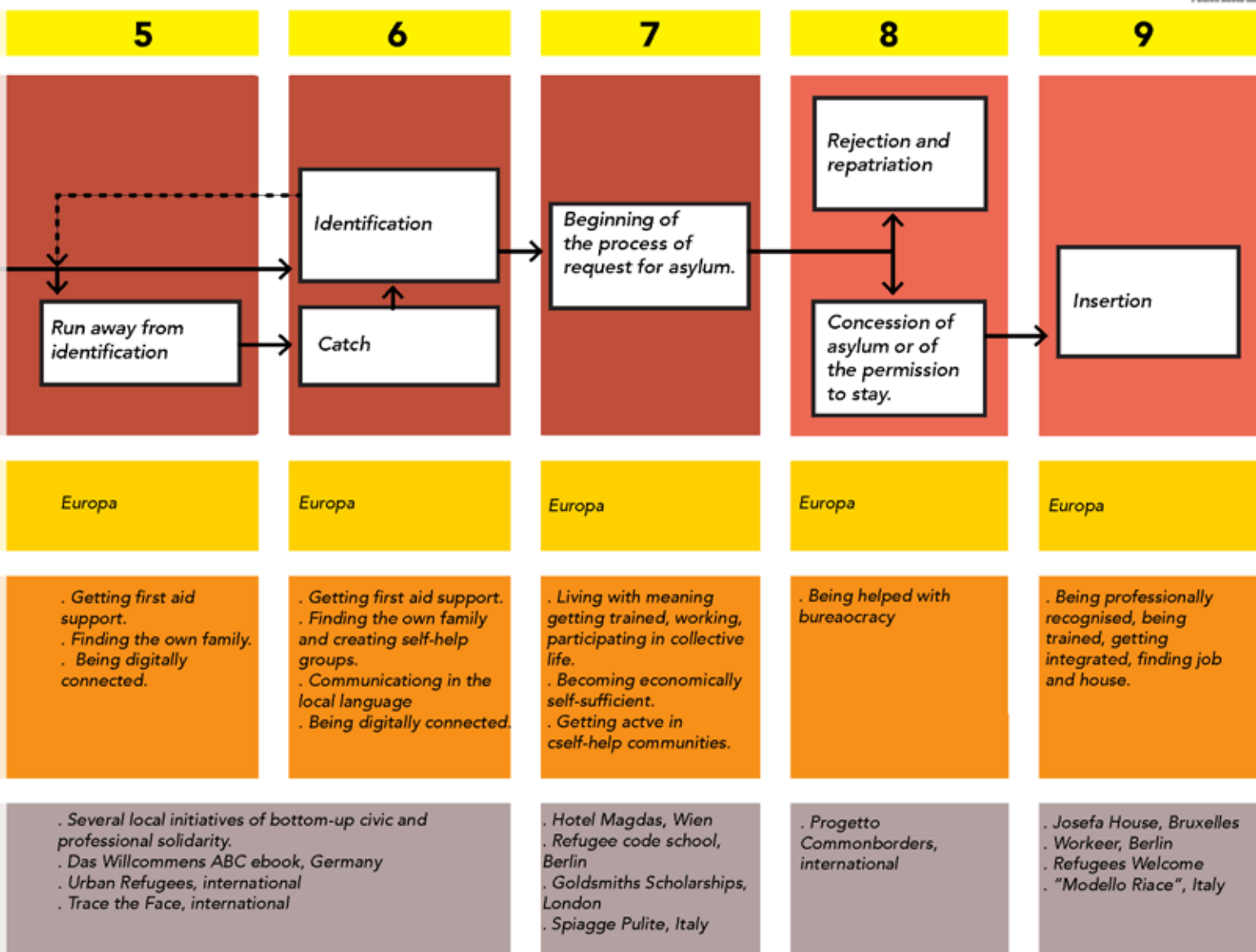
The way in which inclusion and integration are managed nowadays, in Italy but also in others European countries, **doesn't work**. The centre of first and second hosting are mainly huge places where people are obliged to stay for too much time **without** having the **possibilities** to do something and with **no certainties** about their future.

These places themselves make people **lose their identities**, their dreams and their capabilities to be active.

Apart from this psychological aspect, we have also to say that, during the high flows

THE PHASES ON WHICH WE WILL FOCUS





of migrants, these government **structures** were **not enough** as numbers and the quality of hosting decreased a lot.

Our main focus, as citizens first of all and as design experts, should be to try to **change the situation** by developing and sustaining ideas of services that can have a **positive impact on everybody**.

As we saw in the case studies of the previous chapter, a lot of **bottom-up innovations** to face the migrants "crisis" took place in the last year.

These innovations, even if different in their aims and the needs they want to satisfy, have a common aspect: the fact that **hosting** is seen as a **social activity**, not just as a normal service.

In a social activity **different actors are involved**, all of them with a **particular role and importance**. The problem, in this case, the integration of migrants in our countries, is seen not just a problem but as part of the

solutions itself.

COLLABORATIVE ENCOUNTERS

The good practices that we collected in the different phases of the migrants journey are mainly based on **bottom-up innovation** with a **radical attitude**; the main characteristic that they have is the **active participation** of the citizens.

People managed the hospitality in an **autonomous way**, changing the way of thinking and the different aspect of their daily life. The main idea that drives them is to solve problems without thinking just about the mainstream way of acting but by **inventing new collaborative encounters**.

These social forms (these collaborative organizations) appear with widely differing characters and purposes, but they have one clear characteristic in common: their existences requires the **active, collaborative participation of all interested parties**.¹

Social innovation happens when people, stakeholders, materials come into contact in

1. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015

new ways able to create meaningful values; the **encounters** in which people collaborate to create value is one of the main characteristics of social innovation.

In a world more and more connected the way something is done and managed in a particular place has the power to **influence the whole system**.

In this **fluid world** the idea of the well-being of people is constantly changing and also the way people try to reach it; in this context collaborative organizations emerged.

If we start from the dry definition of Richard Sennet it's possible to have all the elements that characterize a **collaborative encounter**.

It tells us that collaboration takes place when people encounter each other and **exchange something** (time, care, experiences, expertise, etc.) in order to **receive a benefit**; in other words, they create a **shared value**.² The core of the collaboration is indeed to create an encounter in which people do

something that can be defined for them as a value.

MOTIVATION

The **main question** about this new way of doing thing could be: **why** people should decide to take part in such encounters? Even if the answer depends on the different situations and the different analysed encounters; we can say that people, **collaborating with others**, are able to **reach a level of well-being** that they can't afford to work alone.

The twentieth-century modernity led us to an idea of well-being as liberation from the weight of everyday activities.³

But, as we saw in the previous chapters, nowadays things are changing and more and more **people are abandoning** the idea

*Cooperation can be defined, drily, as an **exchange** in which the participants **benefit from the encounter**.*⁴

2. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015

3 Idem

4. Sennett R., Together: The Rituals, Pleasures, and Politics of Cooperation, Penguin, London, 2012

of an **individualistic and passive life** to start new activities and ways of working based on collaboration and new ideas to face problems.

The main idea beyond these collaborations is to **consider in a different way the users**, from those who have various needs to be satisfied to those who have enough capacities to become **co-producer** of the service. This concept becomes for the users of a specific service a good way to follow their idea of well-being, giving them a great possibility of being what they want to be and doing what they want to do.⁵

In these encounters **every protagonist** in the process **can choose** between different levels of commitment and engagement in the service.

The main idea of innovation hidden behind social activities is to **generate value**; speaking about hosting migrants, the idea is to create something that, at the same time, is able to **solve the problem** and also to gen-

*Mutual support is built into the genes of all social animals; they cooperate to accomplish what they can't do alone*⁶

erate **new social value for everybody** taking part in the encounter. This value is given by renewed economic and organizational models.

At the base of the good practices that we analysed there is the idea of **seeing a problem as an opportunity** and work on it.

POSITIVE DEVIANCE

The situation that we are living about migrants can be seen not only as a "crisis" or an "emergency" but also as a historical occasion of **rethinking about the tools** that we use nowadays to do integration and sheltering. The **future of tomorrow** will be built passing through our mental barriers and stereotypes.

5. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015

6. Sennett R., Together: The Rituals, Pleasures, and Politics of Cooperation, Penguin, London, 2012

These **new innovative ways of doing things** of ordinary life (staying together, going around, working together, taking care activities), as we said, produced a high number positive reactions that can be seen as a **positive deviance**.

Positive deviance is based on the observation that in every community there are certain individuals or groups whose uncommon behaviours and strategies enable them to find **better solutions** to problems that their peers while having access to the same resources and facing similar or worse challenges.⁷

Through the positive deviance approach, communities can find **solutions to social problems within the community itself**. It offers an **alternative to the traditional model** of change. The two main features of this approach are co-creating solutions with the community through a process of discovery and engaging community members to introduce these solutions to the rest of the group, to encourage behavioural change.⁸ The approach starts and ends within the

community itself; **all the members** of the community **are involved** in defining the problem, the factors that determinate it and the outcomes they want to achieve.

*The traditional model for social and organizational change doesn't work. It never has. **You can't bring permanent solutions in from outside.***⁹

7. SVA Fundamentals of Design for Social Innovation book 2013, MFA in Design for Social Innovation, School of Visual Art

8. Idem

9. Jerry Sternin, The positive deviance initiative, www.positivedeviance.org

Our focus: second hospitality

Sheltering refugees is not an easy task. Between entering in Europe, and in particularly Italy, and find its own space and role in the society there is a **long and difficult path** that **needs to be designed** in many crucial aspects.

As we saw in the previous chapters, lots of **initiatives of social innovation** regarding the way we host people started to take place in the last year.

Sheltering was seen as a **social activity** in which is possible to find solutions based on **collaborative encounters**. These solutions aim to solve problems but, doing it in a collaborative way, also **produce a common social value**.

The focus of our research is to **rethink** the way **sheltering** is managed nowadays in Italy and try to find new ways to improve social inclusion and integration.

A field full of opportunities was identified in the **period** between the first hosting and the point is which the refugee is completely independent. Indeed, this period, that can

last from 6 months up to 2 years, is quite complex and the existing structures aren't able to follow this phase in a proper way.

Migrants have first of all to do the request to get the status of refugees and, in this period, it's **difficult to find a job** and start to **build a new life** inside a hosting center. When (and if) they obtain the status, they have then to find a new place where to live and an **economic stability** to face all the costs of a new life.

Apart from this practical aspects people need to create also **new relationships** and **social bonds**, in one word to be integrated into the social context of the new country in which they decided to live.

This path is a fertile ground for **psychological and political disasters**; the traditional way of hosting refugees is no longer enough to guarantee good results and a controlled path.

Private citizens, seeing this situation as a problem, decided to start to develop alter-

native solutions that can start to promote integration and inclusion since the way we initially host and receive them.

SHELTERING REFUGEES: INNOVATIVE GOOD PRACTICES

Starting from the case studies analysed in the migrant's journey, at this point we are going to focus on the ones related to the **first and second phase** of the hosting process. In particular, we will try to collect and evaluate **projects** that, in their implementation, have had the ability **to solve immediate problems** and, at the same time, to create **innovation**. That concerns projects that have proposed and implemented innovative economic and organizational models and/or have induced positive changes in the ways of doing and thinking (both on the side of migrants and on the residents of the community).

The good practices analysed needs to be understood in their **potential** and their **limits**

in order to create a common background from where to start for building next steps. In order not to get lost in the variety of experiences, we had the need to **define the boundaries** of the research and some criteria of evaluation.

The good practices that will be presented are the ones already described during the migrant's journey; this time, they will be organized in a matrix that will help us to analyse different **trajectories of innovation**.

The matrix variables are four; the **y-axis** represents the orientation of the service:

- **Migrant orientated (individual value)**, that is about that cases which contributes to (re) build the capacity of choice of individuals and to make them able to acquire the perception of their value, potential and opportunities
- **Collectivity orientated (social value)** that concerns that cases where the migrants contribute to addressing and resolve problems that the community considers relevant. They, in this way, become an active part in

general interest initiatives.

The **x-axis** represents instead the level of collaborative involvement:

- **Traditional service** is a strong division between who provides the service and who receives it.

- **Collaborative service** is about the cases in which participants do everything with peers (horizontal collaboration), or with others social actors such as experts, institutions, associations, business (vertical collaboration).¹⁰

Quadrant A: This is the quadrant of **traditional services for migrants**. It is characterized by a low involvement in terms of collaborations and the services are specifically **created for migrant's needs**.

In this sector, we will have the traditional hosting structures (CARA, SPRAR, CAS...) and the services like an Italian course, legal and bureaucracy course...

Quadrant B: In this quadrant we can find services and activities that are **co-managed**

with refugees. There is no a fix line between the providers of the service and the users and migrants are not seen anymore as the one that just have needs to be satisfied. Here we can find activities of co-working, co-housing...

Quadrant C: In this quadrant there are services and activities that require **high involvement** in terms of collaboration by the refugees. The services are, in general, **towards the community welfare** and try to solve situations that have to be solved even without the presence of refugees in our countries.

Quadrant D: This is the quadrant of **socially useful services**. There is **no a real collaboration** between the parties involved but the main aim of the services is to improve the quality of the entire community. Analysing the services in this way it's possible to have a clear idea of their characteristic and their limits and see which trajectories we should follow to do real innovation.

10. Manzini E., Design, When Everybody Designs: An Introduction to Design for Social Innovation - Design Thinking, Design Theory, MIT Press, 2015

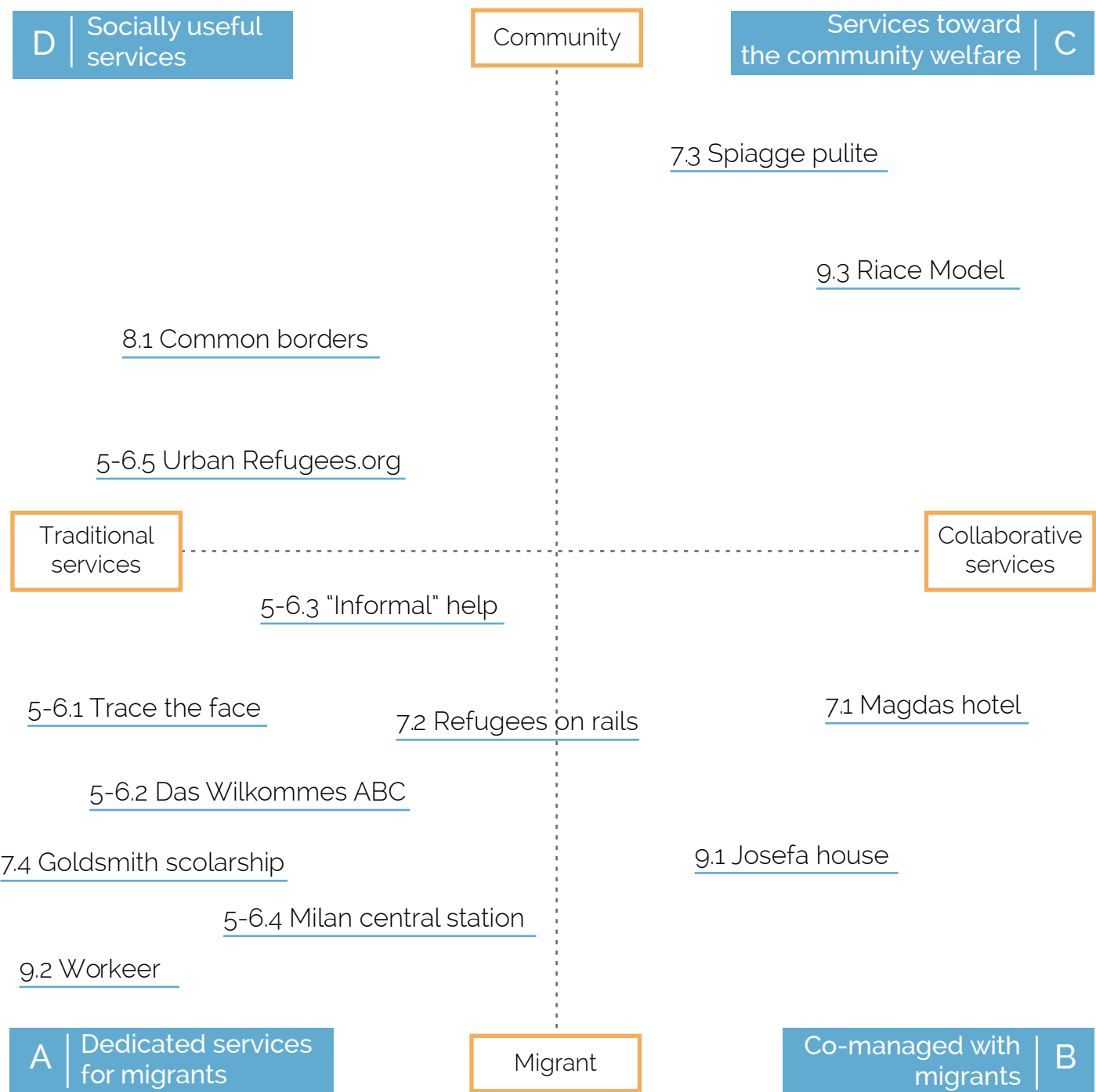
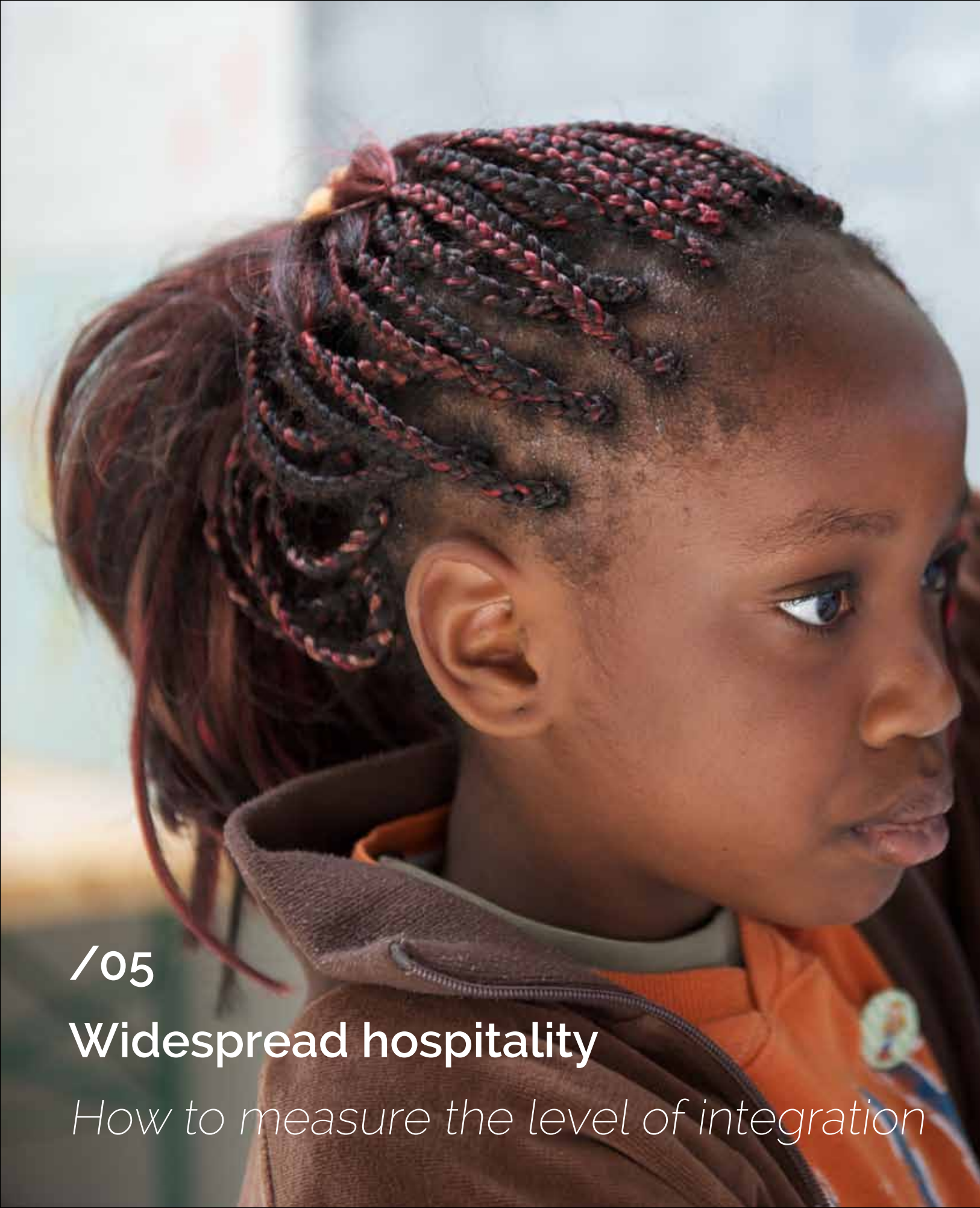


Table 18, Sheltering refugees: Innovatibe good practices



/05

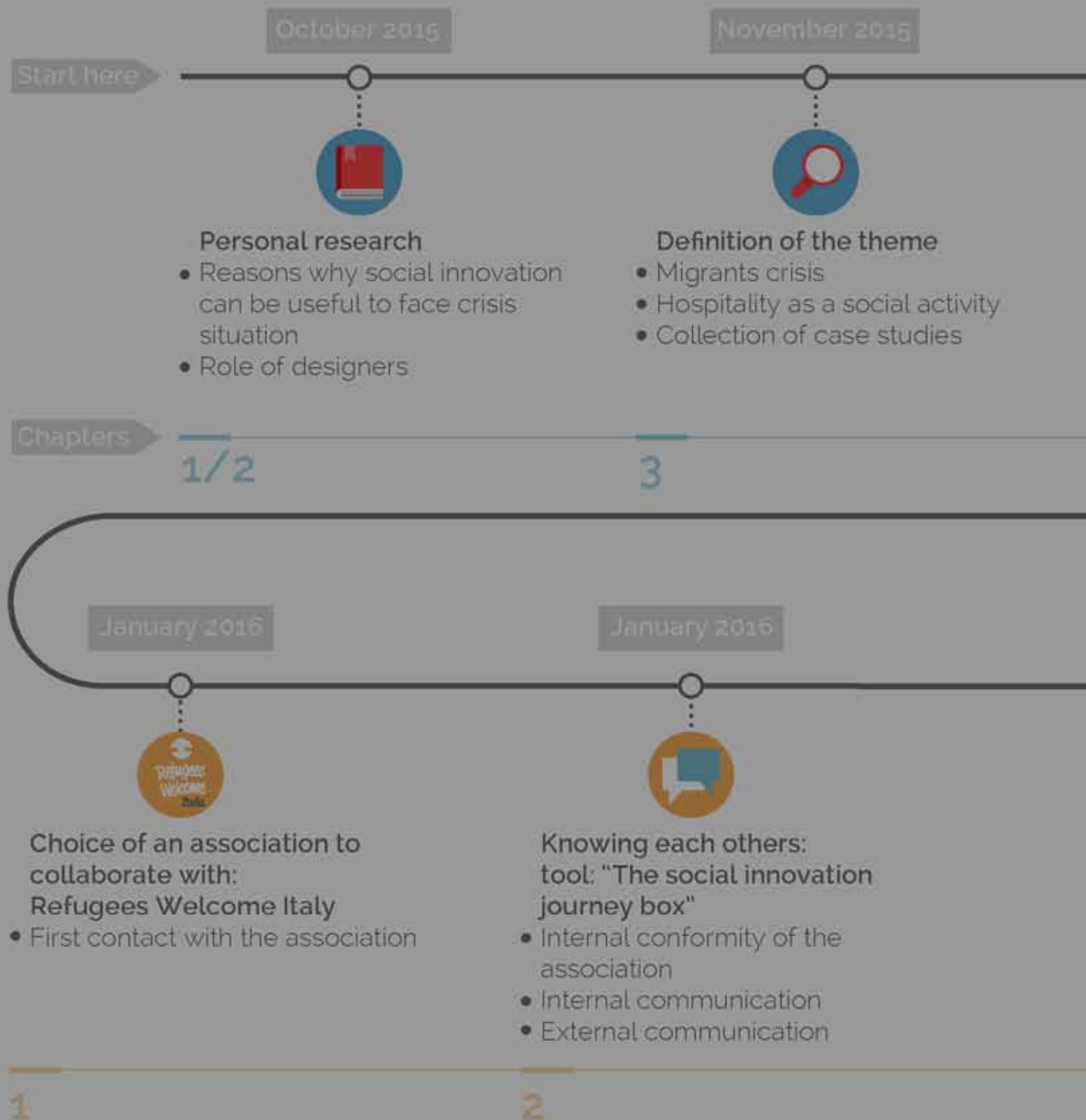
Widespread hospitality

How to measure the level of integration



Figure 16, www.redcross.eu

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
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December 2015



Converging phase

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- General conclusion

4/5/6/7

February 2016



Definition of the main priorities to spread the service

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- Co-design workshop with the institutions

2

March 2016



Development of the outputs

- Communication campaign
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- General conclusion

3/4

*True change comes through
action and not commentary*

Steven Heller and Veronique Vienne

/05

Chapter structure

In this chapter, we are going to analyse different elements that characterized refugees and asylum seekers **conditions**.

The **objective and subjective factors** are indeed key aspects to take into consideration for designing the hospitality of these people. We will then analyse the type of sheltering on which we will focus the second part of the thesis: the widespread sheltering. **Living together** is indeed a **complex act** that has to be regulated and defined in order to make it successful.

Hospitality is something that is based on the **relation between two individuals**, the first one who has the desire to open the doors of its own house and the second one who is brave enough to enter in an unknown context. The main point of hosting someone is the **trust** that the two parties have to give to the other; it's about place its own trust **on another individual** instead of machines, services, things. Hosting someone is something ancient and ancestral based on relations.

Widespread hospitality

ACCOMMODATION AS A WAY TO PROMOTE SOCIAL INCLUSION

From a general research about the migrant's journey we, in the previous chapter, analysed different practices that refer to the second phase of hospitality.

Closing in on, in this chapter, we are going to focus on a **specific problem** concerning refugees: their **accommodation**.

The idea developed is to see refugees' accommodation as a starting point for promoting **integration** and **inclusion**.

The **traditional way** of hosting migrants, in Italy, as we saw in chapter 3, is to host them in **big institutional structures**, such as SPRAR, CARA and CAS.

This way of doing things, most of the time, increase **inequality** and **social separation** between residents and refugees.

These places don't allow people to know each others and to start a common path of integration and inclusion.

The main idea of some solutions and in particular of Welcome Refugees Italia is to

take advantages of the accommodation to start promoting an integration in the social context.

KEY FEATURES OF REFUGEES AND ASYLUM SEEKERS

If we want to design a project of wide-spread hospitality we need to consider some factors that are the **main characteristics of the weakness** of refugees people. The condition of the vulnerability of these people includes some factors more "objective", related to the situation of immigration in our country, and others more "subjective" or socio - psychological due to cultural difficulties and integration.

The **objective one's** concerns:

- The **incomes**, for a person who just gets the status of refugees, is almost 0 euro. During the period in which they are hosted in first and secondary institutional sheltering, they receive some services provided by the government. Once they have to leave this kind of places they found themselves alone

and still **not independent**.

Even the ones who got a small job are not able to pay a normal rental fee.

- The **legislative discrimination** that causes problems in finding a job and remain in conditions of regularity in our country.

The **subjective factors** are

- The **lack of families relations** that can be **helpful** in a difficult situation (like the one of finding a house without spending a lot of money) or, at least, structured foreign communities (like what happened in others countries for the older immigration flows).

- The **cultural discrimination** that causes **difficulties in facing all the aspects of daily life**. Xenophobia and discrimination mainly come from the lack of knowledge and the fear of unknown. Places like the traditional ones where refugees and asylum seekers are hosted don't **create the conditions for an encounter to happen**. About this point we also live in a country where the **mass**

media information about migrants used words as "invasion", "flows" and "crisis"; this has conveyed public opinion causing fears and inconveniences.

The idea of Welcome Refugees Italia and other initiatives like this was to start doing **inclusion and integration** from the way we think and manage their **accommodation**; to insert them as quickly as possible within the social fabric we need to think about new **widespread ways** of hosting and not about structures that segregate and take away from others citizens.

LIVING TOGETHER AS A COMPLEX ACT

Most of the time the accommodation for a refugee is just a part of a more widespread and multidimensional **state of discomfort** that concerns also the working status, social relations, access to different services and so on.

The Living is a "complex act" that can't be isolated from **relationships** and **daily life** in general. As Paola Meardi said, for a foreign,

the difficulty to access to an accommodation is, most of the time, associated with a situation of **exclusion and marginalization**.¹ To address the social aspect of the problem, related also to social exclusion, we need to build an **integrated local project**, which provides a multi-dimensional approach, cross-sectoral and participatory, able to work on the **reconstruction of the social fabric**.

To create a project of widespread hosting the **involvement of different actors** (of the public and private sector) is needed; they have to create **flexible offers** and coordinate **new ways of approaching** the problem.

GOOD EXAMPLES

An example of a good relation between public and private sectors is given by "**Emergenze sostenibili**". It is an educational project designed to **promote the autonomy** of foreign unaccompanied underage people (16-18 years) and neo-adult, recently arrived in Italy. They are welcomed in different structures of the territory. The project is

1. Paola Meardi, Housing Sociale, 2006

driven by the **municipality of Milan**, department of services for underages and families and it also involves **ten private social organizations**, like the associations "casa della carità", "Ce.A.S." and the cooperatives "Comunità Progetto", "Farsi prossimo", "Intrecci", "La cordata", "Spazio Aperto", "Tutti insieme" and the foundation "Casa del Giovane".

"Emergenze Sostenibili", provides:

- **Some meetings** with the presence of linguistic - cultural mediators, doctors, and representatives of institutions designed **to inform young people** about different topics (such as procedures, laws, regulations, and health) depending on the level of autonomy reached.
- **Psychological support paths** for all those in need
- Different **leisure activities** proposed and managed by families, couples, single and adult that have time to spend with the refugees.

Another good example is given by what

happened in Sesto San Giovanni, a little city near Milan.

The cooperative **Uniabita**, with great generosity, decided to give a free loan to use the historical building of CGIL-CISL-UIL to the cooperative "**Lotta contro l'Emarginazione (COLCE)**". This structure was restructured to host **25 asylum seekers**; people living there are following an italian course, doing some jobs to help the community and starting to be **integrated into the urban social context**.

The last good example that I want to discuss is the one of **Welcome Refugees Italia** but, due to the fact that they are the association with which I collaborated, the description will follow in the second part of the thesis. This association, like the previous ones, wants to prove that a **widespread hosting** is more effective and efficient of the normal ways in which we shelter people nowadays. The main core of WRI is to create **matches between resident people and refugees/ asylum seekers** to create a working model of domestic hospitality.

How to measure integration

The good examples that we saw before aim to do integration starting from the accommodation where refugees are hosted.

The big question when we speak about this theme is **how to measure the level of integration** and the **type of criteria** is better to use.

In the **2011 Eurostat** finally came to the definition of a **set of indicators** to analyze the social integration of immigrants in Europe. These indicators are an indispensable tool in order to set **common objectives** and **evaluate policies** adopted by individual EU member states to promote the integration of immigrants.

The operation has not been easy at all in particular because of the high variability of the statistics resource present between the individual countries of the European Union.

The process to achieve a similar result started already in **2004**, with the adoption dell'**Hague Programme by the European Union**; in this programme the need for indices of this kind was pointed out.

The turning point was reached with the launch of the **pilot study of Zaragoza in 2010**.

the purpose of this study was precise to simplify and harmonize as much as possible the different indicators used in the individual national surveys.

Although some methodological issues still need to be solved, the research of Eurostat came to photograph the **state of integration** of immigrants **in each EU Member State**.

This result was reached thanks to the availability of a common database that collects the data coming from the Labour force of the European Union (EU-LFS), the European Union statistics on income and living conditions (EU-SILC), statistics migration of Eurostat and the OECD program for the evaluation of the international study (PISA).

The indicators used in the report, reflect the **status of four key areas to measure the political effectiveness of the intervention**.

The indicators used to investigate the characteristics of the **occupation area**, are:

- Employment rate
- Unemployment rate
- Activity rate

Regarding the **education area**, the indicators are:

- The level of education attained
- The share of low results among the fifteen in the literature, mathematics and science
- The share of graduates among those in their thirties and the thirty-four years
- The share of early school and education in the age group 18-24

For social **inclusion area** are:

- The average net income of the immigrant population in proportion to the average of the total population net income
- The share of the population at risk of poverty, that is, with net disposable income of less than 60% of the national average.
- The share of the population who perceive

their health as good or poor.

- The relationship between the owners and not the homeowners between immigrants and the local population

For **active citizenship area** are:

- The share of immigrants that has acquired citizenship
- The share of immigrants who has a permit for permanent or long-term stay
- The share of immigrants among elected representatives

Welfare community

The reconstruction of the **bonds between people** is fundamental if we want to achieve what sociologists call **social welfare**.

This concept can be defined as a form of welfare in which individuals gain benefits based on the **adequate forms of relation** within groups and social networks.

The creation of social and community networks is the main aim of the three initiatives

that we saw before.

This definition highlights the double level of **well-being**, the **personal** and the **community** one.

Since the formulation of the first action plan in 1987 in the Brundtland Report Agenda, **environmental, economic and social sustainability** have been growing concern in the public opinion.² If culture was initially seen as part of the social sustainable development a more recent perspective stresses the importance of **culture**, bringing it forward as the fourth pillar of the sustainable development³ arguing that sustainable communities depend upon the capabilities of individuals to **understand and respect each other's values**, and these qualities are built through cultural interaction.⁴

In the last years, a new type of welfare is becoming more and more established, the **community welfare**.

As Sergio Belardinelli well explains, it is a system of services, interventions and territorial projects based on a **complex governance structure** built on the **relation between different autonomous centres**.

To shift from a welfare state to a welfare community the **active participation** of the population is needed and fundamental.⁵ This type of welfare can be achieved through the inclusion of a support network based on **neighbourhood community**. In this logic, the integration of the vulnerable groups is done through a **participatory logic**, not just a helpful one. The **community** itself becomes **the mean** through which the services are delivered.

These themes were debated also in the **Charter for Intercultural Planning**; I will report some parts in the next pages

2. WCED. Our Common Future. Oxford: Oxford University Press, 1987

3. Hawkes J., The fourth pillar of sustainability. Culture's essential role in the public planning. Common Ground Publishing Pty Ltd in association with the Cultural Development Network (Vic), 2001

4. Ezio Manzini and Eduardo Staszowski, Exploring the intersection of Design, social innovation and public policy, DESIS network, 2013

5. Sergio Belardinelli, L'idea di welfare community

Charter for Intercultural Planning

FOR A PLURALISTIC AND HOSPITABLE CITY

1. **Migrants are not a problem for a city;** rather they are an important part of the solution of its problems, the renewal of its identity. These guests, the migrants, the new peoples **co-produce the pluralistic city.**
2. In the face of the resources' gap between rich and poor, the pluralistic city welcomes those escaping famine and war and supports them in the **fulfilment of their own life project.**
3. **No** individual and no group can be destined to an **inferior quality of housing** or to urban relegation on the basis of geographic, ethnic, cultural, religious, linguistic or social condition.
4. Each migrant has the right to **participate in urban and social life** as individual, as community, as minority. Individual, community and minorities have

a right to visibility and urban dignity of the spaces destined to the free expression of their own culture, social life and religion.

5. Actions geared to the promotion of urban and housing insertion of migrants must keep into account the **complexity of urban society** and root themselves within these four principles:

- **A global approach** (looking at the city in its totality, enhancing of the general habitat);
- **A transversal and integrated approach** (a **multidimensional perspective**, integrating the various aspects which make a problem; integrating qualified operators, overcoming the compartmentation of competencies, renewing systems and styles of work; the project must be the result of **creative negotiation between partners** and of an ability in conflict and contradictions' management);
- **A territorial approach** (linking general policies to specific territorial areas, to mobilise

their energies, their local social and institutional resources, and promoting their specificity);

– **A project approach** (participation and partnerships cannot be built in abstract; only the elaboration of specific objectives and projects allows for a **constructive mobilisation** of the social and institutional subjects).

POLITICS AND ACTIONS

1. The quality of urban reception

The pluralistic city in its entirety is **welcoming and convivial**, discovers and values the civic use of its spaces, replenishes a modern array of service elements in the reception and conviviality, i.e. rest and hygienic facilities and allots resources to the maintenance of said facilities. It supports the realisation of **exchange and meeting places and services** (migrant markets, multicultural libraries, steam baths etc.).

2. The Living

The city is the organism for integration and cohabitation through the **living and within the relationship** between inhabiting and social life. The quality of inhabiting is also, and chiefly, a function of the system of relations with the public space and with the accessibility to services.

To radically recuperate and reinforce the use value of the city contributes to overturning the rule according to which the **living value** is constituted by the **real estate market value**, by homogeneous vicinities in terms of background and income.

It is the quality of the actual living, of the cohabitation of cultures and diverse knowledges, of the participation, that **gives value** to the territories of the pluralistic city.

3. Participation and Communication

Knowledge processes are to be intended as two-way: the **most efficient actions** are those **maturing within the participation** and confrontation processes on a territorial scale and concerning the population as a whole. The shift to an **interactive society** assumes

the urban identity as a project, "belonging" to an open place, a normative system as a quest for a set of shared values.

Administrative voting rights don't represent the solution to the problem of local citizenship but are a necessary precondition. The actual concrete citizenship must grow side by side with the daily living.

Participation, that liminal locality between **"designing for"** and **"designing together with"** the inhabitants, allows the definition of an **action model centred** on the contextual presence and on the balance between rights and duties, reinforced by the active collaboration in the construction of space. However, more than everything else participation is a place for **listening** and a place to recuperate the materiality of building the space, it is a project that starts with the ways of living the places of reference in one's daily life to reach those of collective interest.

4. Autonomy and responsibility

The pluralistic city must train the citizens into the autonomy and responsibility of the new urban reality. It is a responsibility that can neither be created by decree nor unilaterally requested; it is to be built day after day on the **urban territories**, in a **localised manner**, putting at work activities that favour inhabitants' participation to the life of the pluralistic city. (...)

For every subject working in the field of intercultural planning, it is necessary to overcome culturalistic, pedagogical, assistential attitudes, in order to adopt a **dynamic vision of the culture** and the **material condition** of the migrants. A correct methodological and projectual approach does not engender dependency, does not worsen the distress situations; rather it would disappear in the progress of the action itself.³

3. Corrado Marcetti, Nicola Solimano, Antonio Tosi, Charter for Intercultural Planning" has been established during the campus "Living in City and Urban Cultures" from the 26th of July to the 13rd of August 2000,³

*Migrants are not a problem for a city; rather they are an important **part in the solution** of its problems, the renewal of its identity.*

Charter for intercultural planning



/06

Tools and methods

The right tool for the right moment

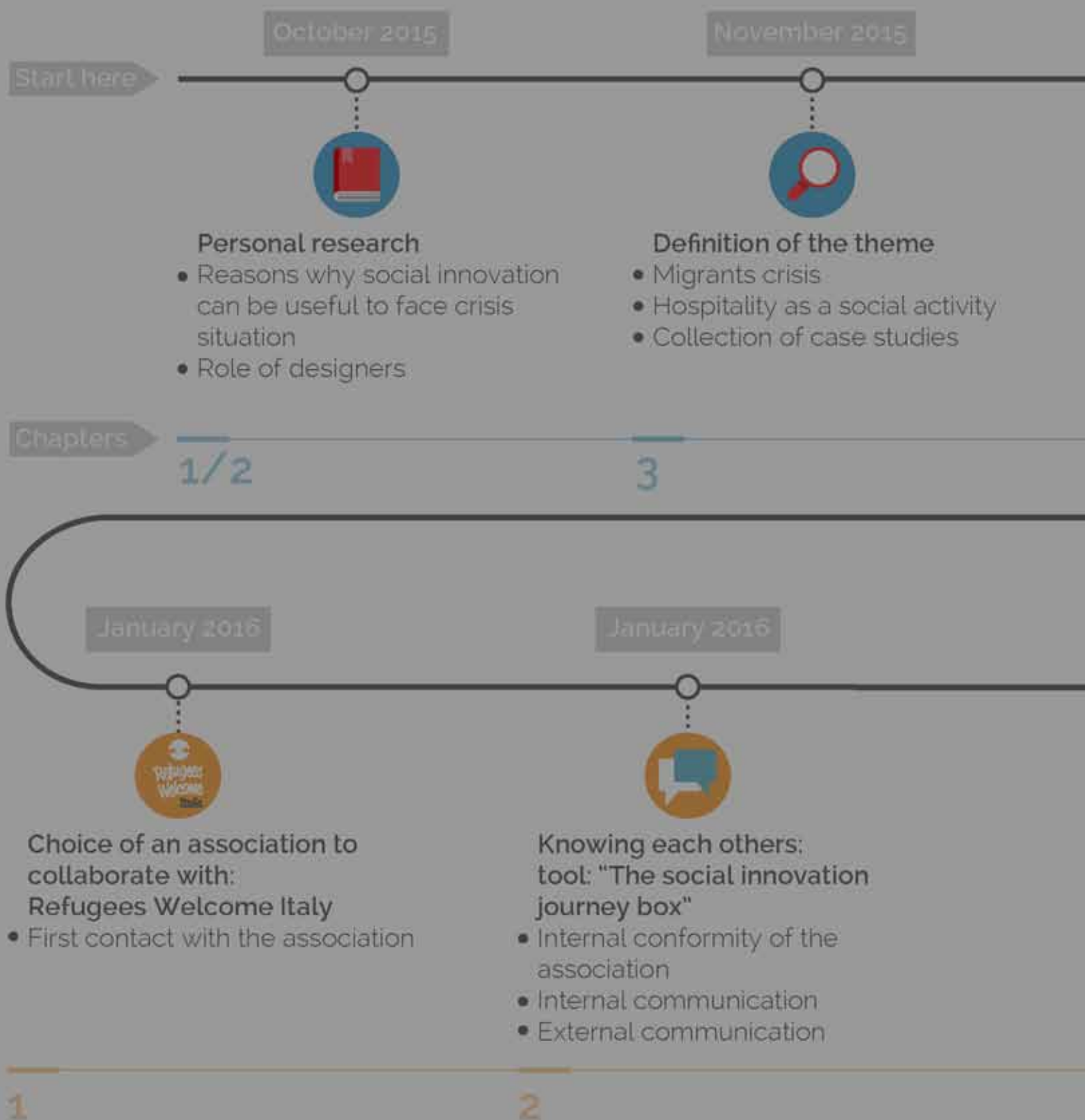
HOW DO I INTERACT
WITH OTHERS?



Feeling accepted,
welcome and supported
people who matter to y

Figure 17, Human drives cards by Namahn

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
- RENA General meeting in Naples: "Migrazioni e periferie"
- Presentation of the results
- Contacts with interesting associations

3

December 2015



Converging phase

- Domestic hospitality
- Tools and methods
- General conclusion

4/5/6/7

February 2016



Definition of the main priorities to spread the service

- Communication campaign
- Co-design workshop with the institutions

2

March 2016



Development of the outputs

- Communication campaign
- Co-design workshop with the institutions
- General conclusion

3/4

*Method: The **interaction** of
tools, processes, and materials.
An honest use of materials, nev-
er making the material seem that
which is not, is a good method.*

Victor Papanek

/06

Chapter structure

In the previous chapter, we talked about **widespread hospitality** as a solution to start doing **integration from the beginning**. The main points to measure the level of integration were pointed out and discussed.

In this chapter, I am going to highlight some particular methods and tools of service design that can be useful to develop and promote a project of domestic hospitality.

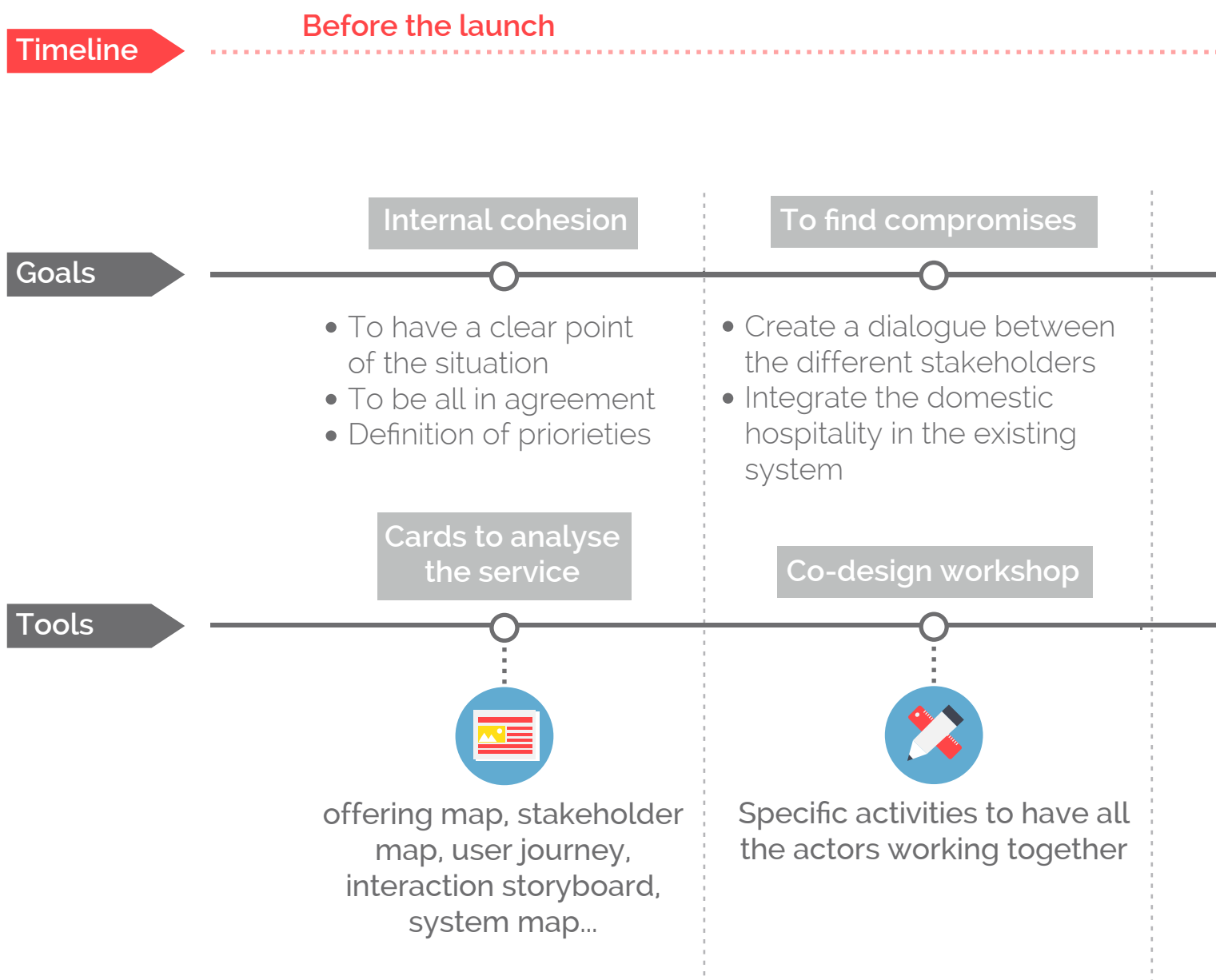
Regarding the geographical and historical context in which we are, the main question that arises about migrants' hospitality is how can we **promote and develop a cultural change**? How can we, as product service system designers, give an **effective contribution** to the way we host them? As we saw at the beginning of this part, design for social innovation can have an important role in the definition of a **new balance during a period of crisis**, the main question now is what this approach can do to encourage migrants integration.

The timeline

Promoting a project of widespread hospitality we have to focus, first of all, on the way we integrate it with the existing institutional system. Every government has already existing rules and regulations about immigrants and, by thinking a new way of hosting, we have to find a way to integrate it.

Before making it working for real, a **dialogue with the government** and the existing institutions is needed; another main aspect in this first phase is to **raise the awareness** and the **interests** of the population around this specific theme. Some particular tools, that are going to be presented later, will be used to reach these first aims.

During the project, some others tools belonging to service design can be used to **overcome possible problems** and strengthen the motivation of the participants; finally, while the idea is becoming more and more spread, we can use some tools to **visualize possible future** and control **positive effects**.



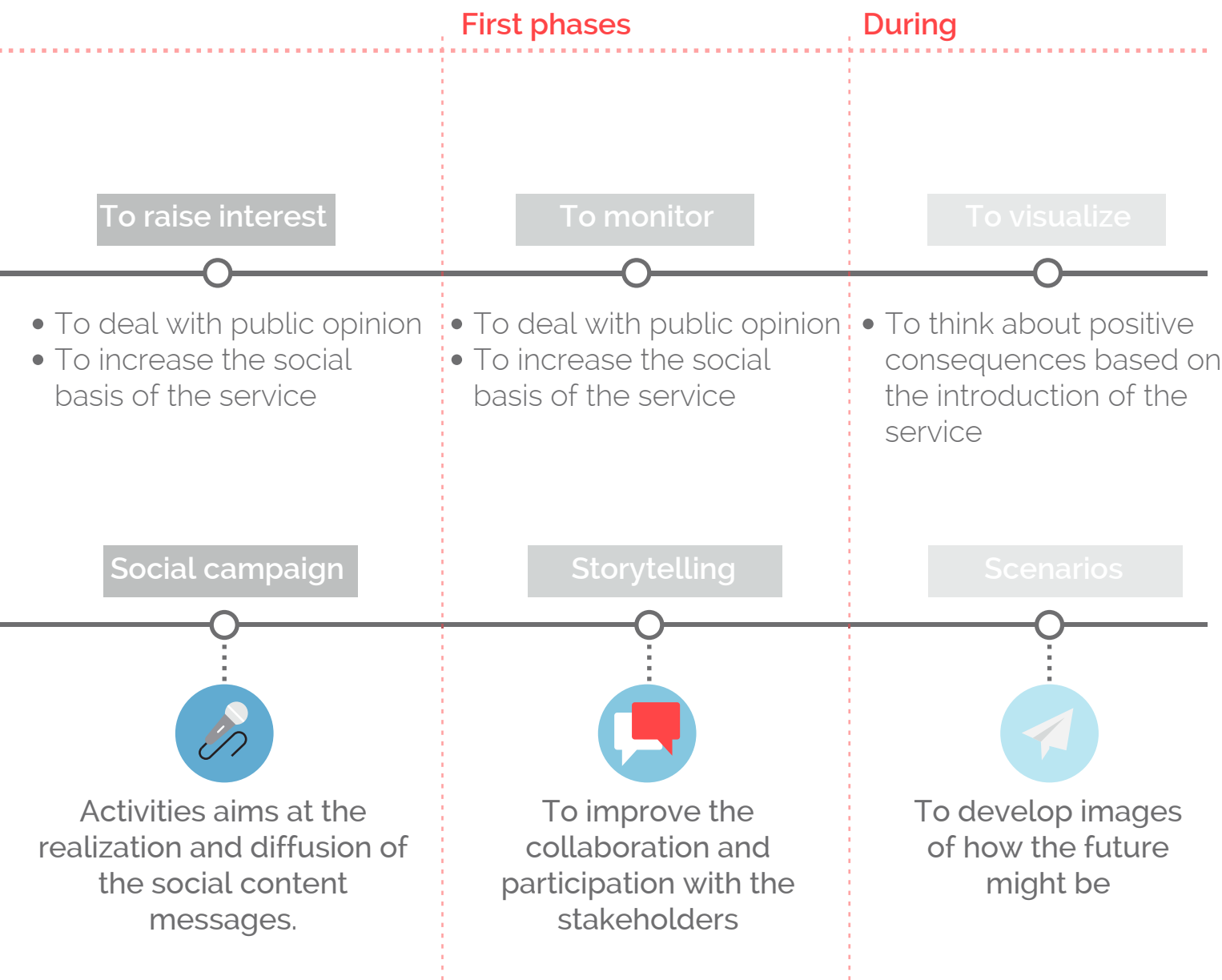


Table 19, Time line: the right tool for the right moment

Before the launch

GOAL: INTERNAL COHESION

Before trying to spread a new service we have to be sure to have reached an internal cohesion within the brand new association. We can't image to involve actors and promote a cultural change if the members of the association aren't all in agreement.

Especially for **social innovations services** that need the **involvement** and the participation of several actors the internal cohesion of the association and the clarity in describing the new services are fundamental points.

TOOLS: CARDS TO ANALYSE THE SERVICE

The tools that I am going to present are service design tools developed to analyse and improve an existing service or to define a brand new one.

While presenting a new service, one of the main issue to deal with is to **be clear about what it is and how it works**.

The tone of voice and the aspects that need to be presented depend on the type of interlocutor that we have to face.

The offering map and the user journey are useful tools to speak with the **final users** and explain, in a realistic and concrete way, what is the main core of the service.

The **offering map** is a synthetic representation of the service offered by the company to its customers. Through a schematic view, it is possible to show how the evolution of the service is. It is done by collecting information about what the service offers. There is not a standardized format, verbal parts and drawings can be integrated together and place in a structure that well represent the service.

The **user journey** chronologically describes the path that the user follows during the use of a service, starting from the moment in which he gets to know the service untill when he terminates the use. The user journey divides this path into steps and transfers

them in a **visual map** that represents, on different levels, the actions that take place in each step, the channels through which the service is manifested and the touchpoint.

If the main aim of presenting the service is instead to create strategic alliances, collaborative encounter, and networks, some **deeper aspects of the service** need to be described.

To do this some interesting tools are the interaction storyboard and the system map. The **interaction storyboard** shows the relation between the user journey, described before, and the stakeholders involved in the process. For every step that the user has to do, all the options and the paths are described. All the interaction steps are described in order to show the **technical and functional requirements**, in this way the different stakeholders can enter in action. The **system map** is a mean to represent the system of actors involved in a service through the representation of economic,

materials and information flows that exist between them. It is used both to map and analyze an existing service for the design of new solutions.

Thanks to these more **technical tools** it is possible to communicate with **institutions** and to create **partnership** and **collaboration** with others actors.

GOAL: FINDING COMPROMISES

If our aim is to design new services to host migrants in order to improve the level of integration in our society, we have to consider a **high number of stakeholders**; from the early beginning of the process, we should take into consideration an **active participation** of all the actors of the system.

The **theme of hospitality** and the way of managing the **migrant's integration** is something that, in every government is **already defined**.

Through the introduction of a new way of doing it we need to consider that we are go-

ing to **destabilize an existing balance** that, even though is not working so well, is real and regulated by several laws.

In this first phase, the main necessity is to **understand the problems** that come between our idea and its realization and deconstruct them, one by one.

To do that the active participation of all the stakeholders involved is needed.

When the goal is to change an existing system, the *status quo* of doing things, lots of **interests** and **mental barriers** are presented; the main point is to **align all the actors** involved in the process and create a **constructive dialogue** about possible problems and positive consequences.

It's fundamental, for the success of the project, to define **common guidelines** and **specific methodologies** in order to avoid most common problems that can represent a high risk for the actors involved.

Trough the creation of this dialogue, the **operational detail** of the process can be

defined. Looking at everyone's competence it's possible to improve all the aspects of the service idea and understand what every actor is going to do and how.

A **tool of service design** that can help people to reach these goals is the **co-design workshop**.

TOOL: CO-DESIGN WORKSHOP

The Co-Design Workshop, as the other co-design activities, focused his creative intent on achieving a **practical** and **immediately implementable outcome**. This is possible thanks to the involvement and cooperation of **all active players** in the development of the product/service in question. In this way, you will give clear guidelines to the subsequent work phases.

This tool is proposed when the development of a product or service requires a **process that significantly involve different types of actors**, with different skills, exper-

tise, knowledge and operational levels. Through this activity lasting few hours, it is possible to make all the actors **working together**: they share all the information in order to define **highly operational provisions** on how to proceed in future development steps.

The presence of all players at the same work table allows to quickly **align all the skills towards the same goal**, through the generation of a shared common proposition. The Creative and participatory value of the workshop allows different actors to identify themselves in the proposed solution.

During the Co-Design Workshop all those **tools** that facilitate **collaboration among actors who speak different “languages”** are put into practice.

Some of these tools can be the card sorting, the pin wand brainstorming, building maps as the system map, the stakeholder map, the map experience one or storyboarding.

What we achieve at the end of the process

are a **co-created documents** that describe visually and verbally the process followed during the workshop to achieve the guidelines. In few words, we can get a **high level of operational detail in little time**.

GOAL: RISING INTEREST

To make some changes in the existing situation and to destabilize the *status quo* we have also to deal the **public opinion**.

Moreover the majority of services proving a new type of hospitality are based on the number of people believing in it, this means that the number of participants and of the people involved (the **social basis**) is the measure of the **ability to impact on the various issues**. In few words, the more people involved the better it is.

The two main aspects about rising the interest among public opinion are:

- To make them **well known**
- To **communicate in a clear way** what is the new services and how it is meant to be

reached.

To let people know about the service we can use some tools that belong to the most **traditional** aspects of **communication design**.

In particular, when we have to convey a message of social change, **social campaigns** are quite appropriate. When you want to spread such services to media resonance should be seriously take in con-

sideration.

A **more specific communication**, that needs to be clear and direct, can be developed watching at the main interlocutor. Some tools like the **offering map**, the **user journey**, and **interaction storyboard** and the **system map** can be useful to express what is doing and how is developing it.

TOOL: SOCIAL CAMPAIGN

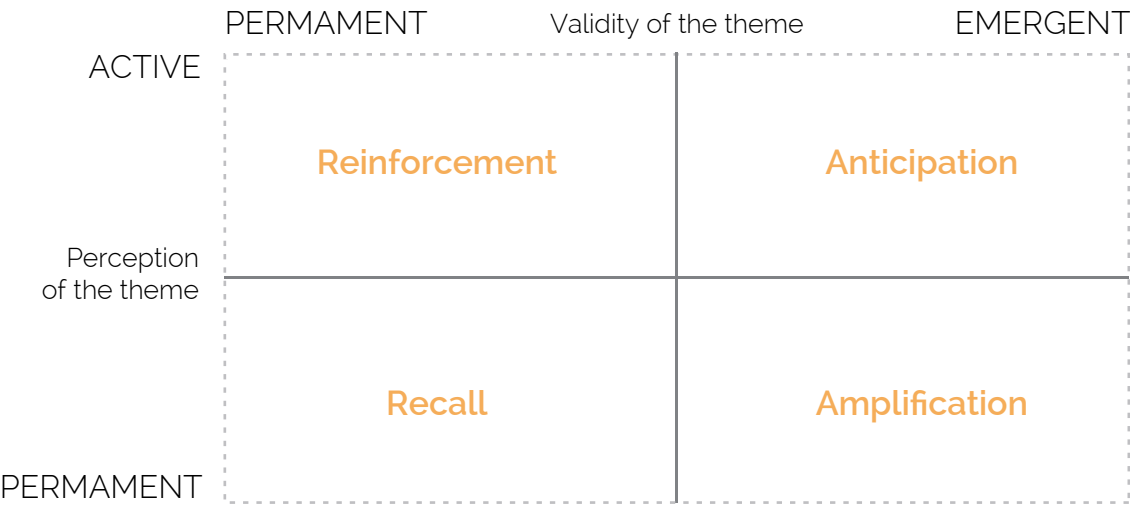


Table 20, Adverstising functionalities, Gadotti G., Pubblicità sociale, Franco Angeli

Social campaign means the coordinated set of activities aimed at the realization and **diffusion of the social content messages**.

Therefore, the term social campaign includes not only social advertising but also any **other communication activities** developed by the promoter.

The main actors involved in social campaigns are **governments, no profit organizations, and companies**.

The main communication tools are:

- Advertising
- Public relations
- Special events
- Direct marketing
- Promotions and sale points
- Sponsorships and partnerships with companies
- Unconventional Marketing

Starting from the social advertising we can define it as the mass communication activities aim at creating and expanding the area of consensus on issues of collective interest, promoted by public or private entities. This activity is no-profit and of public interest

First phases

Once that the conditions to launch a new way of doing hospitality are settled, the innovative service needs to be followed constantly.

The **relation** between the different **stakeholders** needs to be **closely monitored** especially at the beginning of the process in order to avoid possible misunderstandings and to overcome conflicts. This can be done again with the **co-design tool** that we described before.

Especially during this phase, when from theory we switch to practice, the **designer** has to cover the role of **mediator between different realities**, able to look at the general situation and create solutions.

Another important aspect that needs to be considered in this phase is how to find a way for **not losing motivation**.

At the beginning of the process all the actors and the users are usually full of energies; gradually, as time passes, there is the necessary to continue on feeding this

enthusiasm by telling the benefits reached with the new service and attracting new users. An interesting tool that can be used in this phase is the **storytelling**.

The **storytelling** supports the exploration of the service idea by simulating the user experience.

This Story-centered design forces us to ride along with customers through every single step. That gives the entire team a system for making design **decisions** based on how **people** will actually **experience** the product.¹

The problems that can be addressed through this technique is to understand complexity, develop empathy, establish common ground, and elicit participation and collaboration with stakeholders.

During

When the new service introduced will have finally caught on and the various problems have been mostly resolved, we can have more time to focus on the visualization and the narration of the **positive consequences** that the service itself is generating.

By developing **scenarios and visions** it's possible to generate and promote **alternative futures** and to share them with the involved stakeholders.

Scenarios are alternative images of how the future might unfold. They represent **coherent and plausible stories** about the co-evolutionary pathways of human and ecological systems. In other words, scenarios are internally consistent descriptions of **plausible future states** of the world.²

A '**vision**' for an organisation, group or community is an image of what they desire to be, and which they have the **power to bring to life**. The process of developing a vision – 'visioning' or 'envisioning' – is concerned with **eliciting desirable futures** for the purposes

1. www.gigaom.com

2. <http://www.ejolt.org>

of assisting in strategy development and providing decision-making guidance.³

CONCLUSION

Using the right tool in the right moment is something that every designer should be able to do in order to help different stakeholders, speaking different languages, to communicate.

The tools that can be used are multiple and **different** from each other; It's up to the designer to figure out **which is right one** and **how to modify it** according to the interlocutor in front of him.

Some personal skills that should always be presented is the real **ability to listen** to others opinions and point of view and then the capacity of "**entering in others shoes**"; developing a high level of **empathy** all the process of intermediation will be for the designer much more easy.

*Empathy is the capacity to understand or feel what another being (a human or non-human animal) is experiencing from within the other being's frame of reference, i.e., the capacity **to place oneself in another's position**.*⁴

3. <http://www.ejolt.org>

4. <https://en.wikipedia.org>



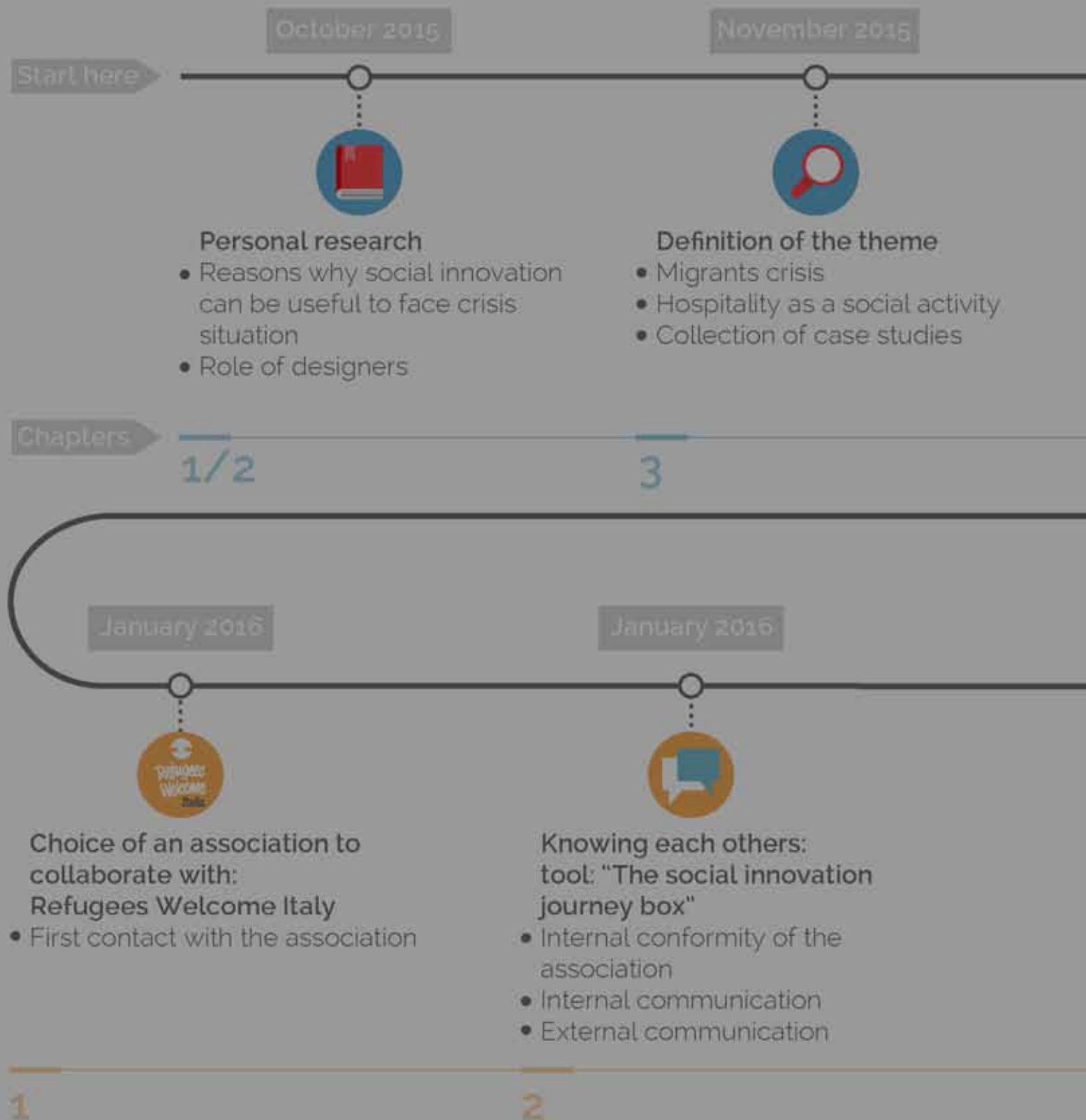
/07

Future steps

A cultural change to go beyond the emerg



The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
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December 2015



Converging phase

- Domestic hospitality
- Tools and methods
- General conclusion

4/5/6/7

February 2016



Definition of the main priorities to spread the service

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2

March 2016



Development of the outputs

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3/4

*But when hundreds of
thousands of people arrive on
your doorstep, the challenges
are **not short term.***

Adam Lent

/07

Chapter structure

In the previous chapters I analysed how **design for social innovation** can be useful during a **situation of crisis** and the reason why.

Then I focused my attention on a particular social problem that is, nowadays, quite current; we described a typical **migrant's journey** step by step, highlighting specific needs and **interesting case studies**.

I ended the previous part focusing on **hospitality** and reflecting on new ways of doing it in order to reach a **higher level of integration**. The tools and methods belonging to service design were questioned in order to understand how and in which way, design can be useful to develop and promote a **project of domestic hospitality**.

In this final chapter the idea is to define what is going to happen next and how we can **improve** the **current situation** as European citizens and as designers.

Beyond emergency

When we speak about the migrant's situation we should stop use the word "crisis". The **flows of people**, even though to a lesser extent, are **meant to last**.

This fact, for sure, will have **important** and structural **consequences** on demographic, economic, social and political balance of Europe.

During this months of emergency, as we saw in the previous chapters, lots of **bottom up initiatives** have been able to effectively **fill the vacuum** left by the incompetence of governments.

This fact pointed out two main aspects of the situation; on one hand the fact that the **governements**, alone, **do not have the capacities and resources** to face this situation, they need to be helped by the initiatives of private citizens.

On the other hand the fact that lots of these initiatives and associations came up from **people out of the sector** of hospitality and migrant's policy shows us that some balances are dramatically changing.

Indeed, in our era, as we said for the designer, lots of others professions are living a similar identity crisis.

There is **no longer a clear distinction** between the professionals and the others, there is a group of people with different competences in different sectors willing to change things. This fact creates new balances that, for the migrant situation, worked very well.

Next goals

AS EUROPEAN CITIZENS

During 2015 and in the beginning of 2016 the **concept itself of "Europe"** was brought into question; something that, until that moment, seemed well-established was questioned by several migration flows.

On the theme of migrants the concept of an Europe **without boundaries** started to stagger; now, even if the **quantity of migrants** arriving in our countries is decreasing, the situation is not solved at all.

The main aim for Europe is to **change** completely the **mentality** in which this "problem" is faced.

We have the necessity to stop looking at migrants just as a problem but also as a **source of opportunities**.

We have to learn to **read problems** as **opportunities** to pass from the creation of an individual value to a social one.

This situation helped us to understand on which main points we have to focus our attention to deal with a situation like this:

- 1. Networks**, working on the community in order to make the system resources usable. Every actor has indeed some **skills** that have to be **exploited** for helping the whole rest
 - 2. Culture**, being promoters of a cultural change where who is different is not seen as a problem but as a source of richness.
 - 3. Politics**, working with institutions and gov-
-

ernments to make social innovation changes more effective and widespread. Through these **new collaborations** and a deep **cultural change** we can hope to build together a Europe made by a cohesive, although differentiated, social fabric.

AS DESIGNERS

If the last period was studded of **bottom-up initiatives** driven by normal citizens to face migrants situation, it doesn't mean that everything is done.

Designers should be able to recognize the initiatives that brings a high **social value to the community** and help them to settle and establish through projects.

Thanks to our tools and methods we are able to **catalyze emotional reaction** in **collective responsibility** for the new challenges that we are called to answer.

We can help people to **visualize innovative solutions**, feed them with our **experience** and **make them real** by mediating different actors

*Stop seeing those fleeing violence as victims or as problems but instead as **creative people** who are themselves the **source of the solutions** to the challenges they face.¹*

1. Adam Lent, Who knows the solution to the European migration crisis? The refugees themselves, 2016

*This is about **empowerment**.
It is about developing tools that
can turn a group so often the
powerless objects of pity or
disdain into '**changemakersagents controlling their **own fate**.***

Adam Lent

PART 2



/01

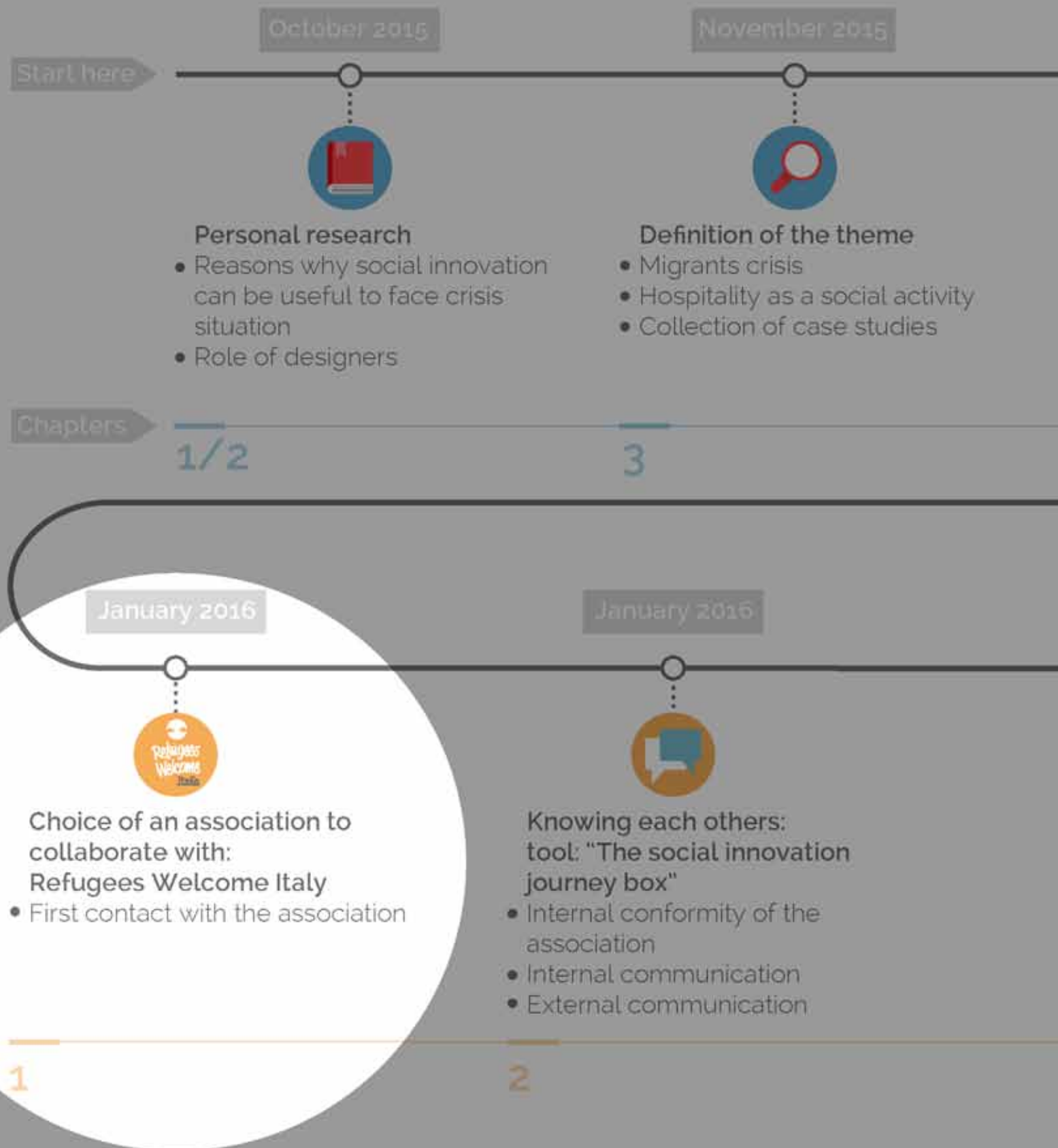
Who

Refugees Welcome Italy

Figure 17, Carolina Grespi, Refugees Welcome Italia



The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
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March 2016



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- General conclusion

3/4



Figure 17. Germana Lavagna, Refugees Welcome Italia

/01

Chapter structure

The second part of the thesis is dedicated to the presentation of a **personal activity** of design for social innovation carried out during a **collaboration with Welcome refugees Italia**, an already existing association.

In the first part of the thesis the attention was focused on the description of **migrant's needs** and the way **rules and regulations** are managed in Italy.

I ended that part focusing on second hospitality and especially how to promote a **new way** of doing it through the **domestic hospitality**.

The **domestic hospitality**, that means to insert in an Italian family a refugee in order to reach a higher level of integration, is seen as a **good alternative** to the current way of managing this theme. The main question now is: **how can it be spread?**

The collaboration with Welcome Refugees Italia, during this month, helped me to understand what actually a designer can do to face a situation like this.

Refugees Welcome Italy

INTRODUCTION

Refugees Welcome Italy is a **non-profit association** for public benefit, non-partisan, non-political and with exclusively charitable purposes; It was formed on **11 December 2015** in Milan to operate throughout the country and is waiting to have the recognition as ONLUS by the Inland Revenue of Milan.

It is **part of the international network** Welcome Refugees, born in Berlin in November 2014. It promotes the **diffusion of hospitality in families and in shared homes** of asylum seekers and refugees through a web platform, it facilitates disintermediation and spontaneous application of the ones who are willing to host.

The **initiative**, born in Germany, **is spreading across Europe** (same groups are already active in Austria, Greece, Netherlands, Poland, Portugal, Spain, and Sweden).

The German team received requests to adopt the same method from **57 countries** in the world. Refugees Welcome Italy has been active since July 2015 to check the

conditions of **italian context**, from a regulatory and administrative point of view, which have led to the **duplication** and the **personalization** of the initiative in Italy.

VISION AND MISSION

Refugees Welcome Italy wants to promote a **cultural change** regarding **migration** and demographic, social and cultural transfor-

mation taking place in Europe and in Italy. They want to encourage the diffusion of experiences that help refugees to **overcome the passive psychological dimension** typical of the impersonal hosting centers.

They want to involve the **resident population** (Italian, foreign and foreign-born) inviting them to take an active role in **hosting processes** and **social inclusion** of asylum



Figure 18, www.facebook.com/migrantiineuropa

seekers and refugees.

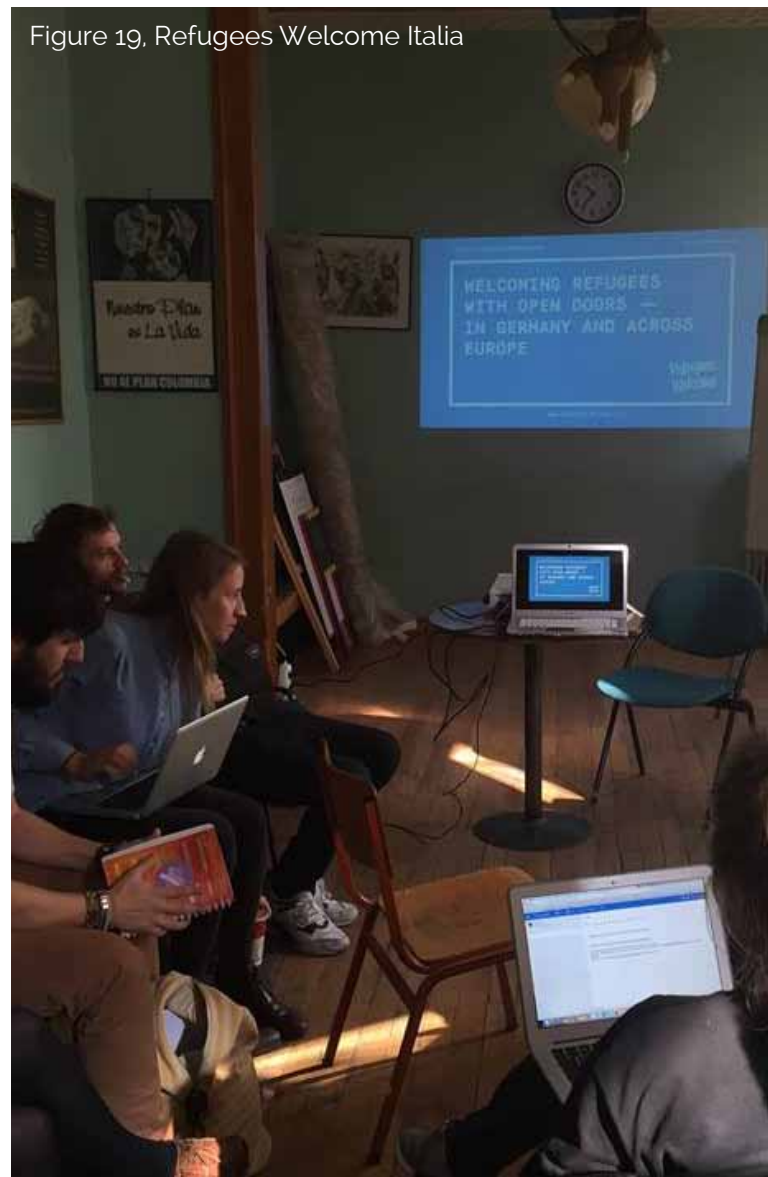
Refugees Welcome Italy wants to facilitate the launch and the sustainability of experiences of **inclusion** and social, economic and cultural development that have a **positive impact** on the territories.

All the **processes** are meant to be designed and implemented **together with** involved **people** through practices co-design and participatory planning.

The **domestic hospitality** that RWI commits to promote is an experience of coexistence, mutual understanding, exchange and full of responsibilities: it is a project in which **all the protagonists** (guest and host) have to be **active actors** of a **profound cultural and social transformation**.

The association wants to **spread** over the entire national territory a **new model** of domestic hospitality for asylum seekers and **refugees, to support** and complement the **existing models** of first and second reception.

Figure 19. Refugees Welcome Italia



RWI's **mission** is to:

- **Develop and diffuse** a domestic and family hosting model for asylum seekers and refugees by involving the entire resident population (Italian, foreign, foreign-born, second generation, etc...);
- Create **specific guidelines and rigorous methodologies** about the most delicate points of domestic hospitality;
- **Engage guests** (asylum seekers and refugees) in the **co-design** of policies and reception methods;
- **Map and analyze** good practices of domestic hospitality all around Italy;
- Search and **add communities, partners, sponsors** to make the network increases more and more;
- **Document**, through different way of doing storytelling, **the experiences** in order to **influence public opinion** and to increase knowledge and awareness on the theme of

migration

- **Evaluate** the **social impact** of domestic hospitality on the lives of the people involved, territories and communities in terms of inclusion, increase in social capital, the perception of security and well-being of citizens.

CONTEXT ANALYSIS AND TARGET

Refugees Welcome Italy was born in a very **delicate historical moment**, when **when the European Union** proved to be **unable** to face, in a timely effective and coordinated way, the growing flow of migrants in recent months of 2015.

The answer to this system full of lacks was an **exceptional** and **widespread mobilization** of activists, associations, and NGOs in almost all European states.

This experience has shown that **civil society** is able to put in place **energy** and **resources** to deal with an emergency situation.

Benvenuti Rifugiati

Perché in Italia le persone in cerca di asilo non possono vivere in condizioni abitative, come case condivise o in famiglia?

Ci siamo fatti questa domanda e abbiamo trovato un modo per rendere questo possibile!

Come funziona



1
Registra la tua stanza libera sul sito. Ci serviranno soltanto alcune informazioni sulla casa.



2
Troviamo un interlocutore nella tua città (organizzazione o volontario) e ti mettiamo in contatto con una persona richiedente asilo o rifugiato.



3
Ti aiutiamo a sostenere economicamente la gestione della quotidianità.



Il nuovo conquilino/a si trasferisce, rimarremo a tua disposizione per sostenerti nella gestione della quotidianità.

REGISTRA LA TUA CASA

ARE YOU A REFUGEE?

MAGGIORI INFORMAZIONI

Figure 20, Refugees Welcome Italia



Figure 21, Refugees Welcome Italia



Figure 22, Refugees Welcome Italia

In Italy the governance of the reception system is up to the **Ministry of Interior**; the system has been repeatedly criticized at national and international level, not only for the **big centers** involved by **judicial scandals**, but also for the **length of the waiting period** to get to know the outcome of the application for international protection, as well as for the **great diversity of services** offered by the various reception centers and for the substantial **absence of a systemic approach**.

As I discussed in the first part of the thesis the **system in Italy** is divided between first and second hospitality in structures as **CARA, CAS** and **SPRAR**. These institutional forms of care provide a daily allowance (35 €, 2.50 euro is the pocket money to be delivered to the guests).

Another important problem is represented by what is called "**third reception**", that is the phase in which a person has acquired the status of international protection but is not yet able to organize by himself an

independent and dignified life, but, by the way, has to leave the center of hospitality, because of this many people are in a **dangerous situation**, after a long period in the reception centers, without having created a social network of support and essentially **without** having had the opportunity to **know the context** in which they are located and to reactivate its human and professional resources.

RWI wants to deal with all the different situations described, believing that the **hospitality in residential homes shared with people and families**, with their system of relationships, emotions, skills, can undermine many of the obstacles and promote a positive process of social inclusion.

The **target** of RWI is therefore represented by the **asylum seekers and refugees**.

ACTIVITIES AND METHODOLOGIES

The objectives described before are pursued through the following **macro activities**:

- **Launch and management of the web platform**, created on the basis of the one launched by the German team and **personalized** based on the Italian model;
- **Campaigns and awareness-raising events**, multimedia communication and local promotion events aimed to increase the network of potential host, activists and the level of awareness to dismantle stereotypes and combating discrimination;
- Creation of **networks of collaboration and partnership** with public institutions and third sector;
- **Evaluation of the social impact** of domestic hospitality in the territories

Methodologies are about:

- A **facilitation in the collection of data** from all actors in the process, thanks to the platform and database generated;
- A **process of selection and evaluation** of the potential hosts and guests

- Training session to **learn how to live together** for families and asylum seekers / refugees;
- A **constant assistance** starting from the first meeting to facilitate the start of cohabitation, and lasting during the whole period.
- A process of **social monitoring** and **evaluating the impact of experiences**, at individual and territory level.
- A **constant collection of stories and life experiences** aim to create awareness and break stereotypes about migrants and refugees.

culture

Social innovation scanner

WHY REFUGEES WELCOME?

One of the first questions that I asked myself before starting to develop a project collaborating with Welcome Refugees Italy was about the **innovative level** of their idea. Why can be considered **interesting** from a **social innovation** point of view?

As I showed in the first part of the thesis, lots of **criteria** can tell you whether an **idea/initiative** can be considered a **social innovation** or not.

Regarding these criteria, we can say that Refugees Welcome Italy is a **new form of organization**, done by the **autonomous initiative** of private citizens.

This group started from the **identification of a social problem**, in this case, the way hosting was managed, and then they created a **network** around it.

The initiative is **context dependent** and its **success** depends on the ability of the founders to aggregate **different actors** and give them an **active role**; everyone participates but with different skills and roles.





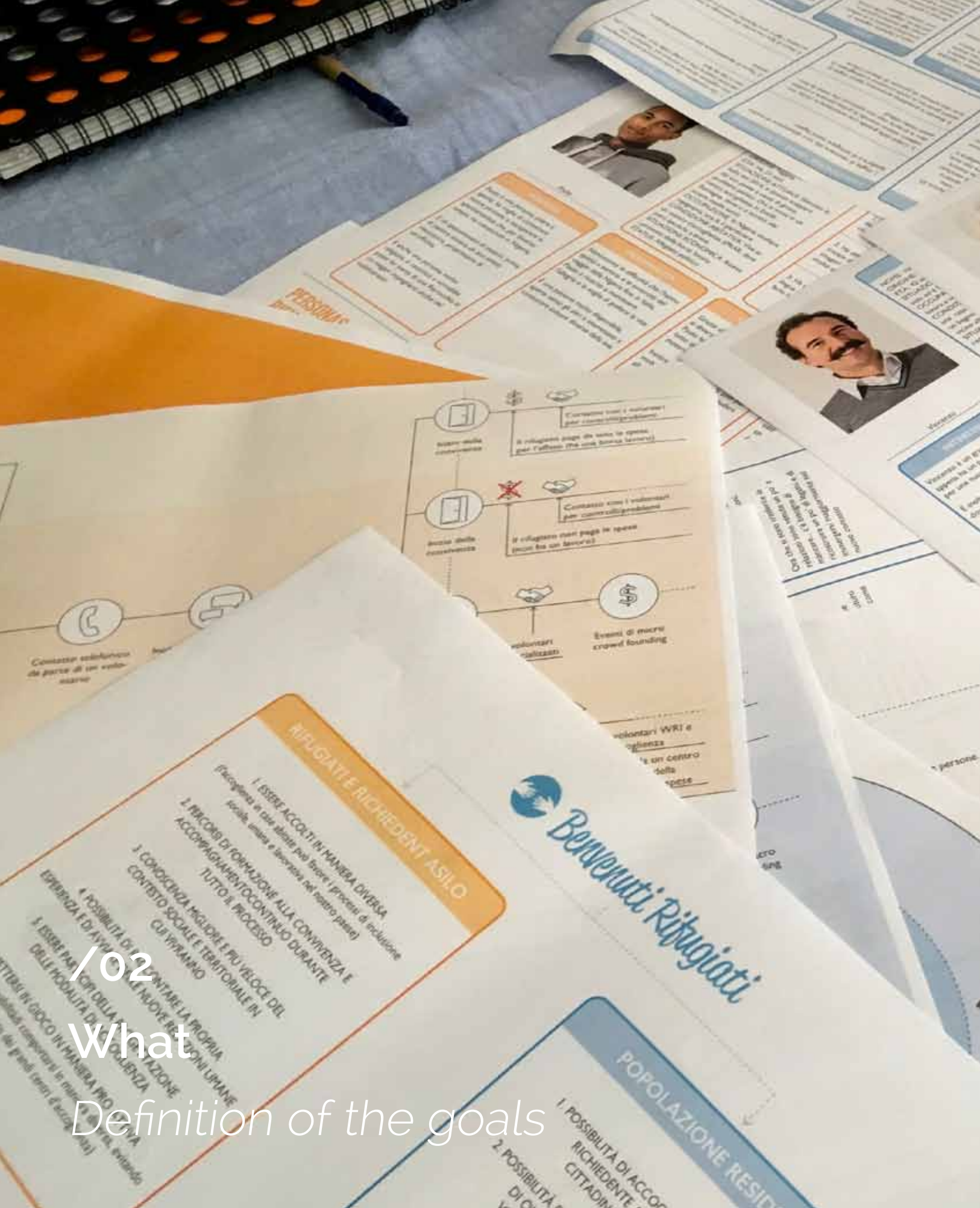
Creiamo insieme una nuova

la dell'accoglienza

WWW.REFUGEES-WELCOME.IT



Figure 23. Refugees Welcome Italia



102

What

Definition of the goals

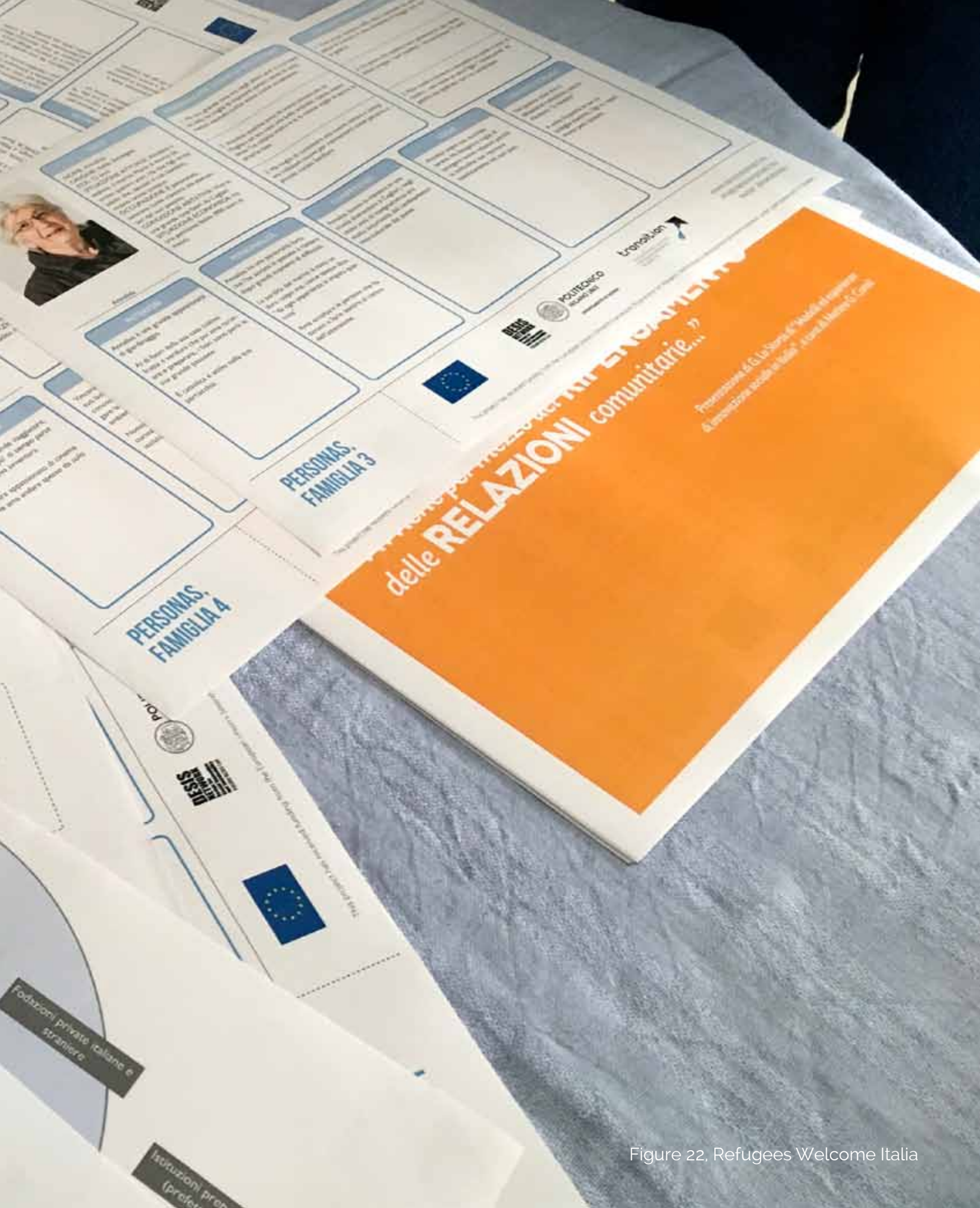
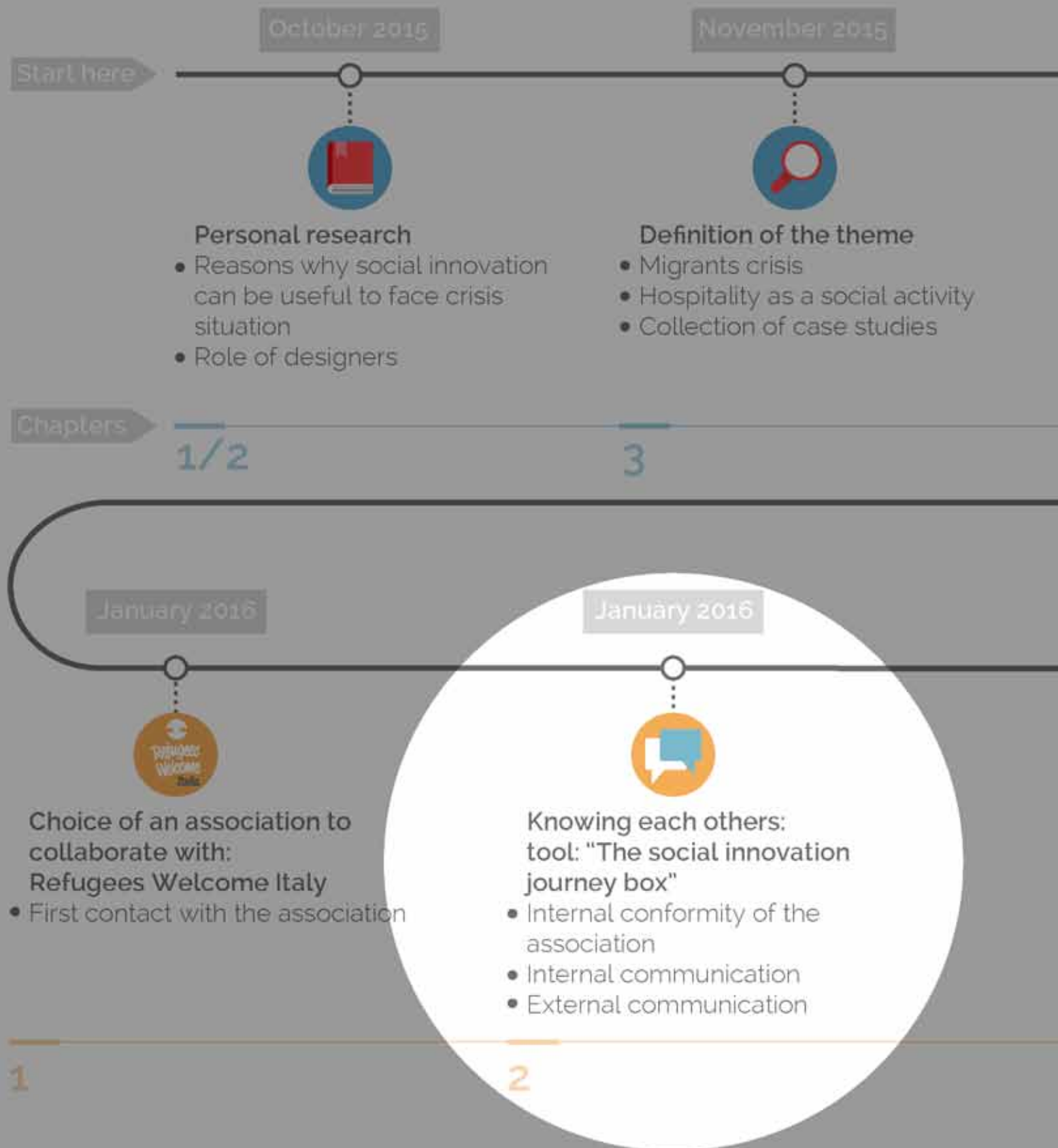


Figure 22, Refugees Welcome Italia

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
- RENA General meeting in Naples: "Migrazioni e periferie"
- Presentation of the results
- Contacts with interesting associations

3

December 2015



- Converging phase**
- Domestic hospitality
 - Tools and methods
 - General conclusion

4/5/6/7

February 2016



- Definition of the main priorities to spread the service**
- Communication campaign
 - Co-design workshop with the institutions

2

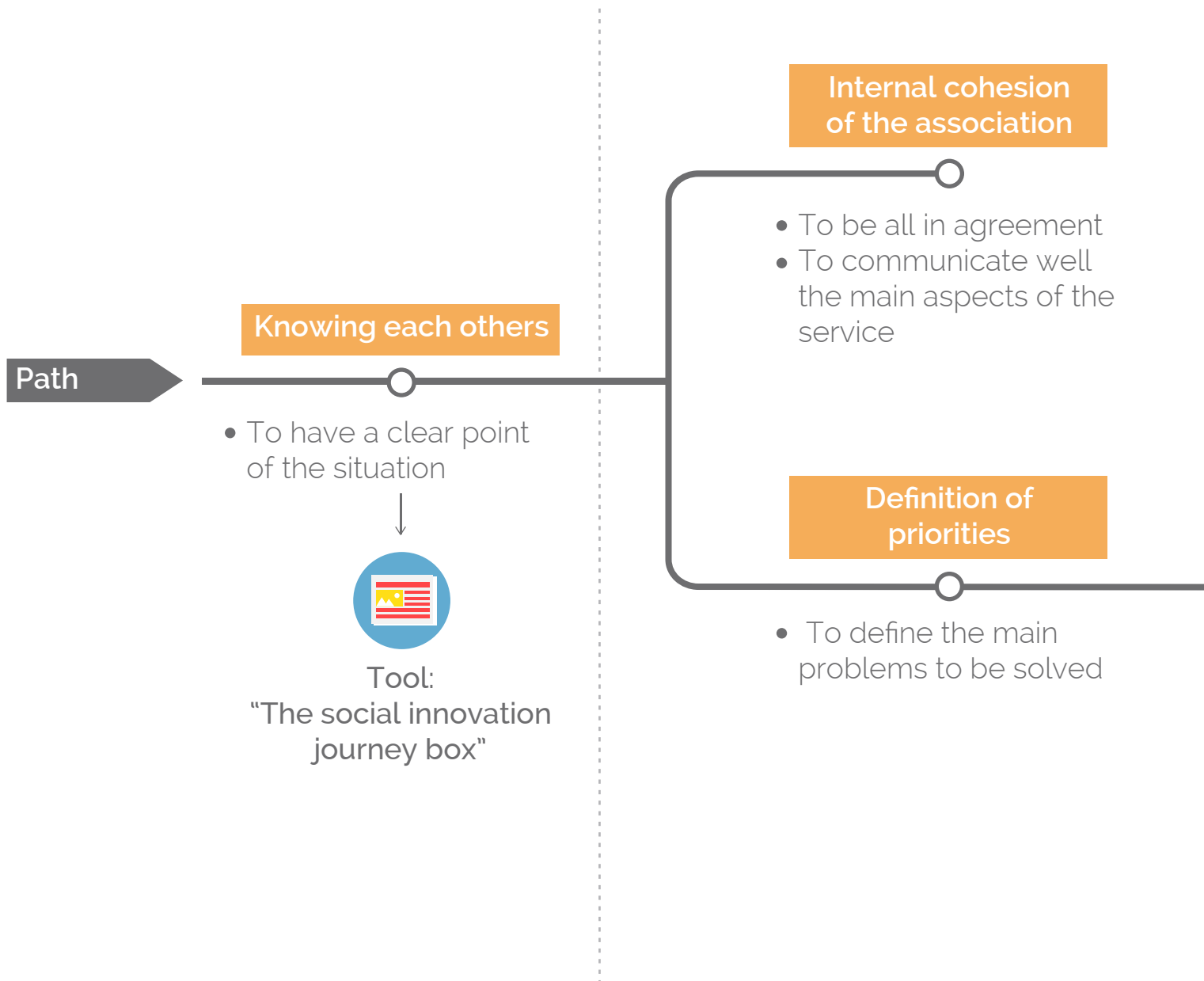
March 2016



- Development of the outputs**
- Communication campaign
 - Co-design workshop with the institutions
 - General conclusion

3/4

Focus: my personal



collaboration

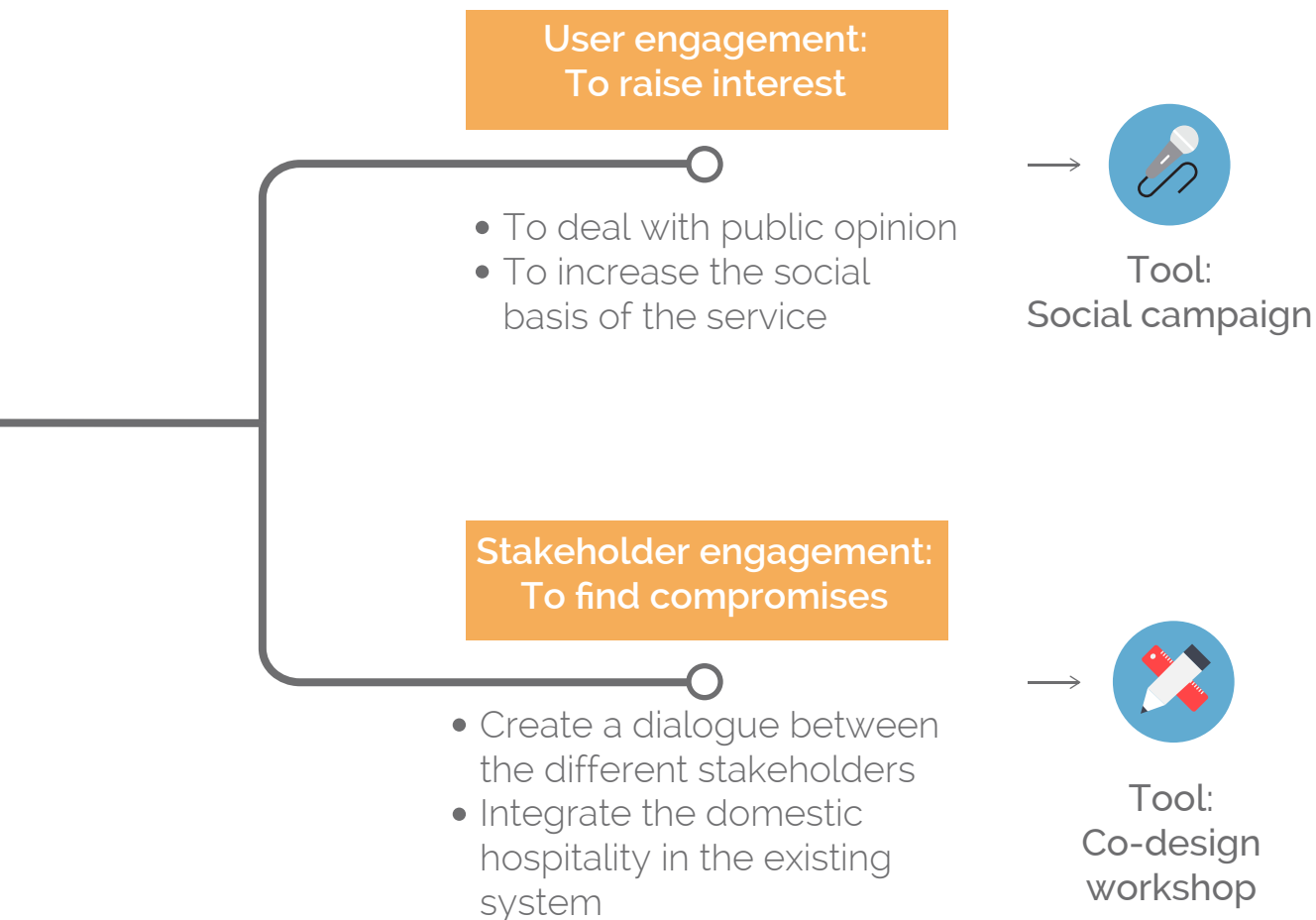


Table 21, My personal collaboration with Refugees Welcome Italia

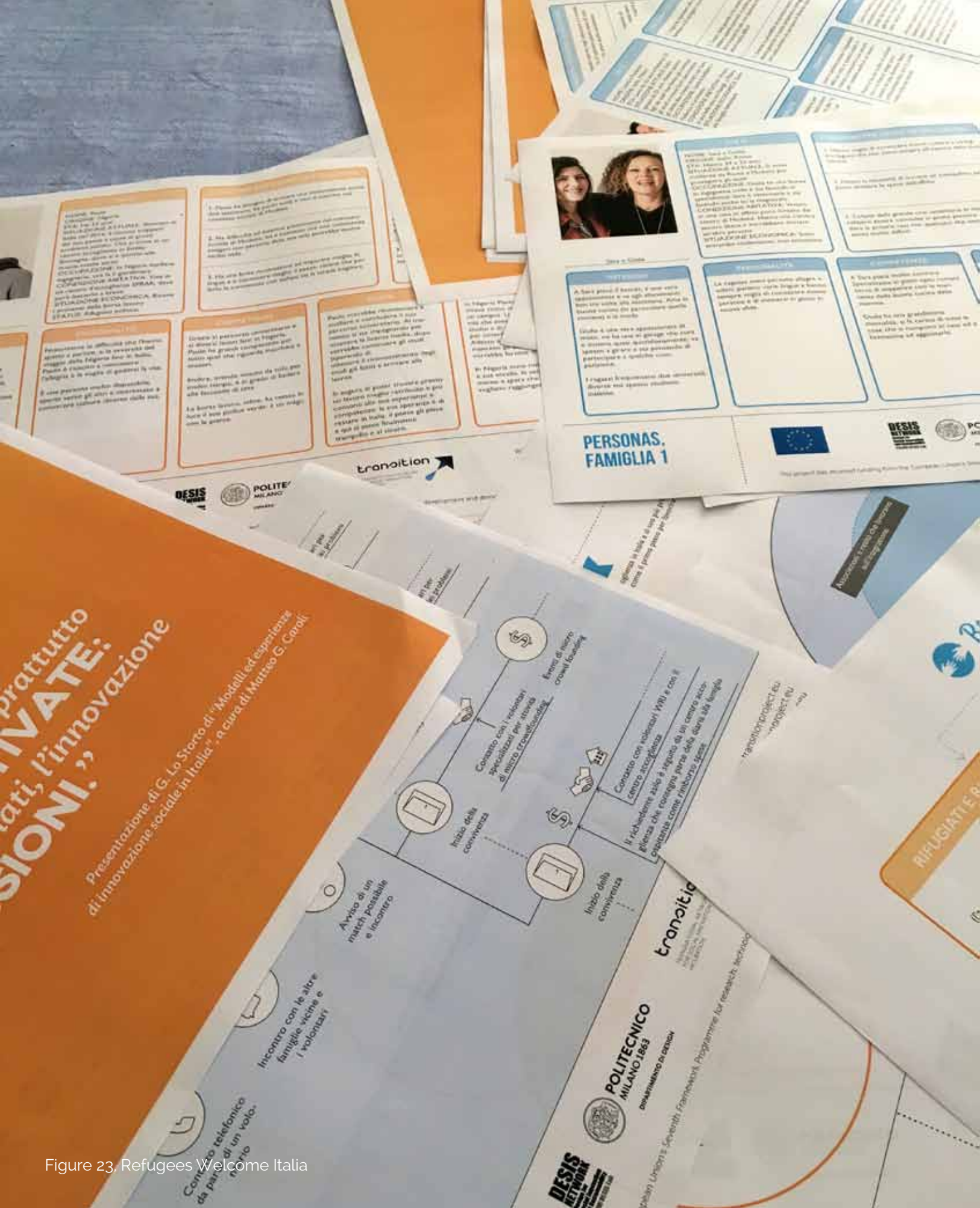


Figure 23. Refugees Welcome Italia

/02

Chapter structure

In this chapter, I am going to present the first phase of my collaboration with **Refugees Welcome Italy**.

Due to the fact that it was an association formed in December 2015, it was really interesting to start collaborating with them from the early beginning.

Even if the platform and the idea were taken from the initiative born in Germany, making it work in Italy was a completely different story. As we said in the previous chapter the initiative, even if scalable, is highly **context dependent** because of the **high number of rules** and **regulamentation** that control migrant's hospitality in every country.

I started to collaborate with Fabiana Musicco and Germana Lavagna organizing the **first meeting** to know each others and understand what **my role** could be in the **association**. Then I decided to use a **toolkit** called "**The social innovation journey box**" developed by Marta Corubolo, Anna Meroni and Martina Rossi of Politecnico di Milano together with TRANSITIONS partners.

Knowing each others

The **first meeting** that I had with the two founders of Refugees Welcome Italia was settled at Open Library in Milan.

I entered in contact with them during the **workshop** organized in Milan the 8th of November and then organized a proper meeting to know each others and understand which **type of collaboration** could be done. After a brief research about the german association, I decided to talk directly with the two founders to make a point of the current situation.

To do that I used a tool called "**The social innovation journey box**" which is made by different cards. I modified that tools adding some others cards that could have been useful to Refugees Welcome Italy and avoiding others.

The modified toolkit starts from the analysis of the **social problem** and of the benefits given by the new service; then it summarizes the different **stakeholders** involved and impacted and the **personas**. Finally, through some others cards, we passed to design the **user journey**, the **interaction storyboard** and the **system map**.

The social innovation journey toolbox

Inspired by the the Social Innovation Spiral by the Young Foundation and Nesta and shaped by POLIMI Desis Lab, who used their design expertise to develop and visualize the model, the **Social Innovation Journey** is conceived as **action format**, focusing on the sequence of **steps social innovators may go through** acquiring the skills and capabilities they need to grow and increase the level of positive impact on the wider society.

As you **make progress**, you **get closer to the core**: the Social Innovation Journey starts on the outside of the circle and moves inwards. That's because as social innovators progress, they get closer to the 'core' of their mission - that is, **creating social impact**. They gain a better understanding of the social needs they're trying to address. They refine their innovation and their delivery model. They have more evidence that their solution works.

The Journey is a progressive **empowerment of the incubator** as well, who can recognize the different entry points, the steps to follow, the expected outcomes and the activities needed to achieve them.

It consists of **two main circles of incubation**:

- the external one involves **social innovation at an early stage of maturity**, helping them moving from an intuition to an idea to a structured proposal and a **pre-prototype** ready to be tested with a community of stakeholders;
- the internal circle works with **more formalized and mature social innovations**, supporting them to achieve a more structured and replicable solution.¹

I modified this tool, which you can find in the appendix, and used, first of all, with the **two founders** and then with the **other members of the association** to have a better understanding of the starting point and the definition of the next steps.

1. The social innovation journey box, Transition

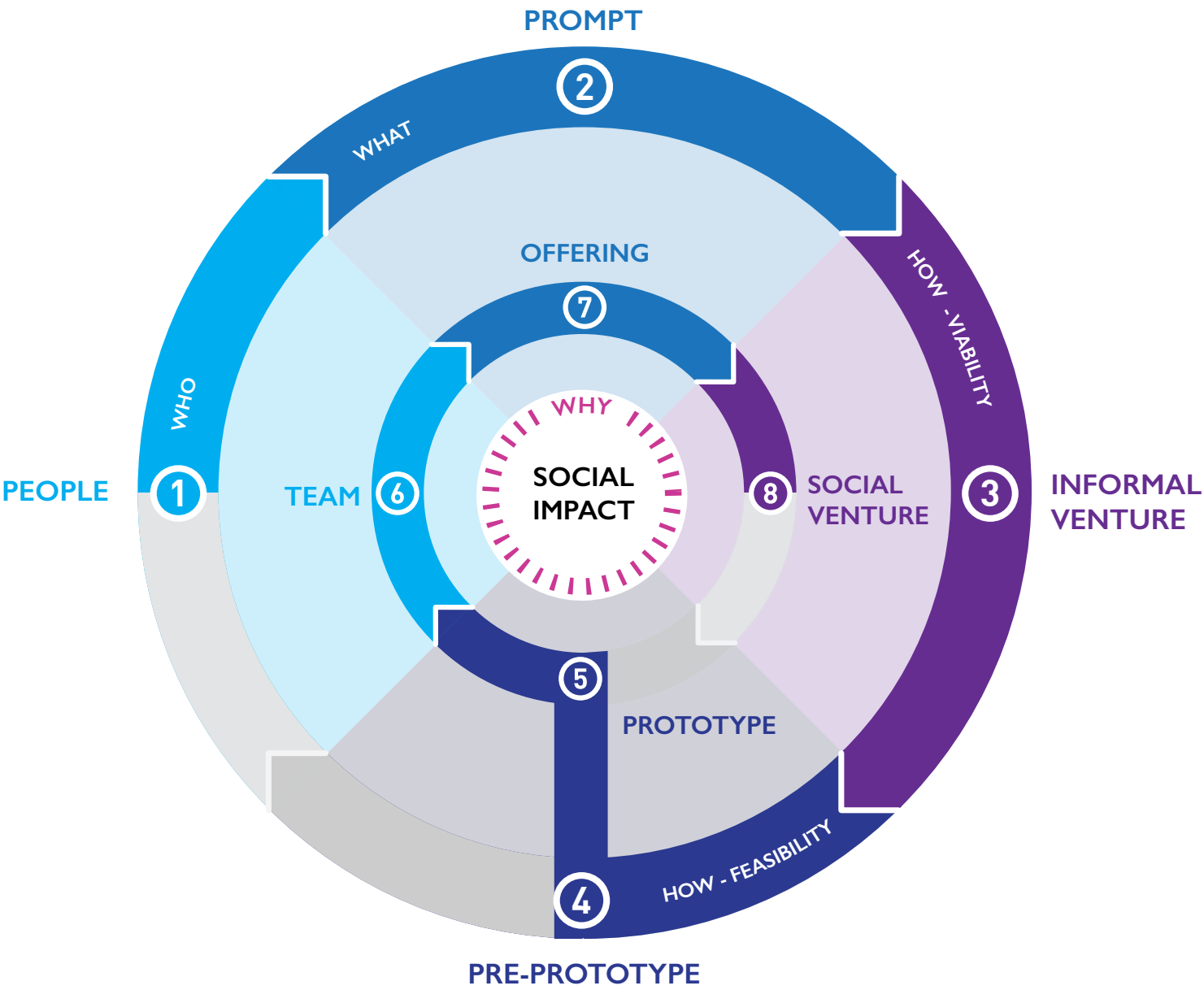


Table 22, The social innovation journey toolbox



Benvenuti Rifugiati

UNDERST

TANDING

*“Social innovation (...) can be defined as a solution to a **SOCIAL PROBLEM** that is more effective, efficient and sustainable than the existing ones.”*

Trad. from the presentation by G. Lo Storto of “Modelli ed esperienze di innovazione sociale in Italia”, by Matteo G. Caroli

1. THE SYMPTOMS

1. Hosted people, after about a year and a half in the centers are not able to have an independent life.
2. There is a real possibility to create relationships between hosted people and citizenship, this creates fear and mistrust.
3. Strong collective perception that too much money are spent for immigrants, without seeing concrete results.

1. Racism and xenophobia

2. THE CAUSES

1. The management of the phenomenon by the institutions did not develop a strategic vision in which accommodation is the first step for integration
2. General perception of a huge number of refugees and asylum seekers. Words like "invasion" and "emergency" are often used to describe the situation

1. There is not a vision based on "long lasting" solutions

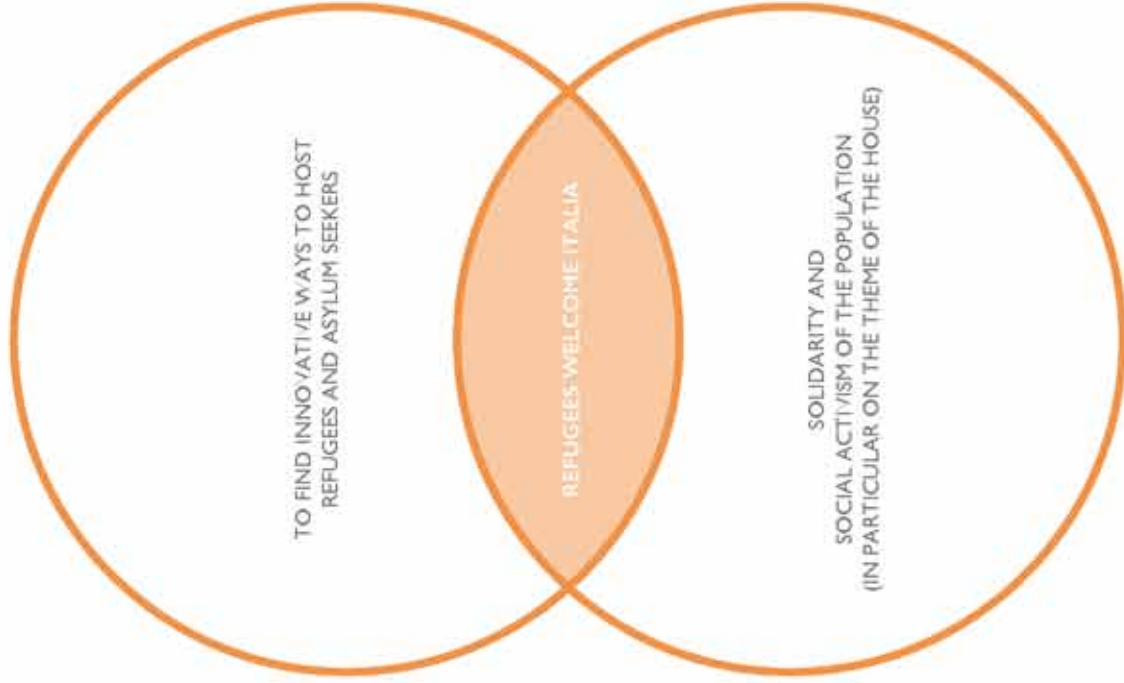
3. THE ANSWERS

1. To elaborate and spread a domestic hospitality for refugees and asylum seekers involving the whole resident population.
2. To engage guests (refugees and asylum seekers) in the co-design of policies and reception methods.
3. To promote a network at the level of individual communities to create connections between families and professional services and to generate new ones.

1. To create guidelines and specific methodologies regarding the most delicate aspects of domestic hospitality.
2. To map and analyze the good practices of domestic hospitality.
3. To document and tell, through the experiences multimedia mode realized
4. To evaluate the social impact of the domestic hospitality on lives of people involved.



DEFINITION OF
THE PROBLEM



DEMAND

Need to rethink the ways to do hospitality in Italy and its deeper meaning.
Need to see the accommodation as the first step to promote people's autonomy.

ANSWER

To elaborate and spread a domestic hospitality for refugees and asylum seekers involving the whole resident population.

PROBLEM -
OPPORTUNITY



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REFUGEES AND ASYLUM SEEKERS

1. TO BE HOSTED IN A DIFFERENT WAY
(The domestic hospitality may facilitate the processes of social, human and working inclusion in our country)
2. TRAINING COURSES TO UNDERSTAND THE RULES OF LIVING TOGETHER AND CONTINUOUS SUPPORT DURING THE WHOLE PROCESS
3. FASTER AND BETTER KNOWLEDGE ABOUT THE SOCIAL AND LOCAL CONTEXT IN WHICH THEY ARE GOING TO LIVE
4. POSSIBILITY TO TELL THEIR EXPERIENCE AND START NEW RELATIONSHIPS
5. TO BE AN ACTIVE PART IN THE DESIGN OF THE MANNERS OF DOING HOSPITALITY
6. TO TAKE A CHALLENGE IN AN ACTIVE WAY
(it gives them the possibility to act in a different way, avoiding the passive attitude of caused by the big hosting center)

RESIDENT POPULATION

1. POSSIBILITY TO HOST A REFUGEE/ASYLUM SEEKERS AND TO BE PROACTIVE CITIZENSHIP
2. POSSIBILITY TO HAVE A DIRECT EXPERIENCE OF WHAT IS HAPPENING IN THE COUNTRIES NEXT TO US (this generates culture)
3. POSSIBILITY TO RETHINK ABOUT THEMSELVES AS PEOPLE/FAMILIES/COLLECTIVE
4. POSSIBILITY TO CREATE NEW FORMS OF SOLIDARITY AND TO REACTIVATE RELATIONSHIPS AMONG THE COMMUNITY
5. TRAINING COURSES TO UNDERSTAND THE RULES OF LIVING TOGETHER AND CONTINUOUS SUPPORT DURING THE WHOLE PROCESS

OFFERING
MAP



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*“The core of social innovation mainly lies in
the new **ACTIVATED RELATIONS:**
more than objects or isolated phenomena, innovation
is a matter of **CONNECTIONS.**”*

*Trad. from the presentation by G. Lo Storto of “Modelli ed esperienze
di innovazione sociale in Italia”, by Matteo G. Caroli*

ENGAGED STAKEHOLDERS

THE RELATIONSHIP WITH THEM AND THE TYPE OF IMPACT PRODUCED

1. Hosting centers (CAS, SPRAR...)		Institutions that used to work with few numbers and have already started to promote domestic hospitality
2. Ministry of the Interior		The political will is adverse to domestic hospitality (fear of bad impact on public opinion) to alter balances and move interests of the hosting centers)
3. In charge institutions (prefectures, municipalities...)		They understand that domestic hospitality can reduce social tensions but they aren't able to find policy, approaches and modalities to economically support it)
4. Associations and realities working on integration and social inclusion		They get the opportunity to support processes of social innovation that foster integration
5. Social impact start up (We Tippi, Fly the gap)		Start up with a same vision
6. Activists and volunteers		Activists and volunteers, organized on a regional basis, manage all the aspects of the association; they earn on training, experience in a social impact start up and self-realization
7. Italian and foreign private foundations		Economical help to RWI that realizes something that is in their strategies

IMPACTED STAKEHOLDERS

THE RELATIONSHIP WITH THEM AND THE TYPE OF IMPACT PRODUCED

1. Adverse in charge institutions (prefectures, municipalities...)		These are in charge institutions that are afraid RWI's idea and keep the distance
2. Adverse hosting centers (CAS, SPRAR...)		These are the big hosting centers that are against the idea of domestic hospitality. They are the ones who made the business of the big hosting centers. Some of them use RWI to replace themselves in a positive way

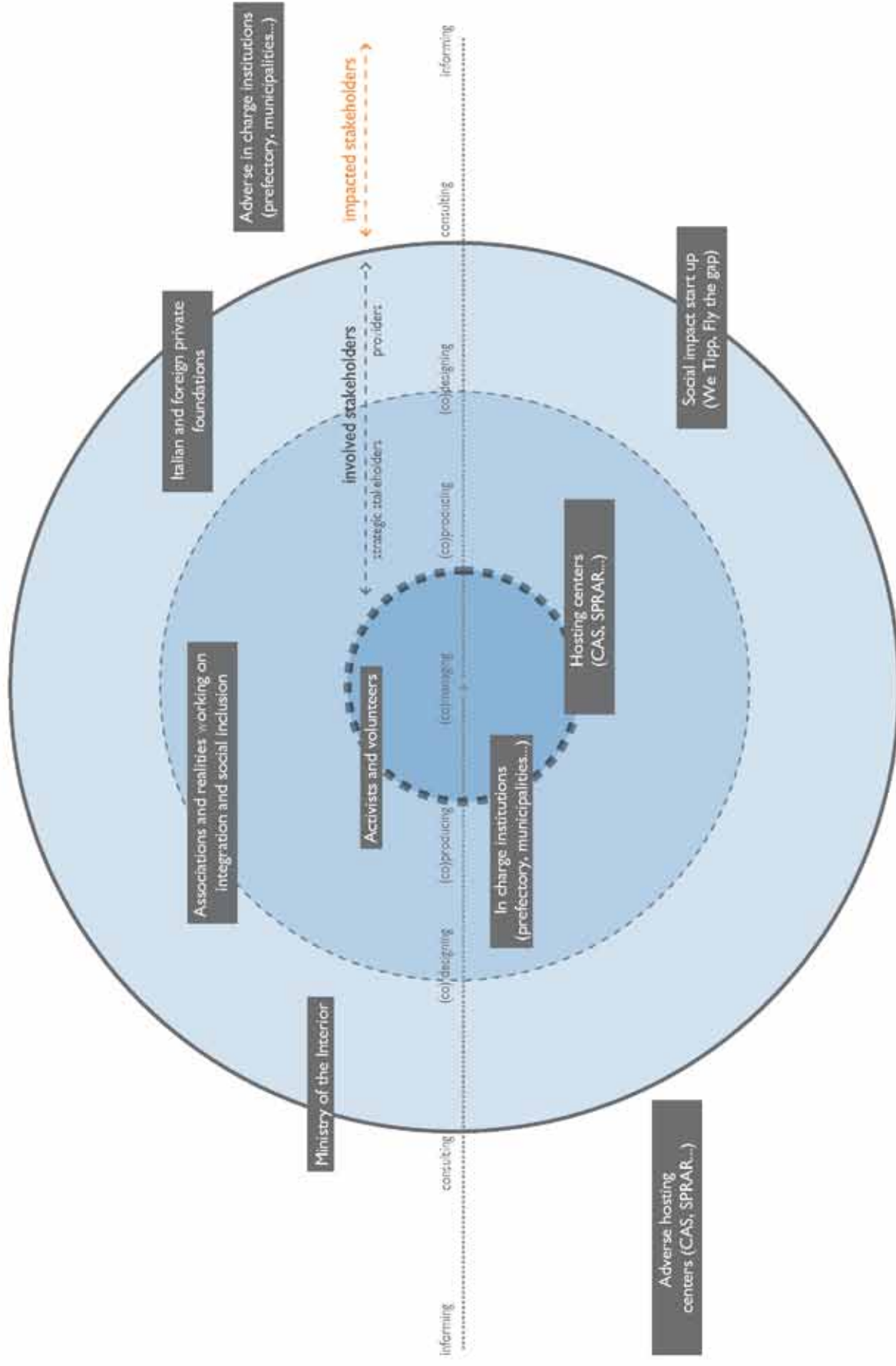
RELATIONSHIPS, BENEFITS & IMPACTS



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*“It passes through the **ACTIVE INVOLVEMENT**
of the ones taking benefits from the improvement...”*

*Trad. from the presentation by G. Lo Storto of “Modelli ed esperienze
di innovazione sociale in Italia”, by Matteo G. Caroli*



Paulo

PERSONAS, REFUGEE 1



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WHO IS?

NAME: Paulo
ORIGIN: Nigeria
AGE: 23 years old
ACTUAL SITUATION: He arrived in Italy in 2014, he had to flee from his own country because of political problems. It is now in a reception center in Emilia-Romagna, where he is attending evening schools.
OCCUPATION: In Nigeria he was studying engineering, now he is a gardener
LIVING CONDITION: He is staying in a SPRAR but he has to leave it soon.
ECONOMIC SITUATION: He gets some money from the stage
STATUS: Political refugee

PERSONALITY

Despite the difficulties that have pushed him to leave his country and the adversities of the journey from Nigeria to Italy, Paulo was able to keep the joy and the desire to enjoy life.
He is a very helpful person, open to others and interested in learning different cultures

INTERESTS

Paulo is a sunny and open person, he wants to enter in contact with new people and recovers the heartedness that, for some time, he had in Nigeria.
He is in love with motors and cars, before leaving his country he was helping as a mechanic a friend of him who has a workshop.
He is also Catholic and he would like to be part of a parish in which maybe also be engaged in volunteer work.

3 REASONS TO USE THE SOLUTION

1. Paulo needs to find a place where to live in two weeks, he has few money and he is not included in the social context of Modena
2. He has difficulties to be fully integrated in the social context of Modena; he is sure that living together with other people (especially of his age) could be very useful.
3. He has a strong motivation to learn better Italian and to know more about the country, he believes that to do that, the best way is living with Italians

COMPETENCES

Thanks to the academic background and the different jobs done in Nigeria, Paulo has great skills about machines and engines.
Also, having lived alone for a long time, he is able to look after the housework.
The internship also revealed his green thumb; he is a awesome with plants.

DREAMS

Paulo would like to keep on going with his studies and finish the university career. At the moment is trying to get middle school diploma, after that he would like to get engineering graduation.
He hopes to find a better job soon, he would like to do something more related with his interests. He hopes to stay in Italy, he likes the country and here he can finally feel quiet and safe.

3 REASONS NOT TO USE THE SOLUTION

1. He is suspicious and a bit afraid about the motivations of the Italian who want to host, he does not want to be hosted as a charitable deed.
2. He has concerns about diversity between his culture and the one of the people who are hosting, the fear is about discovering incompatibilities and not being able to manage misunderstanding related to everyday routine.
3. A shared house with his fellow countrymen in the area is much easier than RAI's idea.

SOCIAL CONTEXT

In Nigeria Paulo had many friends and was living in the university campus. He was happy with the life he had, made of studying, leisure and little jobs to support himself. Now he is a bit lost, he misses his friends and he would like to make new ones.
His mother and his sister are still in Nigeria, they are regularly in contact and he hopes they will reach him one day.



Fatima

WHO IS?

NAME: Fatima
ORIGIN: Pakistan
AGE: 31 years old
ACTUAL SITUATION: Because of the elections in Pakistan, the president's political repression has become ruthless and she had to flee, now she lives in Milan.
OCCUPATION: She was part of the main opposition political party, now she is studying Italian and she is not working.
LIVING CONDITIONS: She is staying in a C/S but she has to leave.
ECONOMIC SITUATION: Without property.
STATUS: Political refugee

INTERESTS

Fatima is a very active person, her past political commitment demonstrated it: she would like to be able to cultivate the same interests also in Italy.
 She is currently looking for any type of employment: she has a degree in Political Science but she is willing to do any work in order to be financially independent.
 She likes children and in Pakistan she was also working in the education and entertainment field. In addition, she enjoys travelling, hiking and seeing new places.

PERSONALITY

Fatima is outgoing, curious and very devoted to the complex universe of human rights.
 She has a strong ability to adapt, as well as a great interest in learning about different people and cultures.
 She is curious about Italy and she would like to know the country in a better way, in order to find her place in the complex system of Italian society.

3 REASONS TO USE THE SOLUTION

1. Fatima is sure that living with an Italian family can offer her a better chance of entering into Italian social context than staying in a big center.
2. She is currently looking for a job, she can no longer remain in the reception center and, without an income, she needs a low price housing solution - better if free, at least for the first period.
3. She hopes to find a social context that shares her political commitment and her ideals of justice, equality and democratic progress.

3 REASONS NOT TO USE THE SOLUTION

1. Difficulties because of her economic situation, she is afraid of feeling too much in debt.
2. She is afraid of not being able to fit into a family and to upset the daily routine and habits.
3. She is afraid of the cultural differences: the fear is that they can be too much deep and impede a positive co-existing.

COMPETENCES

Fatima has excellent relational skills, she is able to design a political action and culture activities, she has good communication and organizational skills.
 She is creative and used to think in terms of problem solving, with her strong ability, to adapt is able to find the best in all the situations she lives.

DREAMS

Her greatest dream is to work in an intercultural center that deals with problems and issues related to Middle East situation, she knows that in Italy there are places like this and she would like to work in one of these.
 Alternatively she would like to work with children in education field.
 Now she is looking for any kind of employment which would enable her to be economically independent and to start a new life in Italy.

SOCIAL CONTEXT

Fatima has no children, he was married but she divorced.
 In Pakistan she had a dense network of social relations, thanks to her role in the political party.
 She would like to recreate a similar network, she is looking forward to meeting new people and being able to establish relationships based on shared ideas and projects.



Ahmad, Aisha e Fadi

PERSONAS, ASYLUM SEEKER 1



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WHO IS?

NAME: Ahmad, Aisha e Fadi
ORIGIN: Siria
AGE: 33, 26 and 4 years old
ACTIONAL SITUATION: Fleeing from Syria, they have lived in Jordan from 2010 to 2013, in that period Fadi was born. They went in Turkey as refugees but, again, they found themselves in danger. They arrived in Italy in January 2014.
OCCUPATION: They are both without a job
LIVING CONDITION: They are living in a C&S
ECONOMIC SITUATION: Without properties
STATUS: Asylum seekers

INTERESTS

Ahmad and Aisha are coming from very critical and complicated situations, now their main interest is to recover from the stress and violence suffered in Jordan and Turkey.
They need peace and serenity, to live in a situation that makes them feel safe and protect.
When they will overcome the trauma, they will think about cultivating their own interests and passions.

PERSONALITIES

Ahmad is a calm but determined person, for his family he would do everything and he would give all himself to guarantee a peaceful and dignified future to his loved ones.
Aisha is a very tested woman because of the hardships of the recent years; she always has a calm attitude, however, everyone can see the traces of fears and insecurities not yet overcome.

COMPETENCIES

Ahmad has a remarkable dexterity, he worked as house painter, bricklayer, carpenter and gardener. He has many skills for everything concerning the work within the building.
Aisha has always taken care of the house; she is an excellent housekeepers, as well as an excellent cooker.

DREAMS

Ahmad and Aisha hope to have finally found a safe place where to start from the beginning.
They want to stay in Italy, Ahmad can not wait to be able to work again and maintain his family.
He would like to give a little brother or sister to the little Fadi.

SOCIAL CONTEXT

Because of the situation with their families and of their escape, Ahmad and Aisha have always relied on themselves and did not have an important network of social relationships.
Now that they are in Italy, they hope to change this situation as soon as possible and make new friends. They think that the possible co-housing with an Italian family can help them to build new relationships.

3 REASONS TO USE THE SOLUTION

1. They want to learn as soon as possible Italian and, above all, to have training opportunities to be able to find a job; they think that going to live with a family is very useful
2. The reception center where they are located is very large and with many other people; they think that being hosted by a family could offer them a warmer atmosphere
3. They are sure that living with an Italian family can help to be integrated in the context in which now they live

3 REASONS NOT TO USE THE SOLUTION

1. They are afraid that, because of their fragility, is too difficult to enter in contact with the hosting family
2. They are afraid that the hosting family can interfere in the management of their family
3. They are afraid that the hospitality can be too short and does not allow them to create an independent life and they will have to return in a big center



Mamadou

PERSONAS, ASYLUM SEEKER 2



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This project has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under grant agreement n° 604849

WHO IS?

NAME: Mamadou
ORIGIN: Burlina Faso
AGE: 28 years old
ACTUAL SITUATION: He escaped from government repression; He moved to Libya at the end of 2012 but there he found an unbearable and discriminating situation. Forced to embark, he arrived in Italy in 2014 after being rescued by the Military Navy.
OCCUPATION: While he was living in Libya he worked as bricklayer.
LIVING CONDITION: He is living in a big hosting center in Rome.
ECONOMIC SITUATION: The small fee of internship
STATUS: Asylum seekers

PERSONALITY

He is a charming and friendly person, he would like to be able to speak Italian well to honor the reputation of charity and joyful person that he had in his country.
He is generous and he easily adapts to the most different situations.
Unfortunately, because of the difficulties and the violence suffered in recent years, he often passes through very sad moments.
Fortunately, the association that is in charge of him is providing the psychological support and, slowly, Mamadou is trying to overcome the trauma.

INTERESTS

Mamadou likes travelling and discovering new places.
Unfortunately, not coming from a rich family, he could not have travelled as often as he wanted.
He used to organize excursions and trips whenever he had the chance. He likes a lot, then, to read detective novels and thrillers.

3 REASONS TO USE THE IDEA

1. Mamadou is sure that being hosted by an Italian family could help him to be integrated in a better way in the social context; it also can be useful to learn Italian.
2. The hosting center where he lives is huge, there are more than one hundred people and living with so many refugees is not always so easy; hopefully staying with a family can help him to live better.
3. Mamadou always likes to meet new people, different from him; he thinks that this experience could be very challenging and enriching.

3 REASONS NOT TO USE IT

1. Now he could economically help the hosting family thanks to the internship that he's doing; if he will get a form of international protection, it does not know how long it will take to be able to find a steady job to pay for accommodation.
2. He is afraid of finding a family with completely different habits and lifestyles; in this case it would be difficult to find a good compromise for different situations.
3. He is still psychologically vulnerable; he is afraid to enter in a context that does not make him feel humanely welcomed.

DREAMS

Mamadou wants to stay in Italy, find a job and rebuild a normal life.
His biggest dream is to get the family reunification, so that his wife and his two children may reach him and live with him in Italy.

SOCIAL CONTEXT

His wife and his two children are in Burlina, leaving with them would have been too dangerous.
Fortunately, they live with his parents and, for the moment, the family manages to get by.
Little by little he would like to build a network of relationships similar to those he had in Burlina Faso, especially because of the family reunification.
He wants his family to find a serene and welcoming environment where to start over.



Sara and Giulia

NAME: Sara and Giulia ORIGIN: Italy, Rome AGE: 24 and 25 years old ACTUAL SITUATION: They moved from Rome to Modena to finish the university. OCCUPATION: Sara has a degree in civil engineering and she is attending the master; Giulia is a veterinarian and she's doing a master, too. LIVING CONDITION: They live in a rented house not far from the center of Modena. They have a room still free and they would like to find another person. ECONOMIC SITUATION: They are both students, not autonomous.	1. They want to know new cultures and build ties that are not always within their circle of friends. 2. They need to find a roommate to share the expenses of the rent. 3. Struck by the great humanitarian crisis, they would like to be personally involved and share their home with someone who comes from very difficult situations.	1. More difficulties to manage the coexistence in daily routine because of the different cultures and traditions. 2. They are afraid to find someone who is not able to be economically independent and that they, being still students, can't support. 3. Because the rent to pay, they need to find someone quick to deal with Italian students could be simpler.
INTERESTS: Sara likes basketball, she is a true fan and she goes three times a week to play. She loves good food (especially the roman one) and fashion. Giulia is a true motorcycle enthusiast, she has one motorcycle in the garage: she often goes to have a ride and she is planning to participate in some competition. The girls are attending two different universities but they often study together.	PERSONALITY The girls are happy and sunny people, they speak several languages and they always want to meet new people and get involved in new challenges.	COMPETENCES: Sara loves cooking. She is specialized in traditional roman dishes trying in this way to overcome the lack of good food of the mother. Giulia has a great manual skills, she takes care of all the things that break into the house and she is very good at fixing them. DREAMS: In the immediate future they dream to complete the studies successfully and find the right job for them. They want to stay in Italy and prove that, wanting, things can change and that the future of young people is not so black as it is described. SOCIAL CONTEXT: When they were living in Rome they were inserted in a dynamic social environment full of relationships. Now that they have moved relations are different... they need to reconstruct links and immerse themselves more in the new context.



Laura e Federico

	INTERESTS Laura loves reading and swimming and, in the little spare time, she dedicates a lot to these activities. She does not like to cook a lot but she does what she can to "feed" the family. Federico likes mountains and photography; he often combines these activities during beautiful weekend with Laura.
--	---

WHO IS? NAME: Laura e Federico ORIGIN: Italy, Milan AGE: Laura has 43 years old and Federico 45 ACTUAL SITUATION: They have been married for 20 years. They have four children, two of them have already completed their studies and live away while the last two are still living with them. They have a grandson, Martino OCCUPATION: Laura is a pediatrician and Federico is an architect. LIVING CONDITION: They live in a beautiful house on the canals in Milan. ECONOMIC SITUATION: They are a rich family
--

3 REASONS TO USE THE SOLUTIONS 1. They want to rethink about the central core of their family and build new relationships 2. Struck by the great humanitarian crisis, they would like to be personally involved and to share their home with someone who comes from very difficult situations 3. Having the economic means they want to be generous and proactive, they imagine their house animated by people of different cultures

3 REASONS NOT TO USE THE SOLUTION 1. Since they are very busy people, they do not want to "assist" an inactive person who recline in their hospitality. They need their guest to be active and positive 2. They are afraid to destabilize a peaceful family situation 3. They are afraid to make a choice that involves excessively their sons and, by doing that, put them in difficulties
--

PERSONALITY Laura has always wanted to have a large family and now that "the children's rooms are empty," she feels a sense of emptiness. Federico is a gentle and quiet person, he likes to listen to others people and to have peaceful relations with those around him.

COMPETENCES Laura is a pediatrician at the hospital of her city; in this way she was able to transform her love for children also in her job. Federico has an architecture and interior design studio not far from home, he became a freelancer ten years ago, he believes in his activity.
--

DREAMS Laura and Federico dream to grow old together and see all their children grown up and maybe even others grandchildren apart from Martino. Having arrived at this point, however, they still want to do something, to be the change. They imagine a house that keeps to be animated years after years.

SOCIAL CONTEXT Laura and Federico are surrounded by friends and family, their big house is a "sea port" for their sons' friends. They love to be the instigators of innovation of their circle of relationships
--



Annalisa

WHO IS?

NAME: Annalisa
ORIGIN: Italy, Sardinia
AGE: 73 years old
ACTUAL SITUATION: Annalisa is a widow, her husband Mario died four years ago. She has two adult children who are married and have their families, they live far away.
OCCUPATION: She is a retired, she worked as a teacher in the elementary school of her village.
LIVING CONDITION: She lives in a big house far from Cagliari.
ECONOMIC SITUATION: She has a low board (900 Euros per month)

INTERESTS

Annalisa is a great lover of gardening.
 Outside her home she used to grow fruits and vegetables that then she loves to cook and prepare. However flowers are her real passion.
 She is Catholic and she is active in her parish.

PERSONALITY

Annalisa has a strong personality who helped her in the past to overcome some moments of difficulty.
 The loss of her husband was a serious blow but, as she often says: "you learn something from every experience."
 She loves to listen to people and makes them feel important.

COMPETENCES

Annalisa was a teacher at an elementary school in Cagliari, in the last years of teaching she was very curious about the intercultural change of the country.

DREAMS

Annalisa dreams of a peaceful old age. She needs and desires to have new relationship because loneliness absolute was not part of her plans.

SOCIAL CONTEXT

In the village where she lives she is quite popular, everyone calls her "the teacher".
 Sometimes he meets her teachers colleagues in Cagliari; however her children and grandchildren live far away.

1. She live a little far from the city and, being alone, she is afraid to be in an uncomfortable situation that she can't manage.

2. She is afraid that this new presence in the house could destabilize too much her balance. But the way she is 73!

3. He does not want to be arguing about domestic work and returning times... she does not want another teenagers to manage but someone who is able to share

1. She has a big house but in recent years she has found herself alone! She wants to overcome this sense of isolation; being still socially very active.

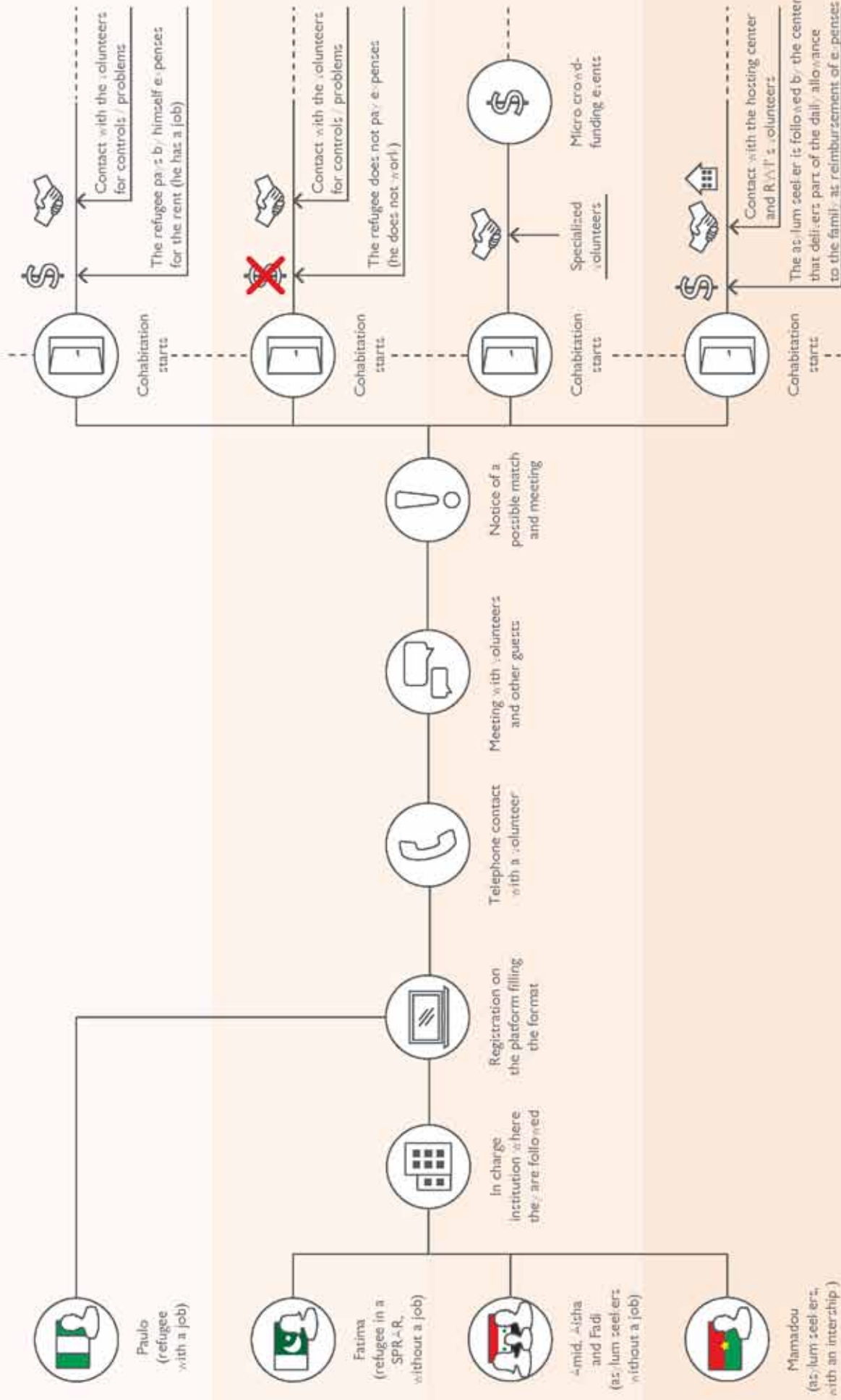
2. Annalisa few years ago met a refugee and a beautiful friendship bore, this experience has touched her a lot and makes her wanted to open her home

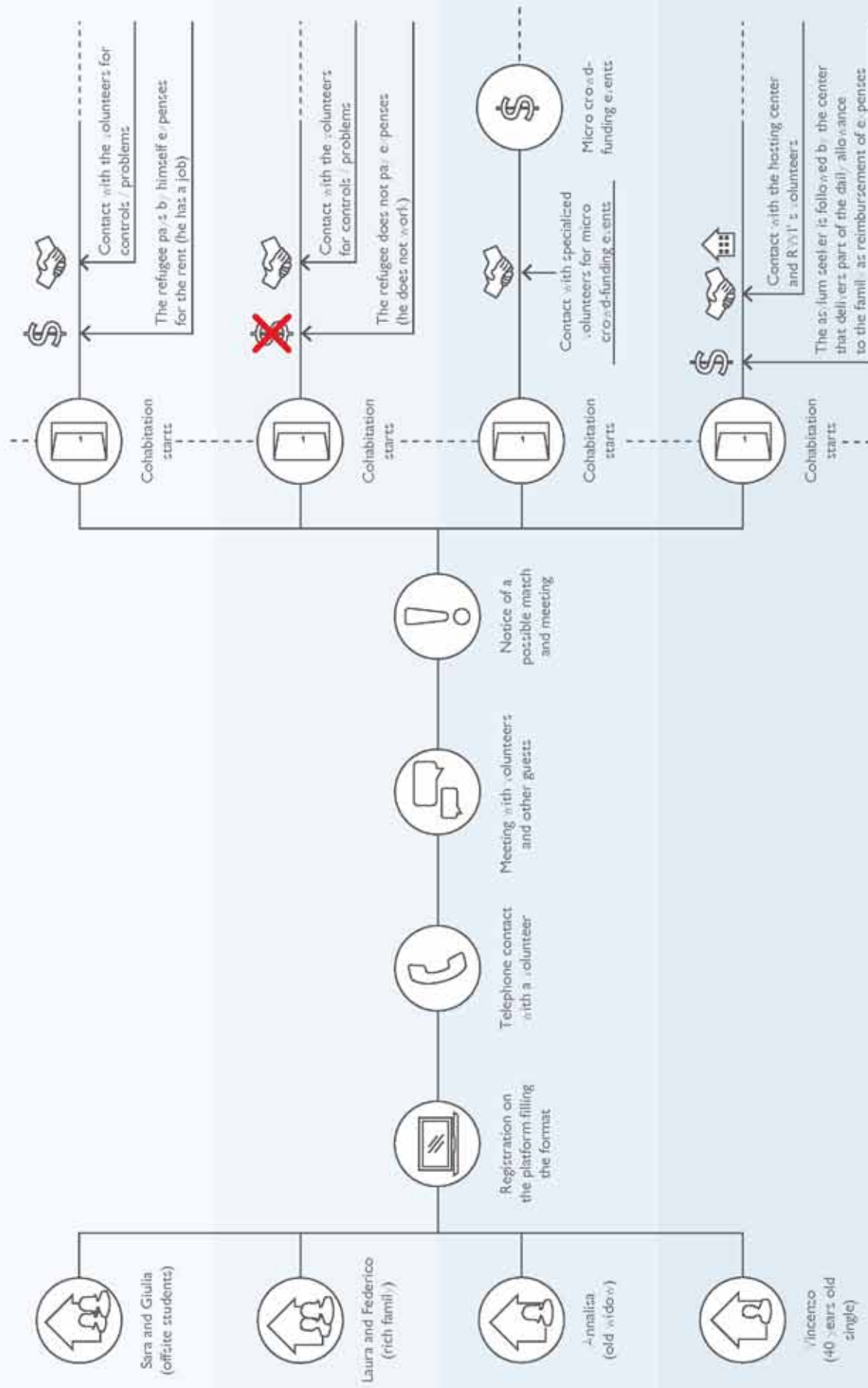
3. She wants to know a new culture and create new relationships to reinvent herself as a person and as a small family.



Vincenzo

WHO IS? NAME: Vincenzo ORIGIN: Italy, Rome AGE: 42 years old ACTIONAL SITUATION: He lives alone and he is happily single OCCUPATION: He is a full time chef LIVING CONDITION: He lives in a house of 70 square meters with two rooms and a bathroom. He lives in an apartment near the metro. ECONOMIC SITUATION: He has an average income	3 REASONS TO USE THE SOLUTION 1. Vincenzo is very free and he is the master of his life, he is afraid of having problems and wants to be reassured 2. He is afraid of having to take care of a person with too high psychological distress for his skills 3. Having a small house he is afraid of living with a person who has very different habits.
INTERESTS Vincenzo is a great traveller, when he has just a bit of time he always leaves for a new adventure. He is also passionate about movies and he likes to go often to the cinema	COMPETENCES Vincenzo is a chef and he also likes to cook at home for dinner with friends DREAMS Vincenzo wants to open a small restaurant, maybe even in the suburbs of Rome, but of high quality! SOCIAL CONTEXT He has a small circle of friends with whom is very bound; they see each others regularly. He sees his parents on week ends.

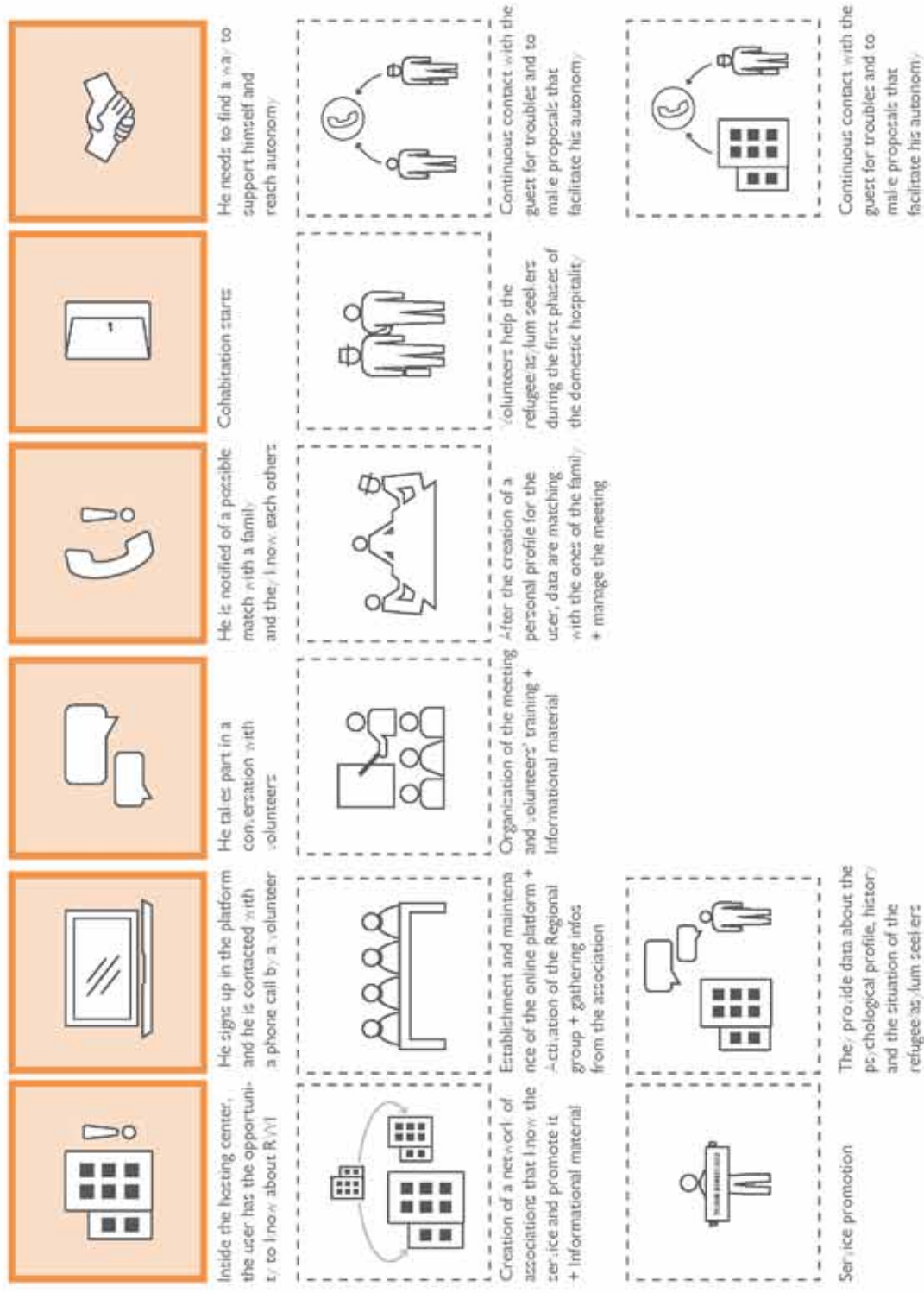




**“It happens through the RECONSIDERATION
of the community **RELATIONSHIP...**”**

*Trad. from the presentation by G. Lo Storto of “Modelli ed esperienze
di innovazione sociale in Italia”, by Matteo G. Caroli*

REFUGEE/ASYLUM SEEKER



WELCOME REFUGEES

IN CHARGE INSTITUTIONS FOR HOSPITALITY

INTERACTION STORYBOARD



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REFUGEE/ASYLUM SEEKER



Inside the hosting center, the user has the opportunity to know about RVI



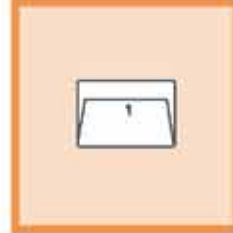
He signs up in the platform and he is contacted with a phone call by a volunteer



He takes part in a conversation with volunteers



He is notified of a possible match with a family and they know each others



Cohabitation starts



He needs to find a way to support himself and reach autonomy

NEEDS

He needs to know that RVI has this service.

He needs to understand in a clear way the aim of the service

He needs to have an internet access and a laptop

He needs to understand what is the aim of the service and if it could be interesting for him

He needs to have details about the meeting and arrive there

He needs to understand what domestic hospitalitis is and how to manage the relations with the family

He needs to have details about the meeting and arrive there

He needs to be able to communicate with the family

He needs to be able to be integrated in the new family and discover a way to find his own space

He needs to have an economical independence

TOUCHPOINTS

RVI has contacts with some associations managing hospitalitis. They promote the service with refugees and asylum seekers.

Working and understandable online platform

Telephone contact with the refugee and asylum seeker

Telephone contact with the refugee and asylum seeker

Face to face meeting with the refugee and asylum seeker

Telephone contact with the refugee and asylum seeker

Face to face meeting with the refugee and asylum seeker

Managing of the meeting with different tools

Telephone contact with the refugee and asylum seeker

Face to face meeting with the refugee and asylum seeker to manage problems and the most delicate aspects

Telephone contact with the refugee and asylum seeker

STORYBOARD AND TOUCHPOINTS

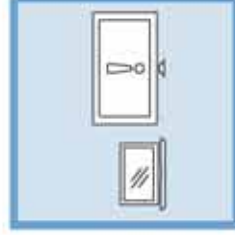


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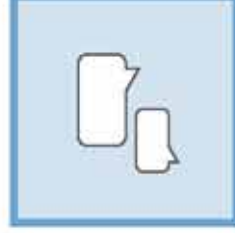
FAMIGLIA OSPITANTE



The family enters in contact with the volunteer



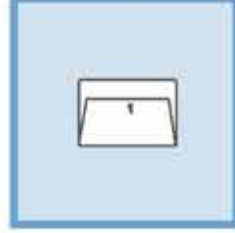
The family signs up in the platform and they are contacted with a phone call by a volunteer



They take part in a conversation with volunteers



They are notified of a possible match with a guest and they know each other

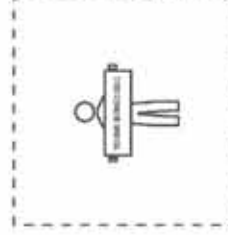


Cohabitation starts

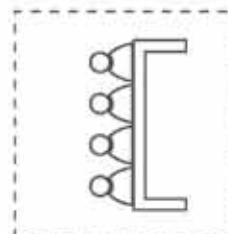


The family needs to find the ways to make the guest reach an economical autonomy and to support themselves

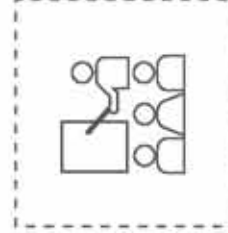
WELCOME REFUGEES



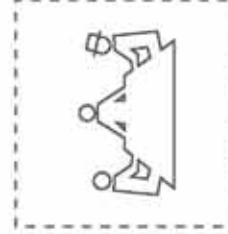
Service promotion



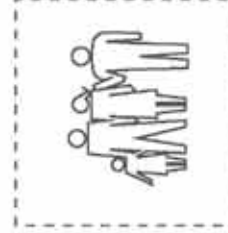
Establishment and maintenance of the online platform + Activation of the Regional group + telephone contact with the family



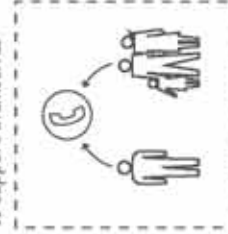
Organization of the meeting and volunteers' training + Informational material



After the creation of a personal profile for the user, data are matching with the ones of the guests + manage the meeting

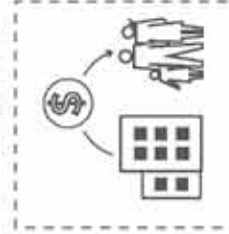


Volunteers help the family during the first phases of the domestic hospitality



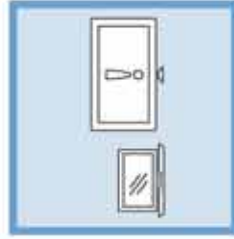
Continuous contact with the family for troubles and to make proposals that facilitate the guest's autonomy + crowdfunding activities

ENTI PREPOSTI ALL'ACCOGLIENZA



Contact with the family to divide the daily allowance (when it's possible)

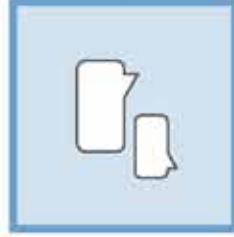
HOSTING FAMILY



The family enters in contact with RYM



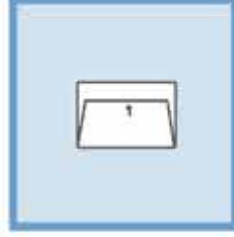
They sign up in the platform and they are contacted with a phone call by a volunteer



They take part in a conversation with volunteers



They are notified of a possible match with a guest and they know each others



Colabitation starts



They need to find the ways to make the guest reach an economical autonomy and to support themselves

NEEDS

They need to know that RYM has this service.
They need to understand in a clear way the aim of the service

They need to have an internet access and a laptop
They need to understand what is the aim of the service and if it could be interesting for them

They need to have details about the meeting
They need to understand what domestic hospitality is and how to manage the relations with the refugees asylum seekers

They need to have details about the meeting and arrive there
They need to be able to communicate with the guest

They need to facilitate the integration of the guest in the family context
They need to understand how to manage the guest and the difficulties that this can bring

They need to help the guest in finding ways to support himself.
They need to organize micro crowd-funding initiatives to support themselves

TOUCHPOINTS

Campaigns to promote the service

Working and understandable online platform

Telephone contact with the family

Telephone contact with the family

Face to face meeting with the family

Telephone contact with the family

Face to face meeting with the family

Managing of the meeting with different tools

Telephone contact with the family

Face to face meeting with the family to manage problems and the most delicate aspects

Telephone contact with the family

*“Who wants to be a social innovator needs to leave
the **COMFORT ZONE**, to have the courage
of losing the individual balance to find the
COLLECTIVE one”*

*Trad. from the presentation by G. Lo Storto of “Modelli ed esperienze
di innovazione sociale in Italia”, by Matteo G. Caroli*

PROVIDERS

CHALLENGE	ACTION
To spread domestic hospitality of asylum seekers and refugees	To launch and manage a platform to collect the availability of the resident population and refugees/asylum seekers' request on the whole national territory

TECHNOLOGY

CHALLENGE	ACTION
PLA-TFOPI (for the resident population, refugees/asylum seekers and volunteers): to make it easy to use, customizable and functional	PLA-TFOPI: to improve the interface, make it customizable and implement the database
DPI/E, SLA-CH, E-METIPP (for the internal organization) to be able to use them	DPI/E, SLA-CH, E-METIPP: (for the internal organization) training course

RULES AND REGULATIONS

CHALLENGE	ACTION
To change the policy of the ministry of Interior (yes for domestic hospitality)	- Advocacy and experimentation from below that will lead to good results - Co-design workshop to understand the conditions make the domestic hospitality a recognized way to do hospitality

USERS

CHALLENGE	ACTION
REFUGEE/AS/LUMI SEEKER: To fit in the privacy of a different social fabric (cultural challenge) + take responsibilities (active role)	REFUGEE/AS/LUMI SEEKER: Information, training and accompaniment
RESIDENT POPULATION: To open doors to strangers in a vulnerable condition (cultural challenge) + take responsibilities (active role)	RESIDENT POPULATION: Awareness, understanding motivations, training and guidance

LOGISTIC

CHALLENGE	ACTION
To establish guidelines that need to be followed by all the regional teams (as if they were protocols)	To define clear guidelines
To define the level of freedom	To improve training in distance
To map in the territory the structures working on hospitality	To do the design of all the working process (in a punctual way)
To improve internal communication	

HABITS

CHALLENGE	ACTION
Cultural differences	Clear training for both host and guest
Age and gender differences	Contract of hospitality
Practical needs of the daily routine (like public transportation)	Co-design session with asylum seekers / refugees to improve the processes

EXPERIENCE

CHALLENGE	ACTION
Enter in contact with the service, trust issue	Press coverage and high level of communication
Usability: Interface	Implementation and development of the website
Have positive results: after the experience	Creations of different networks (among families, between users and possible employers, within the association itself)

ECONOMICS

CHALLENGE	ACTION
To receive a starting income from private foundations	To do presentations to the associations
To win public competitions	To make strategic partnerships
Local crowdfunding (both analog and digital) for the families who decide to host	To participate in competitions and events
	To create activists and local volunteers dedicated to the micro crowdfunding
	To train the population

VALUES AND BELIEFS

CHALLENGE	ACTION
Smooth and manage the expectations of those who offer and those who receive (Hosting families are expecting "external gratitude": the guest to be treated as a prince)	Empathic training and constant help Co-design session with guests, families and asylum seekers/asylum seekers to improve the processes
Avoid idealizations (Lead to disappointment)	

SERVICE CHALLENGES



DESIS NETWORK
DESIGN-DRIVEN INNOVATION
FOR SUSTAINABLE SOCIETIES

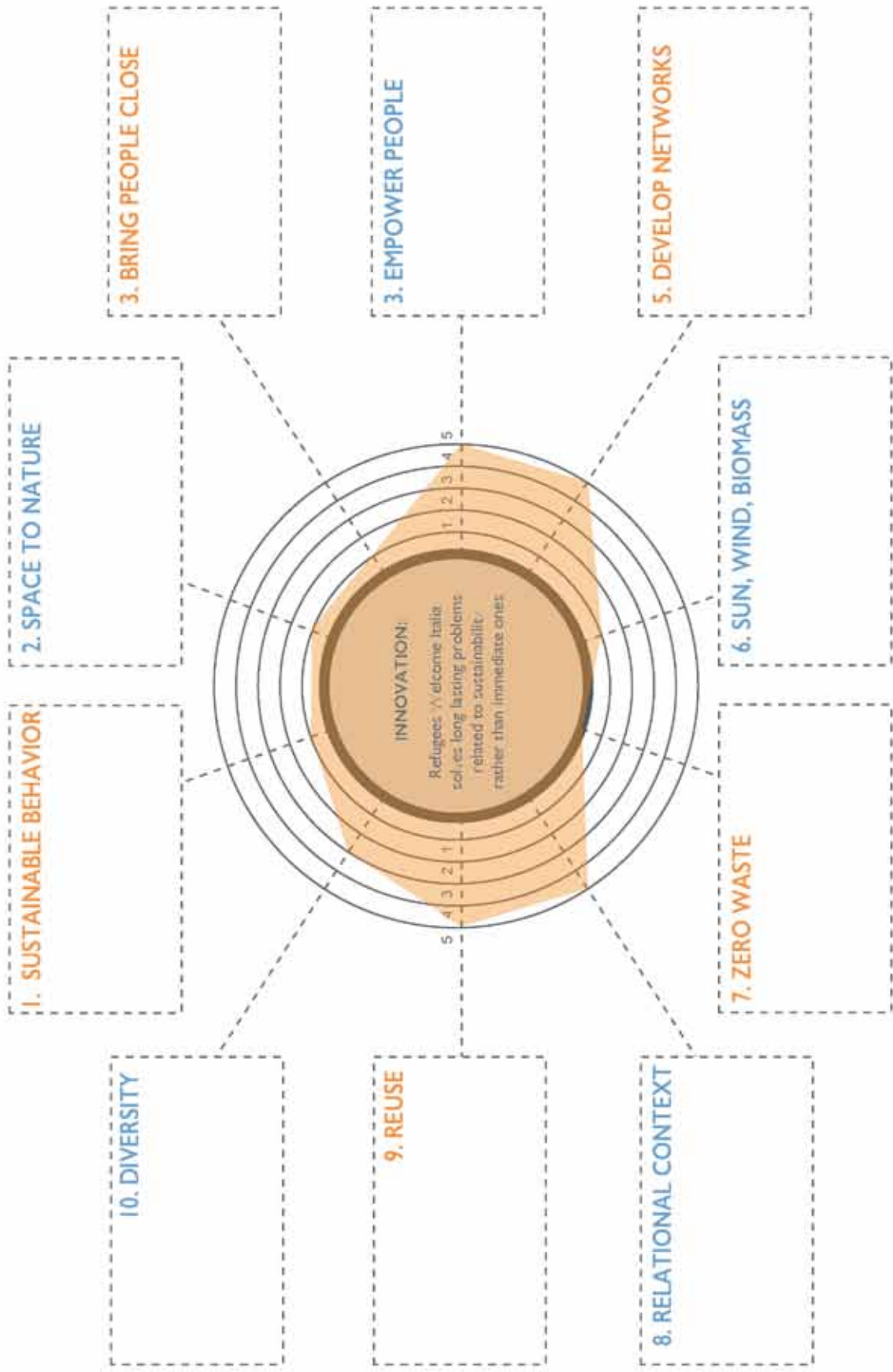


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1. CAPACITY

It is the final goal for Refugees Welcome Italia. For now the association is doing a lot about capacity within the organization itself. The final goal is to arrive to have the hosting family as a influencer in its reality and the guest independent in few time.

7. ENTREPRENEURSHIP

It can be reached through the reception, the integration and faster accessibility to employment.

6. ENVIRONMENT

The idea wants to develop different solutions for different local and regional realities. The plan is to give possible alternative to those families who have economic difficulties (it's not about gaining, but the solution allows me to live in a better condition).

5. IDENTITY AND INCLUSION

The cohabitation and the daily routine can be used as the primary means to create inclusion while respecting diversity. Learn to know each other.

2. WELLNESS

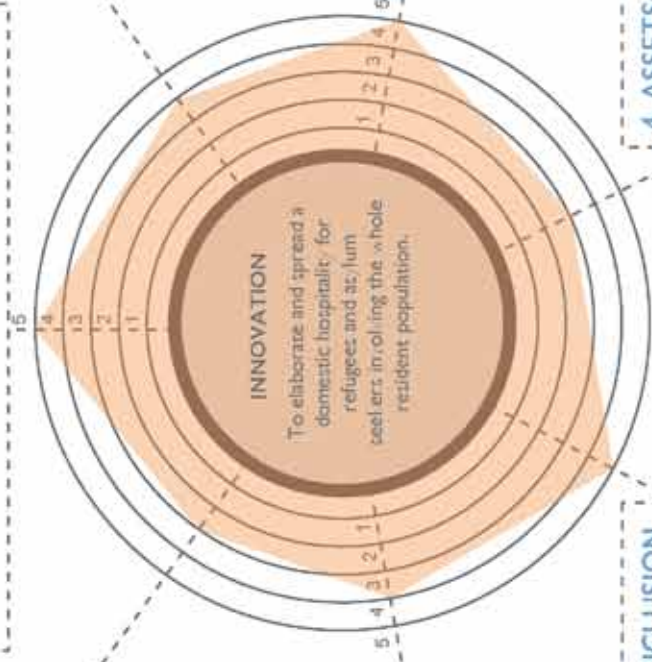
Refugees Welcome Italia really cares about the welfare of the society in general. They think that Italian society has to really open up to multiculturalism. Develop the self-help among people, create new social network (Relations between people of different social level).

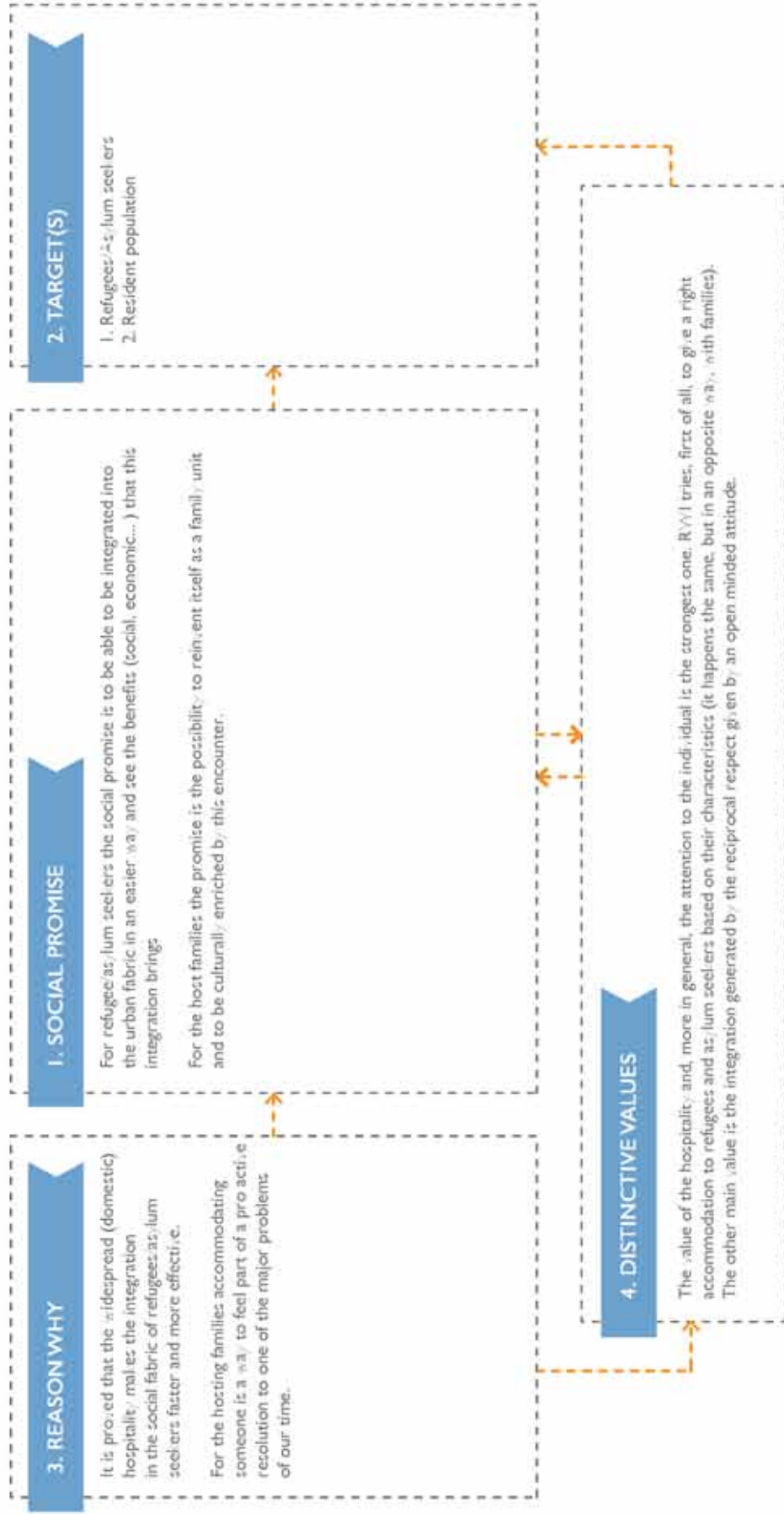
3. PARTICIPATION

Active participation is essential both from the host families and from the side of refugees and asylum seekers.

4. ASSETS: SPACES, GOODS, SERVICES

Increase the variety of services related with hospitality. Using different types of families is possible to have a deep transformation also in the spaces. To use already existing houses.





The tool used

CHANGES

Some of the cards that we used, as I said before, were taken from a tool called "**The social innovation journey box**", that you can find in the appendix part of the thesis.

I modified this tool **adding some** new cards and **changing the order** of them.

I made this decisions based on the typology of my **interlocutors** and their **needs**.

Basically, the cards were divided into **5 main sections** and, before each one, I decided to select a remarkable sentence to highlight the main themes.

The sections are about:

1. Definition of the **social problem** and what RWI **offers** to face it
2. Relationships between RWI and the **stakeholders** (involved and impacted)
3. **Personas** and user journey
4. **Interaction** storyboard, **touchpoints** and **system** map
5. **Service's challenges**, different types of **scanner** and **social promise**

The sections are **different** between each others **but all remarkable** for some aspects.

Results

INTERNAL COHESION

Filling the cards with Fabiana and Germana I saw that this work was useful both for me and for them.

The **main purpose** of this toolkit was to help me to **understand better how the association works** and the **main aspects** of RWI. Instead, a positive consequence, that was not calculated, was the fact that the cards **helped** the founders of the association **to clarify ideas** and **express concepts** in the **easiest** and **most efficient way**.

The cards were printed and the two founders and I filled them together and, when we got final results, we made a final version to be presented to the other members of the association.

In this way, RWI reached a **higher level of cohesion** and the **certainty to be all in agreement**.

This tool was also appreciated by the association for its **clarity** and **summarizing power**. For the communication within the association, the cards were used mainly

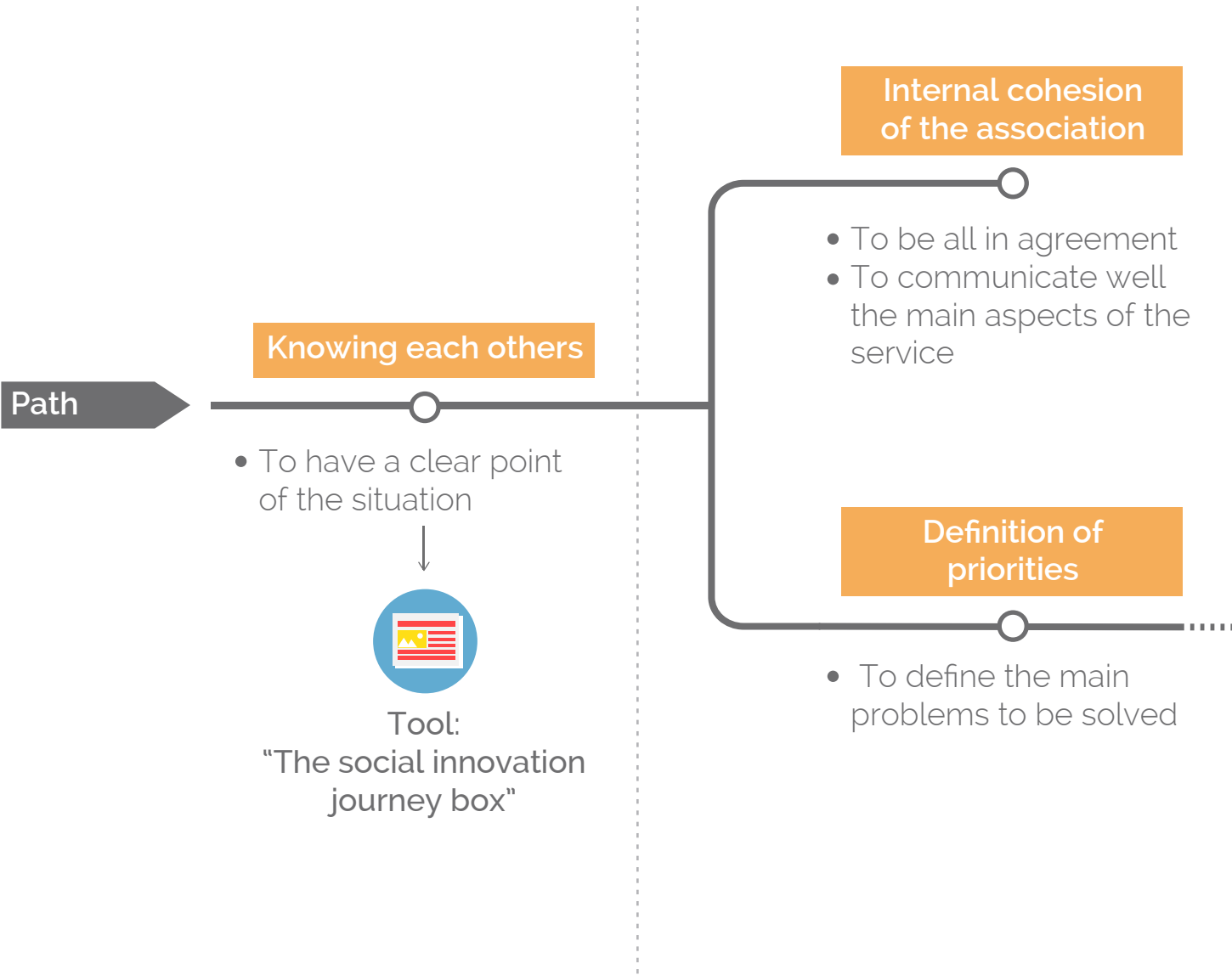


Table 23, My personal collaboration with Refugees Welcome Italia

for **presenting the associations** to the new volunteers and explain what they have to do and how. This aspect helped to **simplify the communicative process**.

For the **external communication**, the cards were used, selecting some parts instead of others, to communicate with **private associations**, like Cariplo and Open Society Foundation, to get some funds for the start-up of the association.

Another moment in which the cards were used was during the **meeting with the institutions** and with the **secretary of the internal ministry** to talk about new ways of doing hospitality and how to integrate them with the existing system.

I was really happy to see that an instrument like this, whose **main goal** is to facilitate the **understanding** of the situation, can work also for the **external communication**. Refugees Welcome Italia is a complex association trying to deal with hospitality and better way to reach the integration of migrants; it's clear that the **system of rules**

and **regulations** that these news ideas are changing is **difficult** to explain in a clear way. All the **involved and impacted stakeholders** need to have a **clear view** of the situation and of the new idea to define their role and the aspects on which they have to change if they want to collaborate with Refugees Welcome Italia.

DEFINITION OF PRIORITIES

During the compilation of the cards some main problems that impede a higher level of diffusion of the initiative emerges. If RWI wants to have a **bigger impact** on the society and become a new way of doing hospitality, at the same level of the traditional ones, they need to start to work on the main **sets of problems** that impede the diffusion of the idea.

Filling the cards related with stakeholders and the one about the service challenges Fabiana, Germana and I, reflected together on the **things to do** in order to have a higher diffusion of the idea; in this way, we arrived

to have a **list of priorities**.

In this process, the **two main aspects** on which we focused are:

1. User engagement by **communicating the service** toward families that would like to host, **refugees** and **asylum seekers** inside and outside the hosting centers and **volunteers** who can give time to the association.

One main aspect of ideas like the one of RWI is the fact that their efficiency depends on the number of people participating.

The more they are the better it is!

For this main reasons, there is an immediate need to **implement communication** and think about **new ways of doing this** to augment the diffusion of the idea

Until now, RWI has just the online platform and the Facebook group.

2. The **second main aspect** is the stakeholders engagement by finding a way to create a **constructive dialog** with the institutions and policy in charge of the hospitality theme.

If RWI wants to be part of the system as

well as other practices of hospitality it needs to find a way to **show the idea** and the **effect that it causes** on the entire system.

During a first meeting with the institutions, where the cards were used to explain the general idea of domestic hospitality, the general attitude of the ministry was against this idea, as we showed in the cards.

What is needed is a second meeting intended to go **deeper into every aspect** of the domestic hospitality and find a way to create a **dialogue between the different stakeholders** to show that the integration is possible and everyone will get benefits from this.

If we want to provoke a **long lasting change** in the system we have to work with governments and find compromises to have **wider diffusion** of the phenomenon.

As you saw, the **cards were useful** for the association, to have a strong cohesion, and useful for me to understand which priorities they have and in which way they can be helped by a professional figure like mine.

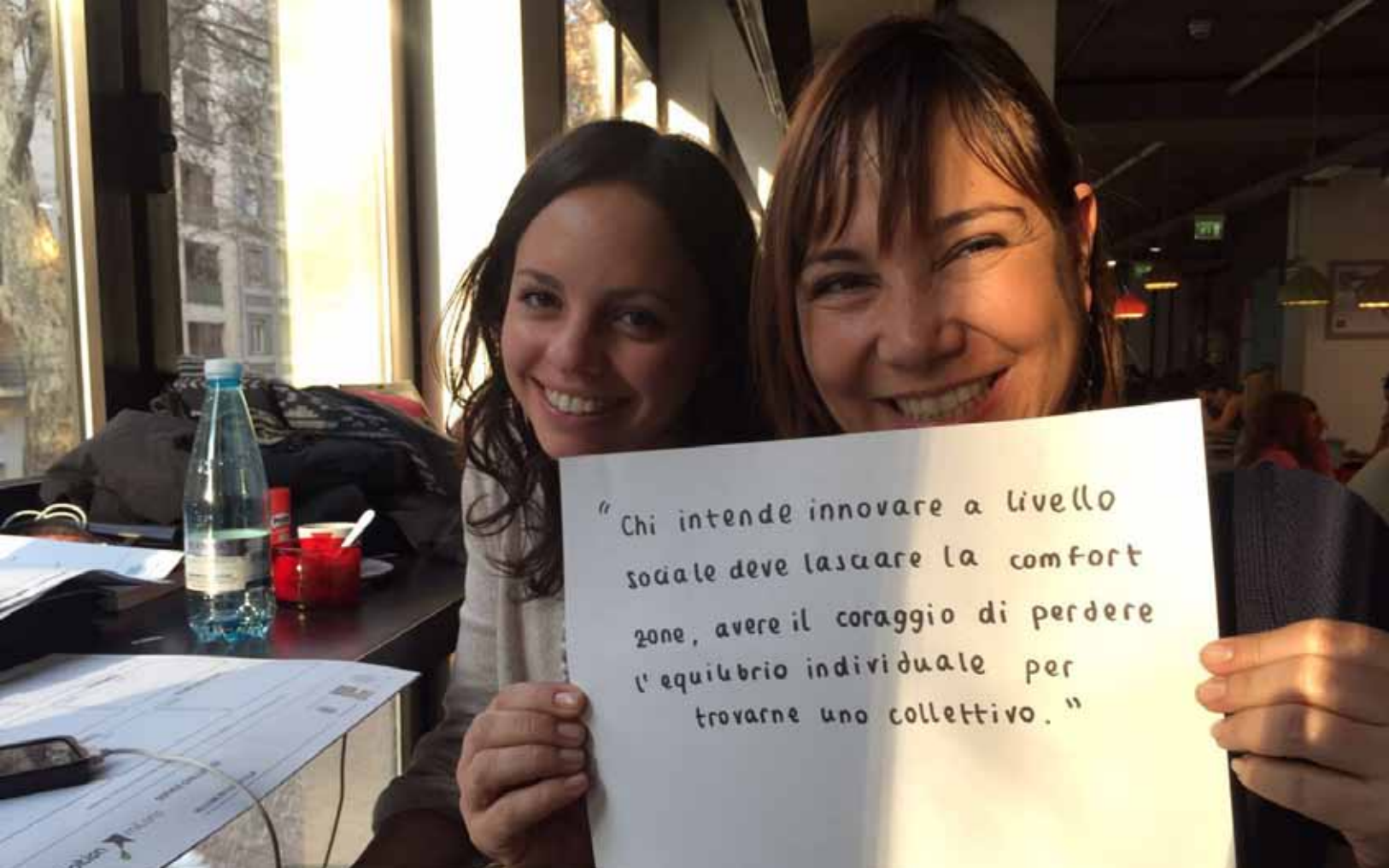


Figure 24, 25, 26, 27, 28 Refugees Welcome Italia





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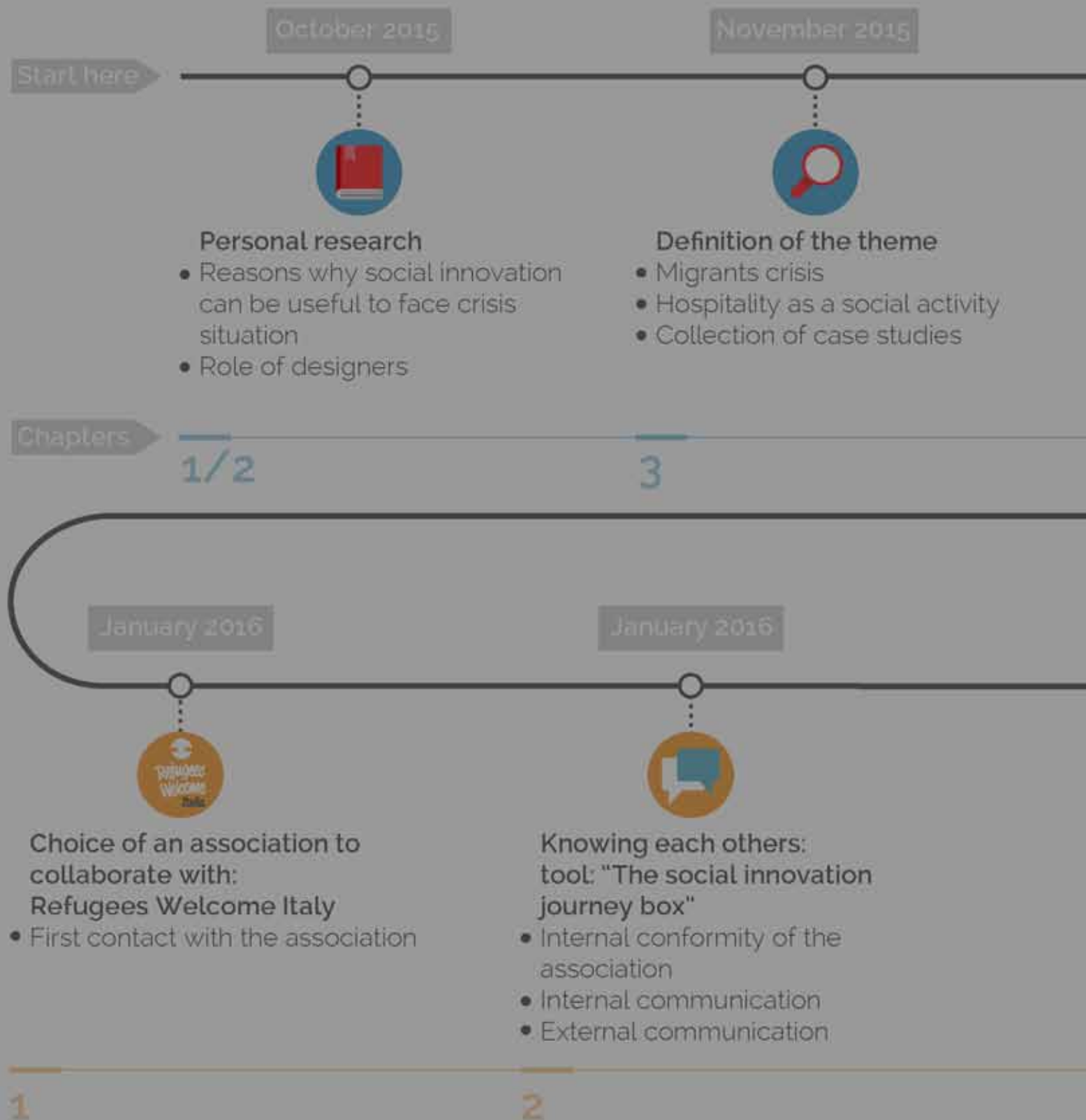
How

What I did with Refugees Welcome Italy



Figure 29. Refugees Welcome Italia

The whole process



- THEORETICAL PART
- PERSONAL COLLABORATION

November/December 2015



- Workshop in Milan: "Migranti in Europa, accogliere e innovare"
- RENA General meeting in Naples: "Migrazioni e periferie"
- Presentation of the results
- Contacts with interesting associations

3

December 2015



Converging phase

- Domestic hospitality
- Tools and methods
- General conclusion

4/5/6/7

February 2016



Definition of the main priorities to spread the service

- Communication campaign
- Co-design workshop with the institutions

2

March 2016



Development of the outputs

- Communication campaign
- Co-design workshop with the institutions
- General conclusion

3/4

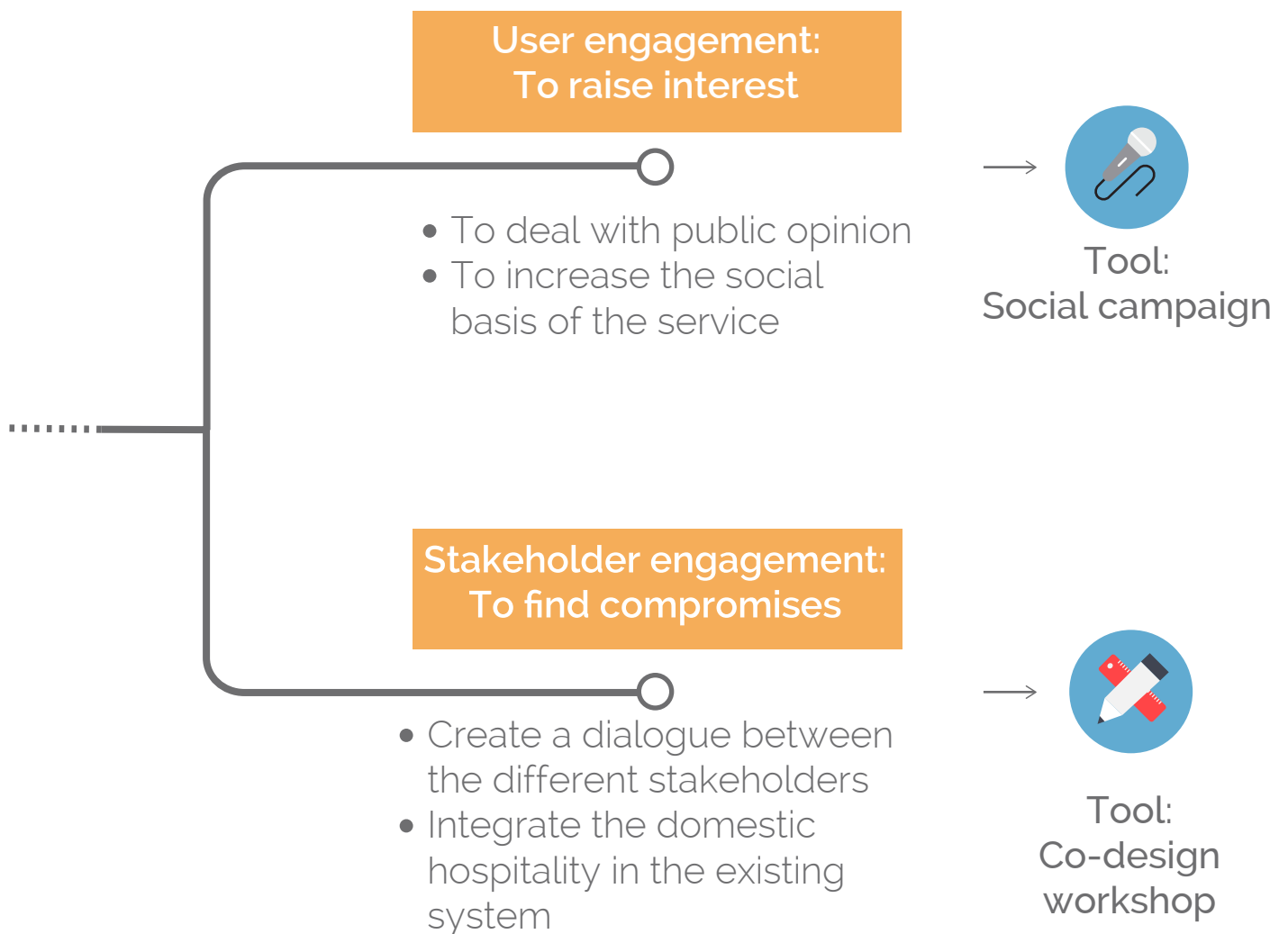


Table 24, My personal collaboration with Refugees Welcome Italia

/03

Chapter structure

As we saw in the previous chapter, my collaboration with Refugees Welcome Italia started through **different meetings** in which we learn **to know each others**.

Through the cards presented before I understood the **main points of the offered service** and Fabiana and Germana, co-founders of the association, used that tool to **express** difficult concepts in an easy way and to increase the internal cohesion. The cards resulted very useful to **explain** the association to different **stakeholders** and to **communicate** the main aspects to **new volunteers** (We tested them during a meeting of the regional group of Milan). The other main point that we reached using the cards was to define a **list of "things to do"** that the newborn association has to face in order to be more and **more spread** and reach a higher level of **feasibility**. Germana, Fabiana and I analysed the list and decided which were the **main points** where a contribution like mine could be useful; we decide to work on **stakeholders and users engagement**.

User engagement

DEFINITION OF THE PROBLEM

Thanks to the cards, and especially thanks to the ones analysing the **touchpoints** and the **users journey**, we focused our attention on the fact that, until now, Refugees Welcome Italy reaches its users, families and asylum seekers/refugees, just through the **platform** and the **Facebook group**. These types of communication were seen insufficient to reach a lot of users and to describe well what RWI does.

In order to be able to match the **right family** to the **right guest** we need to have a **database full** of different profiles; the more people join the service the more **efficient** the service is!

For this reason the **user engagement** was seen as a **priority** in the things to do list. They asked me to think about **new means of communication** that can reach more users and communicate in a strong way the **main core of the association**.

As a service designer, the goal was to develop **new touchpoints** that can be useful

for different types of users and can spread the idea of the association not through internet.

SPECIFIC GOALS

After the definition of the problem we defined together the **main aims** that our project should have:

1. To **communicate the service** to families that would like to host, **refugees and asylum seekers** followed by institutions and the ones who have to find a new place where to go and finally **possible volunteers**.
2. To do a **strong and effective communication** about what the association does and make the people understand that they can join it and be part of it **in first person**.
3. With a low budget make the communication **as spread as possible** (viral effect)
4. To Increase in general the **level of awareness** about the migrants situation.

RESEARCH

After the definition of the main aspect that the campaign should have had I started doing some research about **campaigns of social responsibilities**.

I started looking for good examples of campaigns concerning **migrant's problem** and then I extended the research to others social themes.

During this research, I found really interesting the campaign designed by **Bob Heron** for **UNHCR**. These pictures put the attention on the fact that **no one chooses to be a refugee**, the campaign sheds some light on the dilemma people have to face before they become refugees.

Searching on the net I found others campaigns that aim to raise the **awareness about a specific theme**; these topics are all different between each others but, as you can see on the next page, the general **structure** is quite the same.

It is common to find a **big image** related with the specific topic and a **sentence** to

Refugees want the same problems you have.

Refugees are persons who have left their countries to escape political, religious or ethnic persecution or in flight from armed conflicts. On the way they have lost almost everything. UNHCR helps more than 32 million people around the world rebuild their lives. You too can help. www.unhcr.org



Figure 30. UNHCR campaign



Stay and risk your lives in the conflict?

Flee and risk kidnap, rape, torture or worse?

What would you do?

For many refugees the choice is between the horrific or something worse. No one chooses to become a refugee. UNHCR helps those who are forced to flee to find safety, regain hope and rebuild their lives. 1 family torn apart by war is too many. June 20th is World Refugee Day. Take action - www.unhcr.ca/takeaction - because you do have a choice.



Figure 31. Bob Heron, UNHCR campaign



Face death in a war zone?

Escape, but leave loved ones behind?

Figure 32. Bob Heron, UNHCR campaign



Figure 33. American Red Cross Campaign



Figure 34. Travel wisconsin



Figure 35. Chema Madoz, VEGAP 2007



Figure 36. "Riconosci la violenza"



Figure 37. American Red Cross Campaign



Figure 38. www.feedsa.co.za



Figure 39. Frontline



Figure 40. Singapore cancer awareness



Figure 41, Pistoletto, quadri specchianti



Figure 42, Pistoletto, quadri specchianti

make people understand what the campaign is about; in the lower part is possible to find the **logo** of the association and useful **links**. This type of communication is **simple but** really **efficient**.

As you can see, campaigns of social responsibility often try to come **out from the established schemes** of advertising to enter in the city and places to meet people in a provocative and not common way.

This is called **Guerilla campaign**.

This type of campaign, as we said in the first part of the thesis, comes into action when the advertising consciousness of the user is inactive, when **he doesn't expect it**.

Its goal is to rise curiosity, intrigue and involve using non-conventional means; It should **hit the individual**, generating a **displacement** in the viewer and then produce a **viral word of mouth effect**.

It also aims to generate **maximum visibility** with **minimum investment**.

INSPIRATION

My **starting idea** was to find a way to really **involve the viewers**; Refugees Welcome, in my opinion, should communicate more that the **service is suitable for everyone** and that is possible to find the **guest** or the **fam-**

ily that **fits you**.

Speaking about hospitality we have to reassure people that they will find someone that they like.

Starting from this idea and for the research I was inspired by the work of a well-known italian artist, **Michelangelo Pistoletto**.

Born in 1933, he is an **italian painter**, sculptor and art theorist. He is acknowledged as one of the main representatives of the italian **Arte Povera**.

In particular, I was inspired by his **mirror paintings**. The essential characteristics the artist identifies with them, are: the **dimension of time** (not just represented, but presented in reality); **the inclusion in the work of the viewer and his/her surroundings** (which make "the self-portrait of the world") and the joining of couples of opposite polarity (static/dynamic, surface/depth,

absolute/relative, etc.), constituted and activated by the interaction between the photographic image and what goes on in the virtual space generated by the reflecting surface.¹

MAIN ASPECTS

After the research and the inspirations, I started to develop a concept of the campaign for Refugees Welcome considering two main aspects:

- The **interlocutors**
- The **main themes** to underline

The **interlocutors** are important to chose the **tone of voice** and understand in which **part of the city** is better to do the campaign. I decided to develop a **unique idea of the campaign** but with three different out-

1. www.pistoletto.it

puts, the first one for the resident population, the second one for asylum seekers and refugees and the last one for possible volunteers. The **three output** will address **different types** of user but belonging, from the graphic and themes point of view, to the **same campaign**.

About the **location**, I decided to design a campaign to be initially used **during promotional event** around the cities or inside the big centers for hospitality.

The volunteers, promoting the association in the streets or in these centers, will **attract more people** using provocative posters and making people feel **part of them**.

The idea is to decide the **same day for all the cities** where RWI is active to do a **campaign around** that cities, moving from one place to another.

By the way, the campaign will be designed in order to work **independently**, even without the mediation of the volunteers. In this way, when there will be some funds for the advertising, the campaign would be spread all over the cities.

I chose the **main themes** for the campaign looking at the **social promises** that RWI does to citizens and guests.

I wanted to stress the fact that, **for an italian family**, this choice means to open the doors of its house and to **let a person** with different cultures and habits **in**.

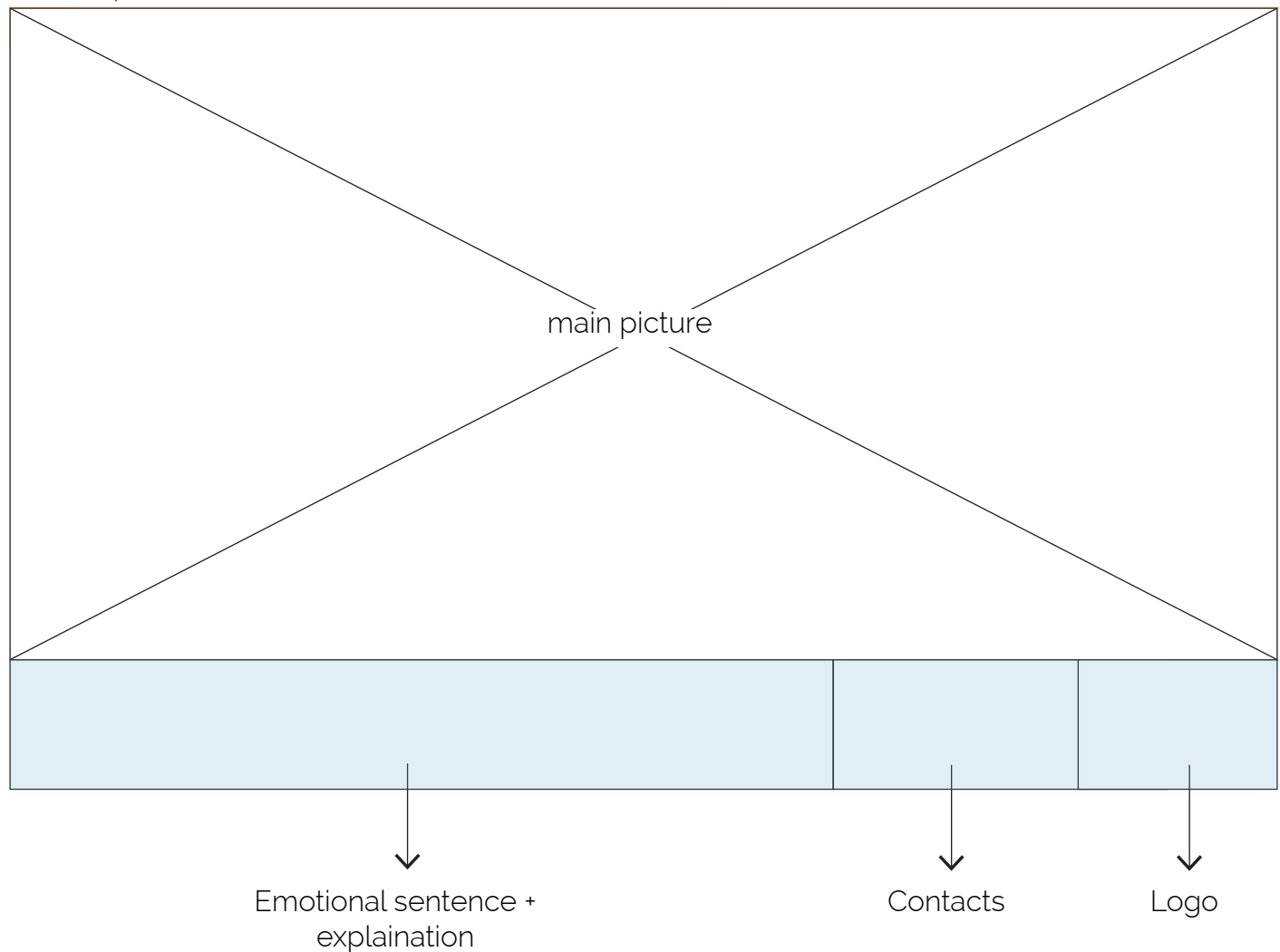
For a **family**, this means to make the decision to be an **active part of the population** aims to solve an international problem.

For an asylum seekers/refugees, I wanted to stress the fact that choosing domestic hospitality means to be **courageous**, to decide actively to be **part of the social context** and work for his own **integration**.

For the **possible volunteers**, I wanted to express the fact that **giving time** is another way to be active and socially responsible.

I elaborated this concept in **different sentences** to be put in the lower part of the poster. Indeed, following the structure discovered during the reasearch phase, I chose to design a poster made up of a big communicative image and a sentence to explain the main themes.

Table 25, poster main structure



For the **images**, I decided to work on the topic of **diversity**.

One aspect that, in my opinion, is fundamental is the fact that we are speaking about **people**, each one of them with a personal story, characteristics, positive and negative aspects, tastes, abilities...

Everyone is different and everyone can find the family/guest that fits him,

I think that nowadays we are overloaded by **mass media communication** that just talks about **numbers**, quantitative data, that don't represent the **human side** of the situation.

With **this campaign**, I wanted to focus the attention on faces, stories, single person that needs to be treated as **individuals**. I wanted also to make people think about the **concept of family** and which are the **elements** that characterized it.

CONCEPT DEVELOPMENT

With these elements in mind, I started to **design the posters** and I decided to develop first the ones for refugees/asylum seekers and the ones for the resident population





Sara

23 years old,
engineering
student



Giulia

24 years old,
veterinary
student

Look at yourself in the outline,
take a picture and post it on
instagram with the hashtag
#benvenutirifugiati

It takes courage to be a refugee.

Thanks to Welcome Refugees Italy you can be hosted at the home of an Italian family.
Living at home everything is simpler: to learn Italian, to make friends, to feel part of the community.

come to visit us at:
www.refugees-welcome.it
#refugeeswelcomeitaly

write to us:
segreteria@refugees-welcome.it



Annalisa

76 years old,
retired

Look at yourself in the outline,
take a picture and post it on
instagram with the hashtag
#benvenutirifugiati

Find the family that fits you.

In Italy you can feel at home. Thanks to Refugees Welcome you will be hosted by someone who wants to meet you and share his house with you. In this way everything becomes easier!

come to visit us at:
www.refugees-welcome.it
#refugeeswelcomeitaly

write to us:
segreteria@refugees-welcome.it





Umberto

40 years old,
professor

Look at yourself in the outline,
take a picture and post it on
instagram with the hashtag
#benvenutirifugiati

It takes courage to be a refugee.

Thanks to Welcome Refugees Italy you can be hosted at the home of an Italian family.
Living at home everything is simpler: to learn Italian, to make friends, to feel part of the community.

come to visit us at:
www.refugees-welcome.it
f /refugeeswelcomeitalia

write to us:
segreteria@refugees-welcome.it



Diego

38 years old,
architect



Federica

35 years old,
journalist



Luca

2 years old,
astronaut

Look at yourself in the outline,
take a picture and post it on
instagram with the hashtag
#benvenutirifugiati

In a family everything is easier.

A different type of hospitality is possible. Thanks to Refugees Welcome you can meet people who want to host you at home. You'll learn Italian faster, you'll make friends and you'll feel part of the community.

come to visit us at:
www.refugees-welcome.it
f /refugeeswelcomeitalia

write to us:
segreteria@refugees-welcome.it





Elena

28 years old,
pregnant
mom

Look at yourself in the outline,
take a picture and post it on
Instagram with the hashtag
#benvenutirifugiati

Find the family that fits you.

In Italy you can feel at home. Thanks to Refugees Welcome you will be hosted by someone who wants to meet you and share his house with you. In this way everything becomes easier!

come to visit us at:
www.refugees-welcome.it
[/refugeeswelcomeitaly](https://www.facebook.com/refugeeswelcomeitaly)

write to us:
registrazione@refugees-welcome.it



Amid

34 years old
bricklayer

Look at yourself in the outline,
take a picture and post it on
Instagram with the hashtag
#benvenutirifugiati



Aisha

30 years old
housewife



Fadi

5 years old,
teacher



Fatima

3 years old
doctor

Refugees had no choice. You do.

Thanks to Welcome Refugees Italy you can choose to host a refugee at your home a refugee. It's good for him and it is also good for you: you can give practical help and discover new cultures.

come to visit us at:
www.refugees-welcome.it
[/refugeeswelcomeitaly](https://www.facebook.com/refugeeswelcomeitaly)

write to us:
registrazione@refugees-welcome.it



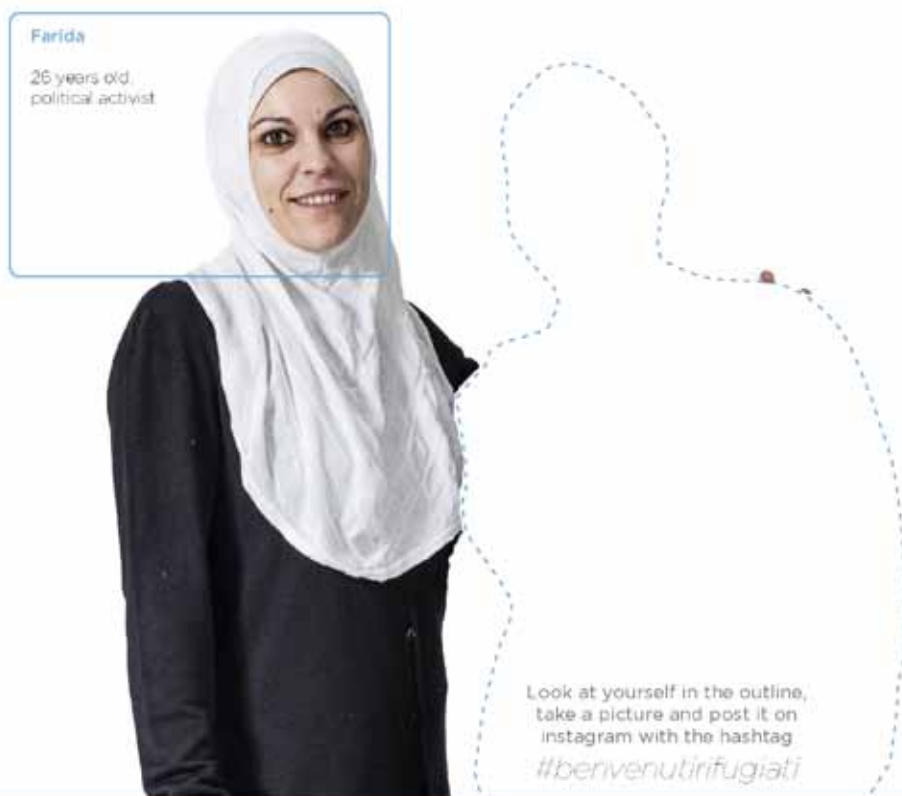


Bring the world at home.

Refugees Welcome Italy proposes a new way to do hospitality. By choosing to host a refugee in your home (for 3 or 6 months), you'll share your own culture with the one of the world and give a practical help.

come to visit us at:
www.refugees-welcome.it
@refugeeswelcomeitalia

write to us:
segnalazioni@refugees-welcome.it



Set an extra place at table.

Students, retired people, singles and families are opening their homes to refugees thanks to Refugees Welcome. Sign up now! By sharing everything is simpler: get to know a new cultures and give a concrete help.

come to visit us at:
www.refugees-welcome.it
@refugeeswelcomeitalia

write to us:
segnalazioni@refugees-welcome.it



- For refugees/asylum seekers

The idea was to develop a poster of big dimension illustrating, through a **picture**, **different types of family** that want to host someone, like:

- two university **students**
- a **mom and dad with children**
- an **old widow**
- a 40 years old **single man**

The pictures will be take **leaving an empty space** between the figures with a black outline. The idea was to print the different types of family and the outline on a **paper** that **can reflect** like a mirror. In this way, a possible **guest** can **see himself reflect** inside the outline **with the new family**.

- For italian families

They will see poster representing **different types of refugees and asylum seekers** of different nationalities and age, like:

- a **young boy**
- a **family with children**
- a **30 years old woman**

- a 40 years old man

The picture will be taken in the same way, leaving an **empty outline** where people will be able to see themselves.

The **metaphoric idea** is to make people, both families and guests, already **inserted in a new situation** and to show that we are speaking about individuals and single person. Everyone has the possibility to find the **right guest and the right family** with who sharing the house.

From the detail of the **paper that reflects** I had another idea thinking about how to make this **campaign** as **viral** as possible. Due to the fact that people will see themselves reflect inside the poster, we will ask them, if they like the service and wants to support the association, to post a picture of their **reflection in the poster** on the **social (Instagram/FB)** in this way we will have the word of mouth effect.

REALIZATION

Based on this idea I realized a **document** explaining the main **idea** and showing the **layout**. Then I spoke with Sara Consolato, the responsible for the communication part, who gave me some suggestions. Finally, I started to organize the **shooting**. We contacted different Italian and foreign people and we did the photos at "Spazio Vela", Milan. After the post production we are now organizing the event that needs to be coordinated at a national level.

OUTPUTS

As you can see from the output realized we tried to show **different types of people** and different **concepts of families**.

We realized **5 different** types of **posters** with Italian people direct to **refugees** and asylum seekers and **3 different** types of posters for the **hosting families**, representing refugees and asylum seekers.

The idea is to have as many different posters as possible and start soon the shooting

also for the volunteers.

In this case, the poster will show the pictures of others volunteer.

Because of the big dimension, we decided also to develop **little banner** (the lower part of the poster) and to ask to some **shops** the possibility to **stick it on their windows**.

We looked for some sponsors in order to cut the printing costs and, at the end, we paid for each poster 8 euros.

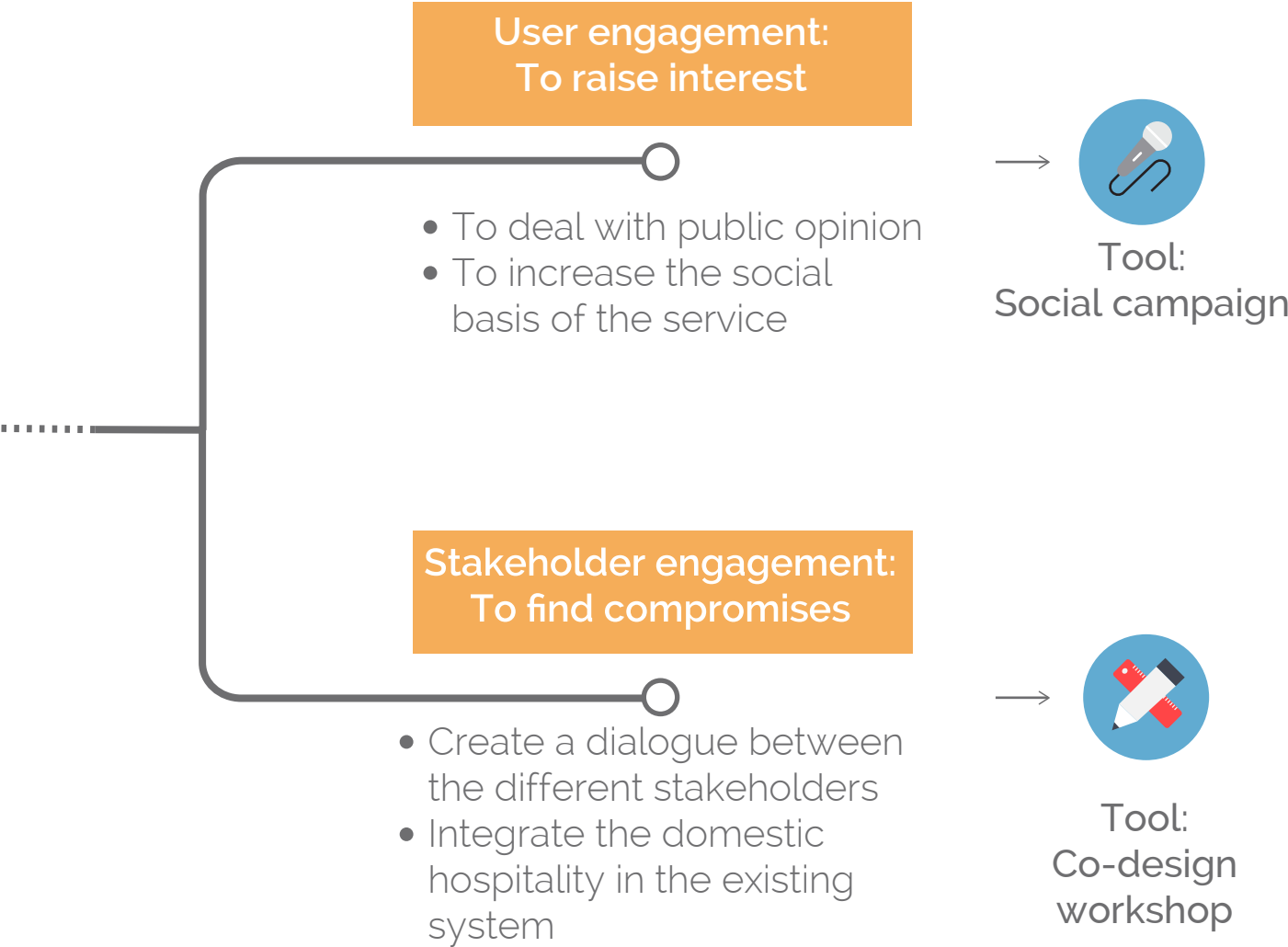


Table 24, My personal collaboration with Refugees Welcome Italia

Stakeholders engagement

DEFINITION OF THE PROBLEM

Filling the cards that I showed before, and especially focusing on the **role of the institutions**, Germana, Fabiana and I highlighted the need to create a **constructive dialogue** to promote the stakeholder engagement.

If the aim of Refugees Welcome is to change how hospitality is managed by introducing a way that is the domestic one, it is necessary to find a way to **enter in the existing process**.

Due to the fact that the **general attitude** of the internal ministry is **against** a spread and domestic hospitality, the aim of Refugees Welcome was to find a **way to face** step by step **all the possible problems** and shows that a **change** in the system is **positive** for everyone.

What we needed to design was a way to have **all the stakeholders** involved and impacted around the same table to talk about the changes introduced by Refugees Welcome in the system, the possible problems and positive consequences.

The whole process

In order to promote the stakeholder engagement I used, together with the founders of RWI, others cards of the tool "The social innovation journey box"

Through these cards, more related with prototyping phases we, first of all, developed the **co-design plan** that, by defining different points helped us to understand the **main aspects of the tool** for the co-design session.

Based on the plan we made a **draft** of the tool and we presented the **final version** to the others members of the association.

Through a **co-design session in Bologna** I helped **Refugees Welcome Italia** to develop proposals and express the main points to be presented at the **second co-design workshop** when there will be also the others stakeholders.

We finally **prepared the proposal** of the co-design workshop to be delivered to the Ministry of the interior.

CO-DESIGN PLAN

To do, before any co-design activity:

1. Define your specific goal(s)
2. Make a rank of the issues you need to co-design
3. Be sure you really need to know it
4. Think how it will be useful for you and why
5. Think whether people will understand it or not
6. Make a list of the stakeholders you need to talk with
7. Ask yourself why do you need that citizen(s)
8. Make a list of the tools
9. Make a list of the reasons why you need that tool
10. Make a sketch of the tools
11. Define the interaction guidelines
12. Set the key performance indicators



POLITECNICO
MILANO 1863
DIPARTIMENTO DI DESIGN



TRANSITION
TRANSNATIONAL NETWORK
FOR SOCIAL INNOVATION
ACQUISITION

Co-design plan:

To understand what to do and how to do it we used **others cards** of the same tool, "The social innovation journey box", more focused on the prototyping phase.

First of all, we tried to develop the co-design plan following the several points of the card, these points are:

1. Define your specific goals:

After the definition of the problem, we defined together the **main aims** that our project should have.

The main need was to **remove all the obstacles** that impede the domestic hospitality to be part of the institutional process to host migrants.

In particular, we have to create a **constructive dialogue** and an **occasion of exchange** on the theme of "**domestic hospitality**"; the active participation of all the actors involved is fundamental.

By **discussing** together **the alternatives** and **considering the possibilities** it's possible to reach better results.

The workshop aims to highlight the critical

points of the process of "spread hospitality" to focus on **problems** and **opportunities** that the different actors encounter step by step.

2. Make a rank of the issues you need to co-design:

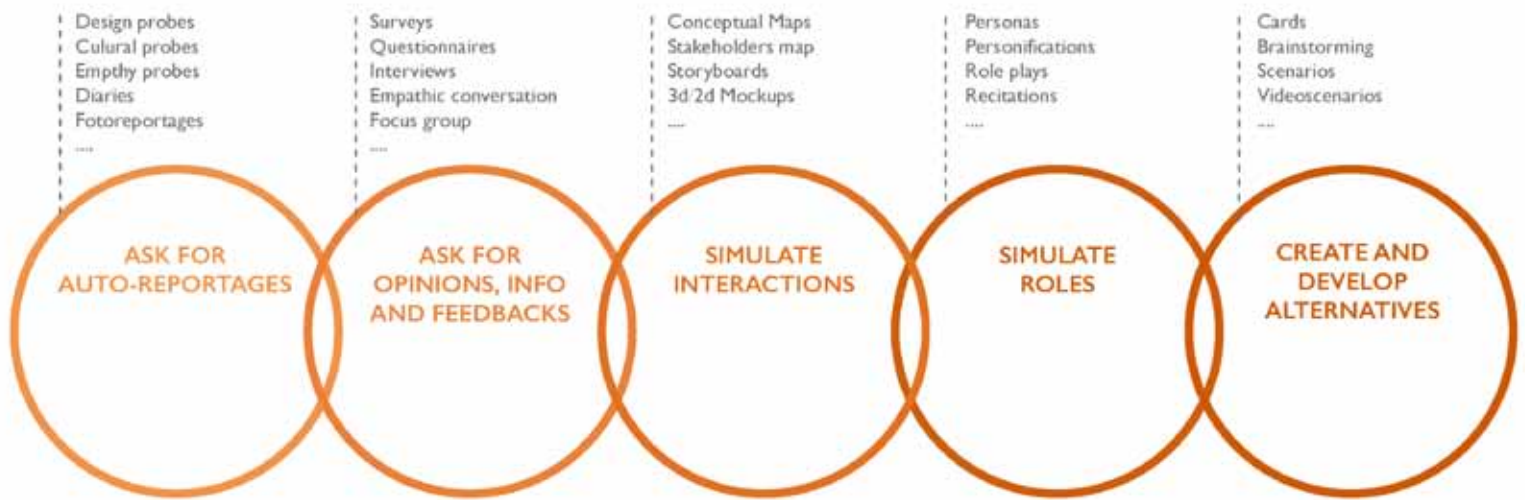
We need to analyse, step by step, the **various phases** that, because of the domestic hospitality, **change** in the path of the refugee / asylum seeker.

In particular, we have **four specific cases** to consider:

- Asylum seeker hosted in a SPRAR
- Asylum seeker hosted in a CAS
- Refugee coming out from a SPRAR
- Refugees coming out from a CAS

For **every phase** of the **new user journey**, all the actions that the various stakeholders are asked to do are defined. The aim is to focus on the **positive and negative aspects** of these actions.

In addition, there are some moments on which we have to **focus more**. These are



the ones where the **security issue** and the **economic sustainability** theme enter the scene. These are indeed key issues to be discussed in order to make domestic hospitality spread and sustainable over the time.

3. Be sure you really need to know it:

We have the need to describe and discuss the **various problems that could exist** in the domestic hospitality; in this co-design session, we have to focus in particular on those aspects that are most **relevant for Ministry of the interior** (Security issues, division of the daily allowance)

4. Think how it will be useful for you and why

We need to do this workshop to analyse carefully **every aspect** modified by domestic hospitality in order to **find solutions** suitable **for all the stakeholders** involved. **Without a real cooperation** from the Ministry of Interior and the various actors focused on the reception, the service offered is **not sustainable** over the time and can't be nationally spread.

Thanks to this **in-depth analysis** will be possible to understand what each actor can and will do to make the domestic hospitality possible.

5. Think whether people will understand it or not

Since our **interlocutors are not used** to the language and the co-design methodology it was decided to make it the **most visual** as possible. The idea is to develop **four panels** representing the **four different user journey**. The key points to be discussed are highlighted. The stakeholders will be asked to talk about these main phases using some **cards** that, already printed on the poster, will **be filled**. The conversation will start with Refugees Welcome representatives doing a proposal.

6. Make a list of the stakeholders you need to talk with

We will invite to participate in the workshop the main actors of the italian hospitality system, like:

- Governance of the host system in general

(Ministry of the interior)

- Governance of the **SPRAR** system
 - Governance of the **CAS** system
 - **Prefectures** (especially, we would like to invite those who have already had positive experiences about widespread hospitality like the ones of Parma and Torino. We would like to invite also the ones that are more negative about this theme).
 - Representative of **social services** of a municipality
 - **Associations** who have had a good experience with the domestic hospitality in order to know and replicate models that already work (especially: "Ciack" from Parma and "AMIP" from Alessandria)
- In order to have good results and to allow a constructive dialogue, the **number of participants** will be around **10/15 people**.

7. Ask yourself why do you need that citizen(s)

We need the participation of **all these actors** to be able to **generate a constructive dialogue** about the most delicate points that the domestic hospitality brings in the

system. The idea is to be able, through this workshop, to generate the **best solutions** for all stakeholders. We have also to say that all **interlocutors are dependent** on each other (the decision of one affects the other).

8. Make a list of the tools and the reasons why you need that tools

The timeline for the workshop will be:

- Quick **presentation of what Refugees Welcome** does (tool: cards)
- Quick **introduction to co-design** (oral)
- Explanation of the **4 different personas** (tool: photographs to make it more real and visual)
- **Dialogue around the first** user journey (poster of big dimension of the 4 user journey)
- **Compilation of the empty spaces** on the poster starting from RWI's proposals.
- **Addition of others cards** for others actors willing to do something

9. Make a sketch of the tools (fig. n)

10. Define the interactions guidelines

The interactions between the different stakeholders will be analysed point by point. The aim is to **simplify the whole system** focusing on one aspect at the time. For each point, the various actors will be asked to interact using and filling the cards for seeking common solutions.

11. Set the key performance indicators

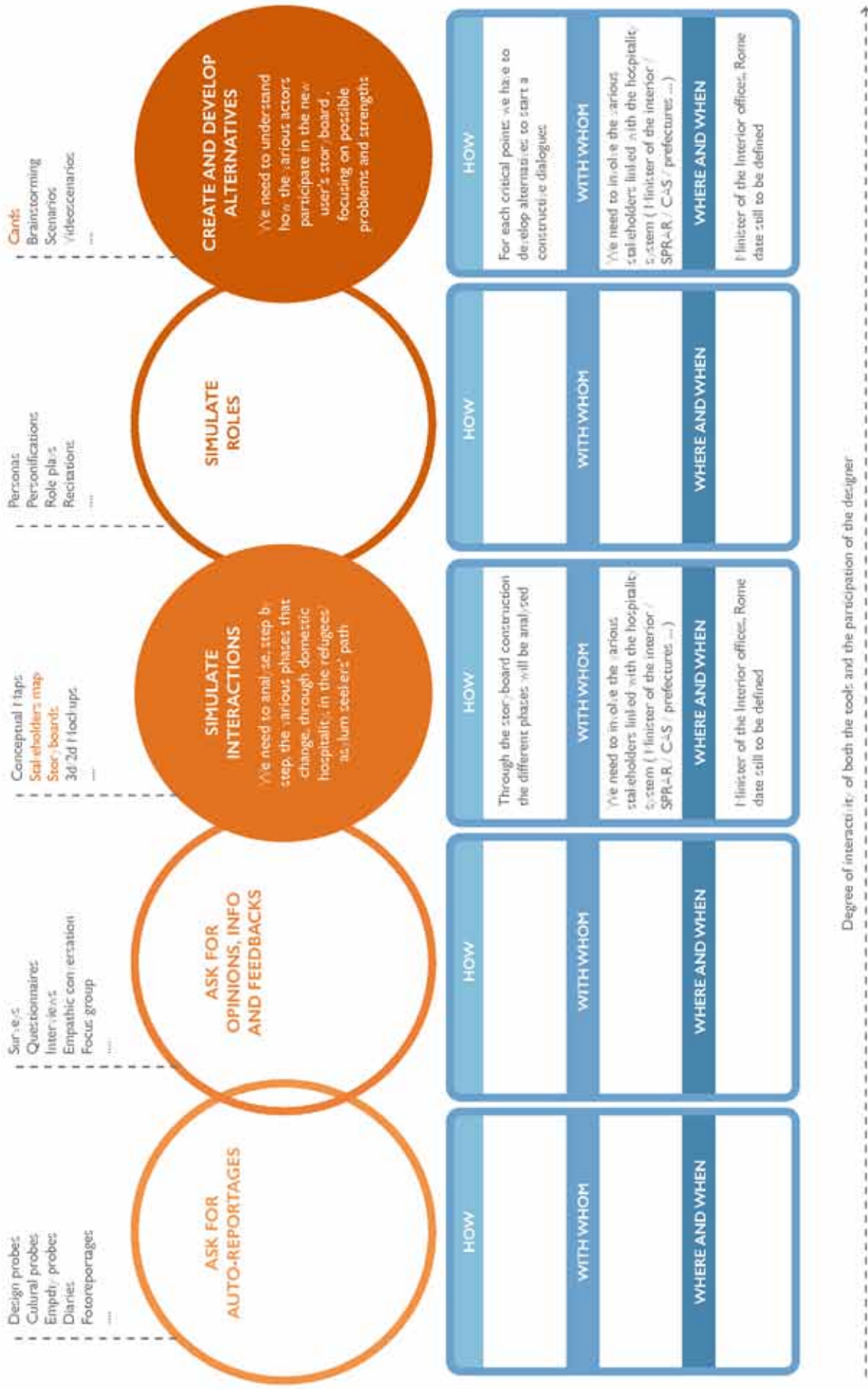
The abilities that we need to check are:

- To build a **dialogue** between the actors
- To focus on the most **problematic aspects**
- To **find compromises** between the parties
- To see the **positive aspects**
- To create **future vision / possible effects**

In the next pages we summerized the co-design plan in the cards.

Revolution can be done without previous projects, but they would then need that projects to be established and consolidated.¹

1. Trad. from Maldonado T., La speranza progettuale



SIMULATE INTERACTIONS

Storyboards

The storyboard is used in several design fields to describe the occurrence of an action or of an interaction.

Adopted and adapted from the film industry, it is a narrative technique that describes, by images and captions, the script of a service, creating a sequence of actions in an established time frame.

Linking time, space, physical evidences and people interactions, it is a fundamental tool in service design, which makes the possible experience of the user emerge.

To do:

Select the action /interaction you want to explore

What you want to learn

Define the main user (and the target)

Who is the protagonist

Choose your narrative style

How you will interact

Create and visualize your storyboard: key frames and captions

What you will ask

Conduct interviews and enter data

Ask the questions

WHAT DO I WANT TO UNDERSTAND?

Through the building the setting of the user journey we want to analyse the key points that will change with the introduction of hospitality in the system

WHO

We need to involve the various stakeholders linked with the hospitality system (Minister of the interior / SPRAR / CAS / prefectures ...)

HOW

The idea is to develop four panels representing the four different storyboard .The key points to be discussed will be highlighted

WHAT WILL YOU ASK

For each point the interested stakeholders are asked to talk, to do that they will have some cards to be filled

WHERE & WHEN

Minister of the Interior offices, Rome
date still to be defined

CREATE AND DEVELOP ALTERNATIVES

Issue Cards

The issue cards are a physical instrument used as a peg to induce and feed interactive dynamics inside a team.

Each card could contain an insight, a picture, a drawing or a description; everything is able to suggest new interpretations of the problem and to induce the assumption of a different point of view. The result is the identification of new criticalities and opportunities in the context of reference.

(Service Design Tools, 2010)

WHAT DO I WANT TO UNDERSTAND?

We need to understand how the various actors interact in the new user journey, speaking about problems and strengths. The conversation will be generated by our proposal / vision.

HOW

In the storyboard, each stakeholder will find, in the various phases where he is asked to do something, a not yet completed card. The idea is to create a constructive dialogue defining the key points on the storyboard.

WITH WHOM

We need to involve the various stakeholders linked with the hospitality system (Minister of the interior / SPRAR / CAS / prefectures ...)

WHERE AND WHEN

Minister of the Interior offices, Rome
date still to be defined

The draft and the final version

DESCRIPTION OF THE TOOL

After the definition of the **co-design plan**, I discussed the drafts of the tools with the two co-founders of the association and we designed together the **final version**.

The idea is to realize a **tool** that can be useful to manage a workshop of co-design with institutions and authorities.. The tool can be **downloaded** and then **printed it**.

The tool will be made up of:

1. Pictures of the **personas (two asylum seekers and two refugees)**
2. Empty cards to write down what emerges from the dialogue with the different stakeholders
3. **Big posters** delineating the **4 different user journey** (guests living in a CAS/SPRA and guests coming out of the big centers)

The idea is to have **all the needed actors** in one place for **4-5 hours** discuss the main themes.

HOW TO USE IT

The tool designed with Fabiana and Germana has, as we said, the aim to create a **constructive dialogue** with the institutions. It is meant to be used during a co-design session lasting from **4 to 5 hours** and with **10/15 people**. People involved need to be the **different stakeholders** related with the Italian hosting system.

The session will start with a presentation of the **4 personas** and the explanation of the **first user journey**. The others 3 will be similar to the first one but with different stakeholders involved .

The **mediator** will be one of the co-founder of **RWI** that, explaining the path of a possible guest, will start to **do hypothesis and proposals** on the different critical points. Based on these hypothesis the stakeholders involved will be asked to discuss; when a common solution is found the actor will be asked to **write their contribution down**. The **empty boxes** are meant for stakeholders not yet considered that wants to participate.



WHO IS?



WHO IS?



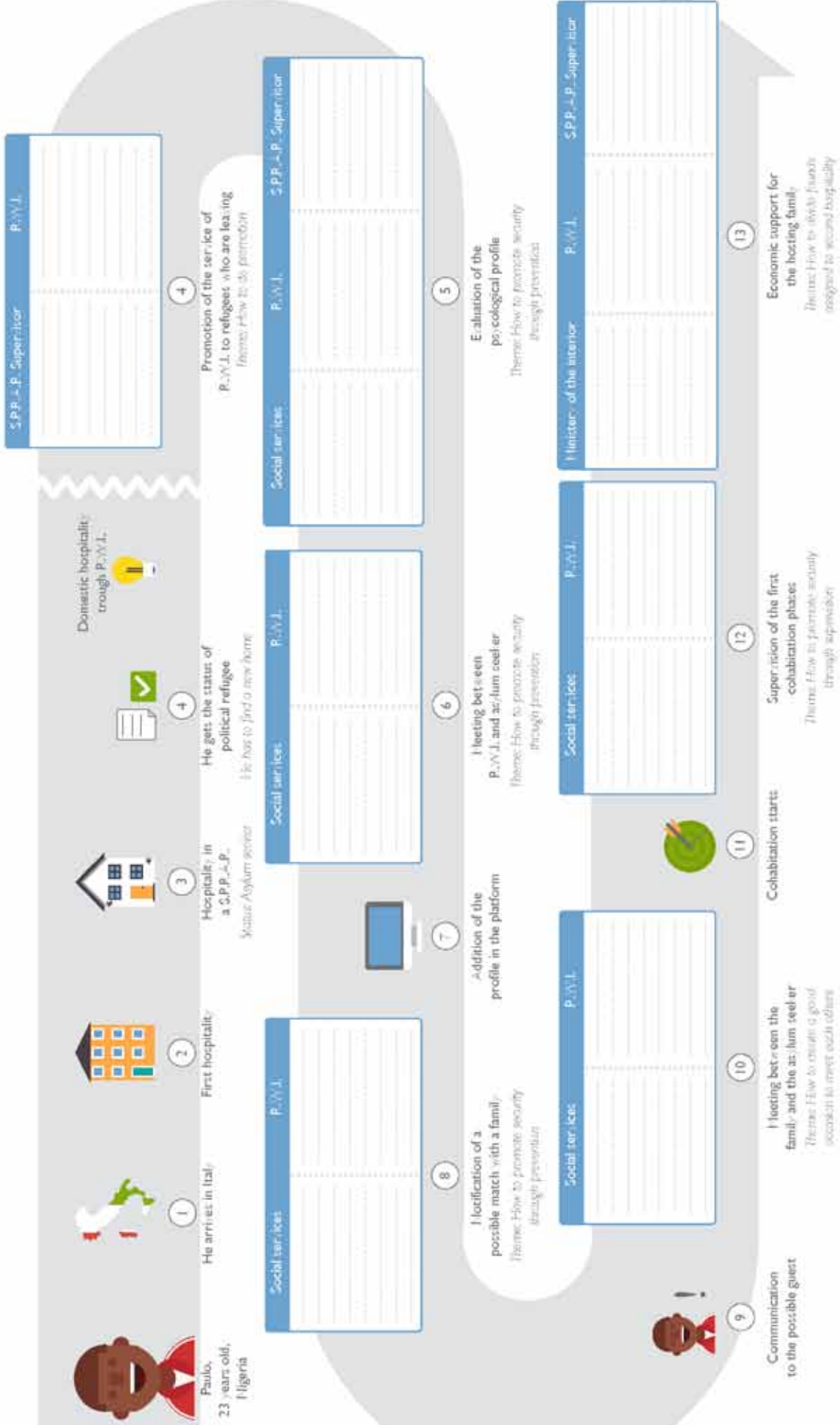
WHO ARE THEY?

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CO-DESIGN WORKSHOP

User Journey // 2

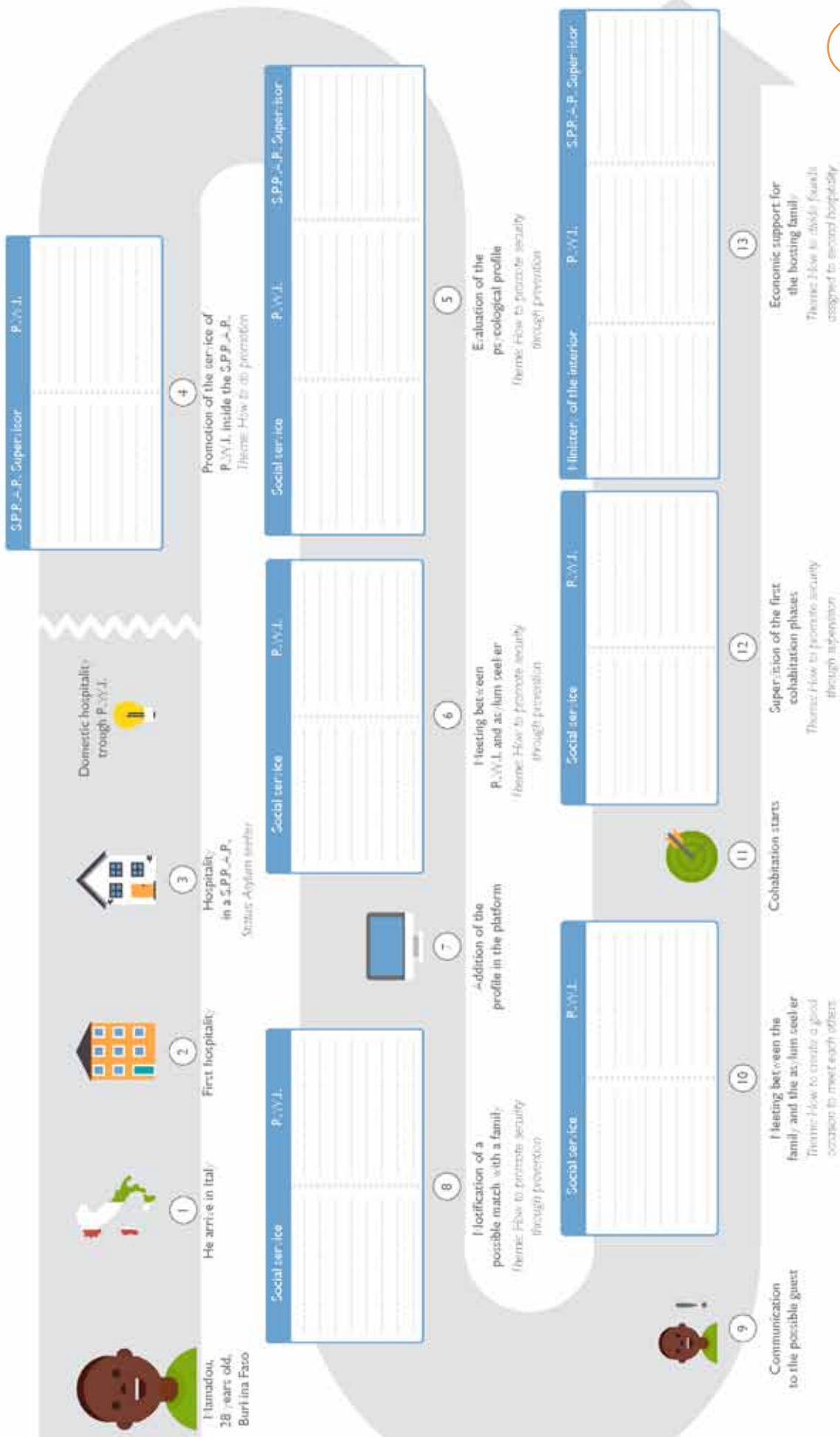
Refugee coming out of a S.P.R.A.R.



CO-DESIGN WORKSHOP

User Journey // I

Asylum seeker hosted in a S.P.R.A.R.



CO-DESIGN WORKSHOP

User Journey // 4

Refugee coming out of a C.A.S.



Fatima,
31 years old,
Palestinian



1
She arrives in Italy



2
First hospital



3
Hospitality
in a C.A.S.
Status: Asylum seeker



4
She gets the status of
political refugee
She has to find a new house



Domestic hospital
through P.V.V.I.

C.A.S. Supervisor	P.V.V.I.

4
Continuation of the service of
P.V.V.I. to refugees who are leaving
Theme: How to do promotion

Social services	P.V.V.I.

8
Modification of a
possible match with a family
Theme: How to translate security
through prevention

Social services	P.V.V.I.

10
Meeting between the
family and the asylum seeker
Theme: How to create a good
occasion to meet each other



7
Addition of the
profile in the platform

Social services	P.V.V.I.

6
Meeting between
P.V.V.I. and the refugee
Theme: How to promote security
through prevention

Social services	P.V.V.I.

12
Supervision of the first
cohabitation phases
Theme: How to promote security
through supervision



11
Cohabitation starts

Social services	P.V.V.I.	C.A.S. Supervisor

5
Evaluation of the
psychological profile
Theme: How to promote security
through prevention

Linkster of the interior	P.V.V.I.	C.A.S. Supervisor

13
Economic support for
the hosting family
Theme: How to divide funds
assigned to second hospitality

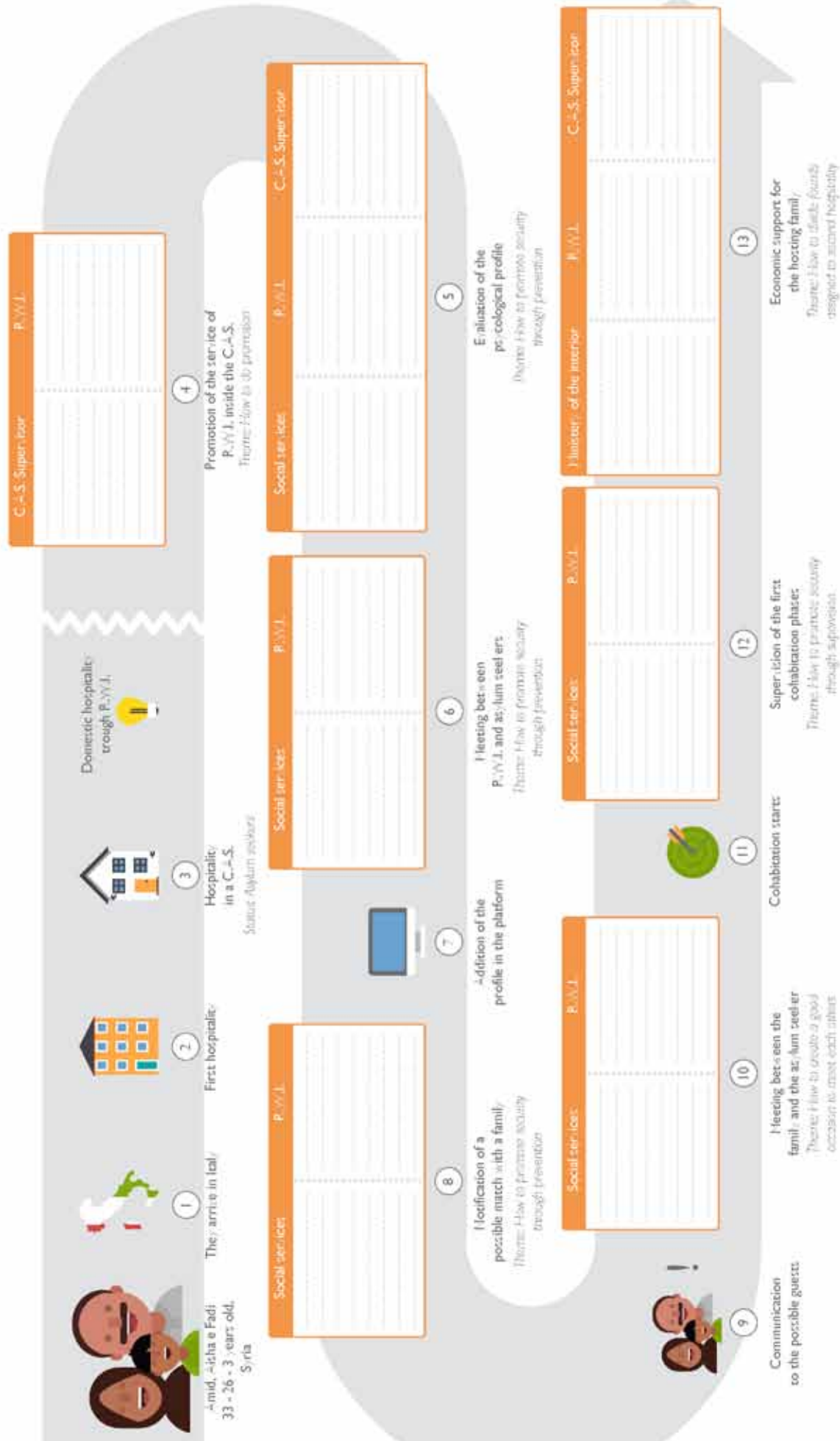


9
Communication
to the possible guest

CO-DESIGN WORKSHOP

User Journey // 3

Asylum seeker hosted in a C.A.S.



Co-design with Refugees Welcome Italia

Due to the fact that during the co-design session with the institutions Refugees Welcome Italia will need to guide the discussion, we decided to organize a co-design workshop within the association.

This workshop, which lasts 1 day, had the aim to see if the designed tools work in a proper way, to test the involvement of the interlocutors and, the most important thing, to discuss with the members of the association the proposals for each critical point.

The tool indeed is designed in order to create a dialogue between the different actors involved, the idea is that one of Refugees Welcome will be the moderator during all the process; thanks to this first co-design session we tried it out.

RESULTS

We decided to test just one of the migrant's journey proposed and, in particular, the one of a refugee going out of a CAS (Fatima, user journey// 4).

This choice was made because the main problem now of migrant's hospitality in Italy is the situation of people who got the status but aren't independent yet.

They are indeed obliged to leave their accommodation but they aren't not able to find a place to live.

For Refugees Welcome these people are all possible users that, after their path in the second hospitality, are ready to be hosted in a family and, in this way, to build an independent life. The discussion about this user journey with the authorities is fundamental.

The tool worked and created an interesting conversation also within the association itself; together we filled all the blanked spaces and define a strategy to follow and to present during the final workshop with the authorities.

Thanks to this test I understood that the number maximum of people in order to generate a dialogue needs to be no more than ten; the length of time needs to be no more than 3 hours.

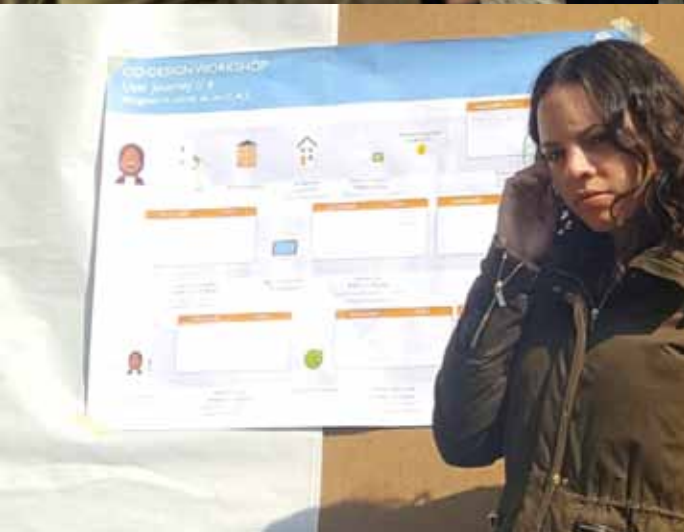


Figure 43. 44. 45. 46. Refugees Welcome Italia

Definition of the main points

During the first co-design workshop, all the points of the poster were discussed. For each one we decided what RWI can do by itself and what the C.A.S. is expected to do:

1. Promotion of the service to the Refugees going out of the CAS:

RWI will prepare communication materials and a presentation to explain the service and want the CAS to point out the most interesting profiles (ready to live an experience of domestic hospitality)

2. Evaluation of the psychological profile:

RWI would like the CAS to select the possible profile before the promotion of the service.

3. Meeting between the refugee and the RWI volunteer:

RWI will prepare a format to be shared with the social operator of the CAS

4. Notification of a possible match between the refugee and a family:

RWI will communicate to the social operator of the CAS the possible families and they will meet them together.

The final decision of the family will be done by RWI and the social operator

5. Meeting between the family and refugee

RWI will manage alone two meetings; the first one in a neutral place instead the second one at the family's

6. First phases of cohabitation

RWI will follow both the family and the refugee through different meeting; they will also create a local network to support the family and monitor the social impact.

7. Economic support

RWI will help the family through crowd funding activities and by creating a fund for all the hosting families.

With all these points clear and in agreement we finally sent the request to do the workshop to the Ministry.

/04

Post experience analysis
strength & weakness



Refugees
Welcome
Italia

WWW.REFUGEES-WELCOME.IT



Figure 47. Refugees Welcome Italia

/04

Chapter structure

This last chapter wants to be a final conclusion to the work done.

Speaking with the co-founders of Refugees Welcome Italy and participating in some regional and national meetings I had the possibility to understand that my contribution and my work was useful and appreciated by the association.

Working with an association like this also

taught me a lot and challenged me to work with different actors that never heard something about service design or design for social innovation.

In the SWOT matrix of the next page, I summarized what I learnt working with RWI, which are the strengths and the weakness of the association. I ended the chapter speaking about my role.



Figure 48, Refugees Welcome Italia

STRENGTHS

- To have visibility
- To have an association with lots of volunteers with different competences
- To be spread in different regions
- To face a social problem which is current and seen important by the public opinion

WEAKNESSES

- To be based just on volunteers
- To have against the actual policies about hospitality
- To have done just one match in several months
- No protocols to regulate all the processes

R.W.I

OPPORTUNITIES

- To be easily replicable on the different regions
- To have lots of competencies inside the association itself
- To have a high mediatic attention

TREATHS

- No protocols to regulate all the processes
- To disappoint the expectations of the registered families and guests
- Low founds to help the hosting families from the economical point of view

My work within R.W.I.

PAST AND CURRENT SITUATION

Refugees Welcome Italia was formed on **11 December 2015** in Milan. I started to work with them at the beginning of **January 2016**.

The **SWOT matrix** of the previous page obviously have remained the same during the 3 months in which we worked together, but some **little improvements were done**.

The first weeks of my collaboration with the association were spent in knowing each other and understanding priorities.

Before the meeting, I thought that, due to the fact that the association is **part of the an international network** already working in others countries, the problems could have been less challenging; I was completely wrong. Applying an **existing model in another country**, especially on the theme of migrants, means to face lots of rules and regulations that can change completely the idea itself. For Welcome Refugees, the idea didn't change a lot but some **constraint** arouse.

When I met them they were a newborn as-

sociation with visionary ideas but with some difficulties in explaining what they do and how. Through the **cards of "The social innovation journey box"** I understood well the associations, they learnt **how to communicate** the service and we together **define the priorities** of the next months.

The **points** on which we worked together were crucial for the **diffusion of the service**. First of all, we designed a **social campaign** to **rise awareness** of the population and to increase the **number of possible users**. In this case I, as a designer, worked mainly on the communication part and on the definition of the event.

The **second main point** was to discuss the introduction of the domestic hospitality in the official italian system. In this case we developed together a **tool for a co-design session** with the authorities.

To **spread an idea** like Refugees Welcome it's necessary, because of the high numbers of rules and regulations, to approach and find compromises with the in charge institu-

tions and make them **part of the system**. Another important aspect that can be discussed with the existing institutions is the **procedure** to help hosting families from an **economic point of view**.

In this case, my role as a designer was to be able to **create a new tool** to involve all the stakeholders, create a meaningful dialogue and make people visualize alternative futures.

NEXT STEPS

Thanks to the work done together we started to face **two problems** that stymie the diffusion of the domestic hospitality. The posters are going to be printed soon and we are yet working on the events. The request to organize the co-design session has already been sent to the governance and now we are waiting for an answer.

I believe that the **co-design session** designed will be just **one of the several steps** that need to be done in order to make the

domestic hospitality as official as the existing ones.

I think that RWI has now to work on its **internal process** and **organization**; to make the **service more trustful** and **secure** they have to design protocols that can be suitable for all the regions involved and make the system more fluid and able to manage a high number of users.

Design and integration

WHAT DESIGN CAN DO

The migrations of the last years can't no longer be described as an emergency situation. The **challenges**, as we saw, are **not ending in little time**.

The **theme of integration** of refugees and asylum seekers in the social fabric is fundamental and current. We have seen that working on the **accommodation** of these people, from the first phases of their stay-

ing in Italy, can **help** them to **be more active** and **accelerate the process**. To do integration accommodation is not enough, migrants need **several services and activities** aim to create the welfare community. In order to do that, the **main goal** is to **create synergies** between the **different actors** of the system belonging to different sectors and having different interests.

These actors have to put their **competencies** on the line and **start collaborating** between each others. At this point the **designer** can be the figure that, looking at the context, is able to transform **needs and resources** of the territory in **possible solutions**, able to see not just an **ideal scenario** but also the **concrete and visible path** to get there, a path where the **different actors** come on the scene in different **ways** and **modalities**; this path needs to be built leaving some open questions and blank spaces to give the users (italian families, refugees and asylum seekers) the possibility to fill them with their ideas and wishes.

To work as a designer to build an intercultural society based on integration means to be able to **look at things with different eyes**; it means to be able to **listen**, to **observe** and to **take inspirations** from the good experiences of the others; it means to be able to communicate in an universal way and to be a mediator between different realities.

The real **competence needed** for working in the social innovation field is the ability to design the **process** and the **tools** to **involve all the members** of a community in the discussion, to **stimulate the dialogue** and to make people visualize and believe in possible future scenarios.

*Designers must recognize
the **challenges** around
implementation and **deliver**
comprehensive prototypes
with clear implementation plans.*

IDEO.ORG

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Acknowledgements

To the ones who **are** here,
to the ones who **were** by my side and

to the ones who **will be there**.

Appendix

