

THE THIRD SECTOR AS A NEW URBAN ACTOR IN THE TERRITORIES OF FUNCTIONAL INEQUALITIES (1090)

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Abstract. Italy's inland areas are strongly affected by the lack of essential services, their territorial absence and the low quality offered to citizens. In addition to this, it has emphasised the practices of central administration -far from marginal places- and local administrations -often locked in particularistic dynamics for mere consensus-.

How can European (extraordinary) and national (ordinary) resources be activators of processes that follow general guidelines but are place-based?

With the Code of the Third Sector a new approach to fund management is opening up. The novelty of these processes that are being promoted in some Italian cities could be a testbed to be monitored for inland areas, with less and less administrative capacity and more and more need for networking skills and experimentation.

Keywords: Urban planning, Third Sector, Cohesion, Risk, Inland inequal areas.

1. Places of lack of opportunity

Italy's inland areas are affected by an ever-increasing functional, spatial and socio-economic inequality of opportunity with the cities. The policies promoted must take into account a reality that is very different from that of the large centres, and equip the territory to enhance this diversity. (Oliva, 2022)

Aggravating this scenario are the physical-morphological conditions of these inland areas, composed by ecosystems that are sensitive and vulnerable to natural risks, disasters, and ecosystem changes, be it through the appearance of fast mass movements, such as landslides, or via slow land degradation due to human activities, with all the attendant socio-economic consequences (Messerli et al., 1997).

Numerous studies show how a calamitous event can trigger a vicious circle in which disaster is followed by depopulation, emergency reconstruction and increased inequalities. This tendency in areas already marked by inequality is even more pronounced, so that external disruption has more devastating effects because it attacks an already compromised urban, social and economic fabric. It therefore leaves a more complex reconstruction phase, aggravating territorial criticalities. If we consider that disasters are of a different nature -and increasingly frequent with the advance of the

climatic emergency- a circle closes in which external and internal conditions limit the possibility of recovery in these territories. (Fussel et al., 2006)

The relationship between physical, natural and socio-economic systems is studied in the context of disasters as *resilience thinking* by delving into the relationships and effects that one system has on the other. In the case of environmental disasters, this link is marked by the effects that the hazards (environmental system) has on the vulnerabilities of the socio-economic system (Fig.1).

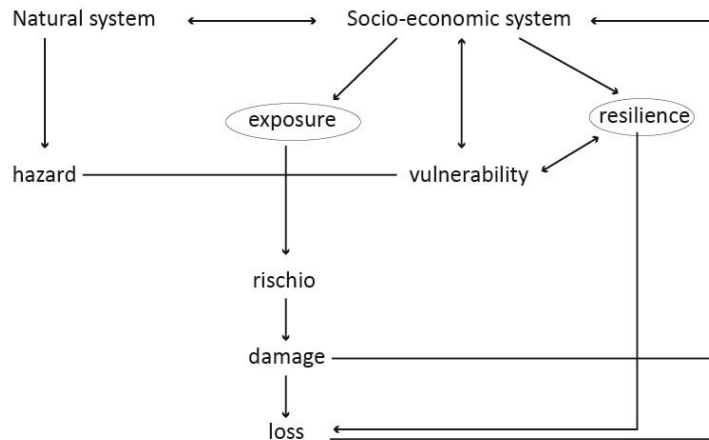


Figure 1. Revision of the conceptual map of the Erasmus+ Arch project, coord. Prof. Dall'Asta

Thus, a disaster is not the hazard itself (not necessarily destructive) but is the result of the physical vulnerability of an area and its exposure. None of the three factors alone generates damage, but all can contribute to the reduction or elimination of risk. Intervening on the vulnerability of the economic and social fabric, therefore, can be considered as a risk mitigation measure, inserting itself in the vicious circle and thus putting in place all the tools to favour mitigation and adaptation. Transformation actions would thus act not only on the potential destructive effects of catastrophes, but would also be aimed at improving the city's conditions of liveability and inequality on a broader scale. Attempting to better manage the recovery phase.

$$\text{risk} = \text{hazard} \times \text{exposure} \times \text{vulnerability}$$

resilience

Vulnerability in this equation is almost always associated with physical vulnerability. By understanding it as the vulnerability of communities, it is possible to conceive of risk in terms not only of material effects but above all of structural effects. If in fact it is empirically studied how to mitigate physical vulnerability, reinforce building structures and design urban escape routes, dealing with the relationship between territories and

communities is more topical and more urgent, in a scenario in which disaster-stricken centres turn out to be, at the end of reconstruction projects, well rebuilt but empty.

Addressing inequalities in access to resources, goods and services, as well as participation in decision-making processes is essential to mitigate risk factors. The negative effects of inadequate policies to tackle inequalities and unequal development between people produce the most pernicious effects. On the occasion of the pandemic this relationship was even more evident and it was shown how a backwardness on the issue of essential services produces its effects throughout the country, effects that become unacceptable, real emergencies in the most marginal contexts such as inland areas, where even in peacetime the condition is already suffering (Bianchi, 2022).

2. Towards evolutionary resilience

It is necessary to ensure that urban adaptation and reconstruction interventions include measures to counter current and future impacts and vulnerabilities, as well as the variability that occurs in the absence of trauma in the context of a changing society (World Bank 2011). In this way, this phase does not only mean protection against negative impacts but, in a virtuous perspective, it also represents the predisposition towards greater flexibility to change itself, taking advantage of its possible benefits (Galderisi A., 2014; Magni et al., 2020). It is the same international institutions (Oecd, 2013; Unisdr, 2015) that underline how the greatest challenge of reconstruction is not only financial, but also concerns "how" to carry out reconstruction so that the affected area and its population are less vulnerable, more resilient and stronger than in the past (Pattaro A.F. et al. 2017; Fera G., 2020).

Reconstruction then becomes an opportunity to stay, to build new visions of the future, according to the well-known Sendai Framework principle of *Building Back Better*.

In order to do this, risks must not be recognised as a sectoral problem, to be entrusted to technical experts, but rather as a 'constant', the result of cross-sectoral fragilities present beyond the possible event, with which to deal both in the training of those called upon to operate on the territory, and in the construction of plans and projects for the territories aimed at reducing the vulnerabilities of the exposed territories (Galderisi A. 2020).

Davoudi (2012), Amin (2013) and Yamane (2009), among others, emphasise that resilience strategies are not necessarily predisposed to a mere rebound to pre-event normality, nor are they predetermined to privilege the status quo and support asymmetrical social and economic circumstances. 'Engineering' and 'ecological' resilience is based on a return to equilibrium (Simmie and Martin, 2010), while contemporary discussions of 'evolutionary' resilience are about more transformative

adaptation (Davoudi, 2012).

This conception opposes the desirability of a return to equilibrium or an increase in the ability to cope with perturbations and instead advocates a new form and function better equipped to cope with shocks or stresses (Simmie and Martin, 2010).

Evolutionary resilience is adaptive, it achieves a new normal, a transformation and requires a flexibility of the state of the land. In particular, the idea of resilience referred to in the research shifts the focus from the capacity to return to a point of equilibrium to the capacity to adapt to change, which characterises the phases that Shumpeter called 'creative destruction' (Graziano P., 2012).

Sampson (2017) and others refer to the role of collective efficacy in social dynamics, including the degree of social cohesion and shared expectations for informal enforcement and control of social norms. In other words, levels of trust and mutual care are integral to social resilience in these contexts, to be taken into account if one is to aim for a resilience project that is transformative of territories in a structural manner.

The hypothesis that intend to be supported is that the emergency situation can represent an opportunity to relaunch territories and question the forces and places that, as resources, can actively intervene to break the vicious circle of territories marked by inequalities, according to the principles of Building Back Better. Indeed, disasters sharpen shared awareness of risks and development policies, based on the empowerment of local communities, and often generate new collaboration networks that can activate economies and changes in the use of urban centres.

2.1. The Italian funds for resilience

Many resources have been introduced in the last decade to mitigate inequalities, increasingly in the form of calls for action. In fact, it is the 2030 Agenda itself that recalls these principles through the goals: '10. Reduce inequalities'; '11. Make cities and human settlements inclusive, safe, durable and sustainable" by ensuring access to essential goods and services for all citizens; "12. Ensuring sustainable patterns of production and consumption' through efficient (re)construction processes that meet real needs without wasting resources.

The emerging question is how European (extraordinary) and national (ordinary) resources can be activators of processes that follow general guidelines but are place-based? In the latest calls for proposals there is an opening towards subjects other than companies and municipalities, but an increasing involvement of local associations is hoped for.

The Snai - *Strategia Nazionale Aree Interne*¹ (2014) has produced an interesting mosaic of framework programme agreements at district level, which intervenes first and foremost on the provision of primary services (health, education, mobility, internet connection) decidedly fundamental for the survival of these centres, but also introduces new figures: the 'social and health workers' for the reception, orientation and taking charge of the user in difficulty, in the figures of the community animator and nurse.

In participation policies, the figures of 'community animators' or 'territorial animators' are emerging as the new frontier of civic protagonism in public policies.

These figures are not entirely new to the Italian scene. In the Bologna case, 'territorial animators' were introduced by the *Fondazione Innovazione Urbana*². The Foundation consider them as 'bearers of social capital', working with the associative capital for which they elaborate maps and data to provide to public administrations. Their intermediary work has proved important and has given a decisive boost to urban regeneration policies in Bologna.

However, the strategy for internal areas considers them to be strongly linked to the social-health field, as almost 'right arms' of community nurses, although it is made clear that 'The agreement with the actors of the third sector and local associations will be the determining factor for the integration and cohesion of social relations' (Apq Giovenco-Roveto, 2021). The non-implementation in practice of these figures does not allow a full understanding of the actual tasks they could have received, but it does suggest a need to get closer to the territories by seeking figures who can intercede between the bottom-up and upside-down levels, which are often too distant.

The PNRR, with the Complementary Fund, financed the Earthquake Package, increasing the resources already earmarked for the reconstruction of houses and public works, and the other investments included in the Recovery Plan. The Call for Proposals (30/06/2022) in this field is the "PNC Next Appennino", which allocated 1.780 billion euro from the National Complementary Fund for the "implementation of macro-measure B "Economic and social recovery". Interventions for the areas of the 2009 and 2016 earthquake that hit the central Italian Apennines, of the National Plan complementary to the National Recovery and Resilience Plan." In this sense, the PNC Call for Proposals introduces a novelty in the field of reconstruction. In fact, its structure is organised according to two axes "A" and "B" that specifically deal with material reconstruction and socio-economic reactivation, thus envisaging projects that can (albeit in parallel) deal with affecting the multi-scalar resilience of small centres affected by earthquake and pandemic. We can therefore have new cities or parts of them that are safer, more inclusive, more

¹ In English: National Strategy for Inner Areas

² Experience available at: <https://www.fondazioneinnovazioneurbana.it/fondazione-innovazione-urbana-home>

sustainable and thus more attractive, with the aim of reversing the negative trend currently affecting inland areas. However, in order to have any chance of success in achieving the objectives of *Building Back Better* (Esposito et. al., 2017), and of the *Next Generation EU*, which have seen in Central Italy the intersection of the post-earthquake reconstruction programmes with the *Complementary Plan to the National Recovery and Resilience Plan* of the *Recovery Fund* extended to the entire country, there are conditions to be observed: favouring the introduction of new ways of imagining projects and proposing solutions. These calls for proposals in fact come to an area already under-resourced, with very tight deadlines, risking participation with old projects that are ineffective for today's specific needs.

We are aiming at new visions of organisation of cities and the territory that are holistic and comprehensive, propaedeutic to the punctual translation into projects of major strategic directions already shared in which the public plays a strategic role in enhancing listening and community involvement. In this regard, the importance of listening to communities in the development of participatory redesigning of territories affected by natural disasters and co-design processes, through communication tactics and tools adopted in urban planning and regeneration processes, is being increasingly recognised. It is a question of bringing into play a new participatory role for the inhabitants of places, who must be placed in a position to make a proactive contribution to the overall design, rather than an assertive or disagreeing opinion, to be introduced only downstream of a completed decision-making process. Thus, there are no shortcuts or possible simplifications of the irreducible interactions between science, government and local communities. (Polci)

In this sense, the pandemic tragedy offered an opportunity, bringing to attention the importance of combating inequalities and protecting the most fragile so that the whole community improves. This was realised in the PNRR, which, however, raised the fears of many scholars that the legitimisation of public intervention will lead to the reproduction of old faults, but on a greater scale because there are more funds (Gori C. 2022). The big issue is thus on the ability to translate general guidelines into place-based actions.

3. The need for place-based and territorial cohesion policies

Snai has already activated the political and strategic recognition in the lack of essential services, their territorial rarefaction and the low quality offered to citizens. In addition to this, it has emphasised the practices of central administrations (far from marginal places) and local ones (often locked in particularistic dynamics for mere consensus) (Lucatelli, 2022). The picture of a dismembered and insufficient welfare is clear to administrations, as described in the previous chapters.

Considering the territorial dimension in cohesion makes it possible to identify the peculiar development potential of individual territories. The use of their potential and competitive advantages, however, must take place using local experiences, knowledge, specialisations and relations occurring between different stakeholders

According to the IPCC, future human vulnerability will continue to be concentrated where the capacities of local, municipal and national governments, communities and the private sector are least able to provide basic infrastructure and services. In rural areas, vulnerability will be exacerbated by combined processes including high out-migration, reduced habitability and high dependence on highly place-based and climate-sensitive livelihoods. Key infrastructure systems, including sanitation, water, health, transport, communications and energy, will be increasingly vulnerable if design standards do not take changing climatic conditions into account. Future exposure to climate risks is also increasing globally due to socio-economic development trends, including migration, growing inequality and urbanisation (Ch8 IPCC, 2022).

In this framework, welfare has a decisive role to play in addressing inequalities and ensuring continuity of the resident social fabric. According to A. Briggs, the objectives pursued by welfare are basically threefold: to ensure a minimum standard of living for all citizens; to provide security for individuals and families in the face of adverse natural and economic events of various kinds; and to enable all citizens to enjoy certain basic services. The role of town planning in this may seem marginal. However, it is important to note that it is the task of the urban planner to listen to the specific needs of the territories and not to produce well-made, empty areas. Physical reconstruction and endowment reconstruction must go hand in hand. Therefore, if it is not the sociologist's task to localise development possibilities, just as it is not the urban planner's task to identify the specific needs of the populations, it is the task of both to listen to each other in order to produce truly place-based projects that can make a contribution to the welfare endowment of the affected territories.

Different capacities and possibilities are linked to socio-spatial variation and existing inequalities in terms of income, education, age and access to services and assistance. Ignoring this socio-spatial variation may not provide adequate support for the diverse range of citizens in cities - in essence, reinforcing and exacerbating existing socio-spatial inequalities (S.A. Forrest, et al., 2020).

Today, it is the case that individuals find themselves alone to cope with the lack of services, of possibilities in the centres where they reside. They are thus required to have a quasi-entrepreneurial capacity in the area, while administrations prove to be too rigid and constrained. Individuals are thus more inclined to work in a network than with administrations, which are too slow and inflexible to produce concrete changes in their life projects. These forces can unite and feed off each other, thus configuring Third

Sector entities.

4. The role of the Third Sector

The third sector brings together a rather wide range of non-profit organisations (social cooperatives, voluntary associations, non-governmental organisations, foundations, social enterprises, etc.) that represent with their work an unquestionable effective response to the progressive loosening of the welfare state, occupying market niches (such as the social, welfare and socio-educational services sector) that for-profit companies find it unprofitable to cover.

With the Third Sector Code³, which came into force in Italy in 2017, a new approach to fund management is growing. Third Sector entities⁴ carry out activities of general interest, like administrations, whose restrictions they do not share. This is why forms of relationship are envisaged between the two entities that do not presuppose, as in the case of market entities, different and opposing interests, but a partnership to pursue a shared purpose together. What the third sector can do is to co-programme and co-design and thus offer itself as a subject that can to all intents and purposes dispose of funds to promote place-based approaches and multi-level governance, bridging the gap between national and individual policies. (Pallucchi, 2022)

The Third Sector is a variegated and complex world, embracing the practices of the voluntary sector and approaching social work alongside institutions. Embedded permanently in welfare, it favours innovation and the professionalisation of social work. The reform path of the Third Sector has highlighted the potential of re-inscribing individual suffering in a collective horizon of meaning that gives a supra-individual meaning to personal experience (Fiorillo 2021). In the contemporary globalised world, associationism is recognised as a structured and stable organisational form of civil society and is publicly identified as a strategic subject for the survival of communities and the European Union itself (Chanial 2001).

Interest is focused on the functions that non-profit organisations perform within society and especially on the relational aspects that characterise their relationship not only with the community and individual users, but also with local authorities and other third sector organisations.

³ The Code of the Third Sector with Legislative Decree no. 117 of 3 July 2017 and subsequent amendments provided for the overall reorganisation and revision of the regulations for the Third Sector and, in a homogeneous and organic manner, the entities that are part of it.

⁴ In this paper we will also refer to Third Sector entities as associations, non-profit entities and forms of associationism, indistinctly, since this is not a research on the nature of these entities but on their effects in the territories

The latest Istat⁵ census on the Third Sector entities shows the strong involvement of stakeholders (77.2% for consultation activities, 53.7% for planning, 47.9% for implementation) and the rate of involvement of public stakeholders such as public services, schools and research bodies, local public bodies is also significant, 41.6% of these involve research bodies, highlighting a vocation for innovation (on average 34.7% for consultation activities, 23.3% for planning, 28.1% for implementation) (ISTAT 2023)

This paper will consider forms of associationism that are concerned with generating services and transforming places with their activities. This type of bottom-up activity is closely linked to listening to the needs of territories, which are too often at the mercy of the time and funds of administrations and central government too far removed from the punctual needs of the centres. It is a 'gentle force', as statesmen call it, capable of generating cohesion and economy. It activates interactions between volunteers, stakeholders and recipients, creating a participatory model for the governance of the country. The presence of associations can promote a 'local, responsible and shared' welfare (ISTAT 2023) that overcomes the slowness of administrations and acts for and with the territories, in times of peace and crisis, working for its social resilience. In this sense, the European Union's cohesion policy emphasises the use of multi-level management of development processes, the development of new local institutions and the creation of new partnerships. In fact, the programming documents emphasise the importance of territorial networks and, in the guidelines, call for their increasing involvement.

These subjects have already entered public policies, calls for tenders and national strategies (which take the form of funds and guidelines for small centres) to generate concrete effects in terms of housing attractiveness (considered a macro-indicator for these strategies). Suffice it to say that with Covid, aid has been given to families, businesses but also to Third Sector entities. A sign that it is now considered part of the national economic system.

In this sense, volunteering does not replace public services, but rather complements the offer by managing public spaces, expanding the possibilities and vitality of territories. By its very nature, volunteering is itinerant and services are sedentary. The former responds to a specific and temporary need, the latter can listen to these 'gentle forces' and monitor their effects on welfare in order to decide to intervene with more structured measures even on physical assets.

The great work with communities makes these bodies a very important source of data that is little systematised and shared. In fact, while administrations do not always

⁵ Istat is the Italian National Statistical Institute

involve associations in the planning and design stages, they do not have the resources and (rarely) the skills to systemise the data they access through their actions.

The Third Sector, an experimental site of new relational networks, is increasingly called upon to manage the transformation and to structure the articulation between informal and institutional networks. The integrated welfare model, which is based on mixed public-private organisation, is consolidating as the main organisational form of personal services. This type of territorial organisation is highly resilient because it stems from a bottom-up approach of listening to the forces present among citizens and asking administrators to intervene in needs. In this way, reconstruction projects can count on a strongly place-based outlook that allows them not to disperse energy and funds with top-down projects blindly replicated in all the small municipalities. The PNC approach in this sense is, in its intentions, effective: the range of proposed strategies on which to participate, the openness to Third Sector entities and the design support offered in many cases by the Foundations.

However, results in hand, applications were received for less funds than those allocated in many categories, one of them being B 2.3, aimed at Third Sector entities. In fact, their participation was hampered by a format designed for companies and not facilitated for smaller entities with different capacities, one wonders whether the better approach was not that of measure B 2.2 where Third Sector entities could be involved by administrations in projects as non-lead partners.

The difference between the two approaches lies in the nature of these entities, which can more easily become involved as facilitators of larger processes stimulated by central funds. This approach moves in two directions: on the one hand, the administrations grasp from the agencies the needs of the territories and incorporate their demands within long-term planning objectives and projects; on the other hand, the agencies interface with the administrations to collaborate in the active management of the territory through co-programming and co-designing.

Co-programming and co-designing⁶ are modes of relations between public bodies and the Third Sector inspired by the principle of collaboration. In fact, the Third Sector entity is characterised by carrying out activities of general interest that make it homologous in terms of purpose to the public entity: for this reason, forms of relations between the two entities are envisaged that do not presuppose, as in the case of market entities, different and opposing interests, but a partnership to pursue a shared purpose together.

Unlike traditional planning, which eventually engaged the public and the third sector in analysing problems and defining objectives, but then left full discretion to the public

⁶ Art 5 Cod. Terzo Settore D. leg 3 luglio 2017, n117

entity to contract out services, the new collaborative practices are based, at least on a theoretical level, on a sharing of both intentions and responsibilities in the implementation of interventions.

Co-designing, co-programming and collaboration are increasingly included in governance processes: the Third Sector is the most representative entity in this.

The key concepts of community programming are real watchwords around which shared intentions and concrete interventions are built. In this field, a progressive coherence emerges in the delegation to the Third Sector (Fiorillo 2021). The concept of active citizenship, which chronologically follows that of social cohesion, precedes reflection on the concepts of 'community' and 'common good', real theoretical tools designed to connect individual and collective action to the idea of community.

4.1. Experimentations

Although the field is still experimental and examples of application are not many, the Third Sector is certainly not new to actions that actively act for local welfare. (Accorinti M., 2008)

Open and participatory schools⁷, a project promoted by MoVI (lead partner) and Labsus, deserve a mention in this type of practice. These experiences have highlighted how the open school gives rise to inclusive processes and generates social ties, which make it possible to build a broad and cohesive educating community, aware of the needs of its constituents. "The involvement of families and children in the planning of activities and in the co-management of the school space is a pivotal element in activating resources and capacities, designing a new way of conceiving the school: a school as a Common Good to be cared for and enjoyed in a creative and shared manner." (Labsus, 2020)

In Italy there are widespread experiences of 'Open Schools' that have the characteristic of opening the school after school hours to the territory, involving students/former students, parents, citizens of the school's territory, third sector bodies as co-managers of the common good (Fig.2). In this practice there is the functional idea of building around the building real "civic poles" intended as "places of participation" where the citizens of a territory support their school and at the same time the school helps a territory to have a project for the future. This is a subsidiary vision where the state school service managed by school workers is joined by the use of the school building as a common good of the territory managed with the voluntary and free action of citizens, starting with the students and parents of the schools themselves. These experiences

⁷ Available at:

have been able to build a bridge between School and Territory, making the concept of Educating Community concrete and experimenting with new administrative tools such as territorial 'Collaboration Pacts' or 'Community Educational Pacts'.



Figure 2. An Open School experience in Pescara, promoted by OCA, credits: Simionato L. In this wake, Labsus promoted the 'Schools Proximity Territories'⁸ project, which investigated the relations between schools and territories in small towns in the Italian provinces. The hypothesis is that, through a comparative look, it is possible to highlight some specificities of the relations between schools and territories where differentiated needs of conceiving a public service such as a school emerge.

The foundations were laid for an integrated model of co-design between school and territory. The school building has strong roots in the territories, it is the first garrison of the State. In small schools, diversifying the offer and uses in these structures is essential to ensure their survival, to intercept the educating community and to propose

⁸ Available at: <https://www.labsus.org/2022/02/piccole-scuole-patti-e-comunita/>

themselves as a service to all citizens. In the case study of the “Istituto Omnicomprensivo Bobbio”, an approach to the school as an educational centre was experimented with flexible school agreements allowing for greater customisation and community involvement. The centres are functional for the organisation of multiple configurations and local and global resources. The opening of school walls to the community, even beyond canonical hours, fostered forms of learning, civic engagement and social innovation.

On a different scale, but with an equally relevant impact, are the activities of the 'villa library' and 'community wood-burning oven' in Villa San Sebastiano, in a hamlet of Tagliacozzo in Abruzzo, strongly characterised by lack of services and socio-spatial inequalities (Fig.3). Here, the association 'Gli amici' was formed to keep the village library open, where writers are sent to present books, events are organised and the village is kept active. On the fifth anniversary of the birth of the library in Villa, in 2022 the association built the Anfiteatro Aureo, a self-built theatre made of hay bales in which they host meetings, debates, book presentations, screenings and food.



Figure 3. The hamlet of San Sebastiano, reworked by the author, credits: Google Earth

The re-appropriation of places and the residents' imaginations that materialise are an element of resilience that sees in these forces the key to the survival of these places. Open space thus bends to new uses that administrations may or may not take up.

5. Conclusions

The novelty of these processes that are being promoted could be a testbed to be monitored for internal areas, with less and less administrative capacity and more and more need for networking skills and experimentation. The third sector makes it possible to go beyond the traditional boundaries of formal administrative divisions, allowing practices tried and tested in other projects to spread and support local welfare, promoting the capacity of communities to carry out projects.

Enhancing the social capital offered by Third Sector organisations towards increasingly desired and tested processes of open governance is increasingly in demand. In this way, projects are based on the synergy of different institutional actors and other proponents through implementing agreements of understanding and collaboration pacts for the care of common goods, for an integrated and place-based approach to reconstruction.

Although there are public engagement policies activated by local institutions to involve citizens, they often highlight several critical issues related to processes and effective listening to communities. Many of the project initiatives investigated limit themselves to promoting the trust and consensus of local administrations on the policies implemented through the transparency of information, encountering difficulties in the development of more inclusive forms of territorial development. In this sense, the Third Sector must be considered as a guarantor and promoter of know-how and interests that actually pertain to its community of reference.

All official documents (Senday framework, Ipcc, Undr) refer to the concept of resilience, with this research the importance of Third Sector actors in its construction was analysed. Recalling the principles of the City Resilience Framework for resilience (Arup 2014), it can be stated that a cohesive territory in which the levels of Third Sector participation is relevant will be:

- reflective: accepting of the inherent and ever-increasing uncertainty and change in today's world. They have mechanisms to continuously evolve, rather than seeking permanent solutions based on the status quo. The presence of associations that are ready to listen to the new needs of the territories allows administrators to have reference points to look to, in order to study long-term interventions generally slowed down by bureaucracy. As a result, people and institutions examine and systematically learn from their past experiences, and leverage this learning to inform future decision-making;

- redundant: It includes diversity: the presence of multiple ways to achieve a given need or fulfil a particular function. Networks promoted by third sector organisations generate resilient systems of service provisioning, as they are generally not rooted in a defined

establishment, but often operate in the public spaces offered to them, they are the part of welfare most easily reactivated in the event of disaster;

- flexible: a system that can change, evolve and adapt in response to changing circumstances. The activities of associations are generally scattered throughout the territory, they are offered in public spaces such as schools, sports halls and squares. The spaces that host these activities remain open beyond canonical hours, remain manned and become real commons. They thus transform 'traditional' spaces and uses in new ways;

- resourceful: implying that people and institutions are able to rapidly find different ways to achieve their goals or meet their needs during a shock or when under stress;

- inclusive: emphasising the need for broad consultation and engagement of communities, including the most vulnerable groups. Addressing the shocks or stresses faced by one sector, location, or community in isolation of others is anathema to the notion of resilience. In this sense, the Third Sector has the capacity to generate community, including the most vulnerable groups and promote territorial re-appropriation. An inclusive approach contributes to a sense of shared ownership or a joint vision to build city resilience;

- integrated;

- robust.

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