Towards a User-Centered *Ex-Post* Evaluation: Monitoring Jubilee 2025

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Abstract. The impact evaluation of major events on cities represents an opportunity to understand the urban and social transformations resulting from strategic interventions. The tangible and intangible legacy of such events, as demonstrated by the XXXIII Olympic Games in Paris, highlights the importance of monitoring for measuring outcomes. This monitoring originates from a broader evaluation process, spanning from *ex-ante* to *ex-post* phases. A central aspect is the definition of the user profile as a guiding framework for the assessment, ensuring that benefits and impacts are analysed from the perspective of different user categories. The Jubilee of Rome 2025 emerges as a strategic event due to the substantial investments in urban and infrastructural transformations aimed at enhancing the pilgrimage experience while also leaving a material legacy for the citizens of Rome. Accordingly, this study introduces, as a first step in the monitoring process, a classification of the main intervention categories, which is essential for an organised representation of the funding framework. Subsequently, it focuses on the User-Centered approach as a key element in constructing the user profile for ex-post evaluation, thereby ensuring an inclusive perspective. Finally, the study proposes an evaluation dashboard designed to monitor the Jubilee-related projects in Rome. In doing so, it seeks to support decision-making processes and foster a deeper understanding of urban transformations within the context of strategic interventions.

Keywords: *Ex-post* evaluation · User-centered evaluation · Rome Jubilee 2025

1 Introduction

Major events represent strategic opportunities for host countries and cities, as they enhance international visibility, attract investment, and stimulate infrastructural development. Also referred to as mega-events, they provide a significant occasion to initiate profound processes of urban transformation [1], while at the same time posing the risk of excessive touristification of the territory. The organisational aspects associated with such events require substantial public investment and involve complex decision-making dynamics that engage institutional, economic, and social actors. Indeed, public investments of this kind are often regarded as crucial catalysts for economic recovery and urban renewal, as well as effective instruments for the implementation of long-term strategic

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policies [2]. Cost-benefit analysis has frequently been employed for the economic evaluation of public projects. However, this method adopts a relatively narrow conception of strategic success and is not always considered a reliable tool by policymakers [3]. It is therefore essential to adopt evaluation approaches capable of integrating multiple criteria, taking into account the diverse dimensions relevant to public project management. Such approaches, including the Five Case Model[1] used in the United Kingdom [4] and sustainability impact assessments across its three dimensions [5], belong to the broader category of multi-criteria evaluations. Nevertheless, these approaches are predominantly applied in the *ex-ante* phase, relying on forecasts and assumptions, while their *ex-post* application, based on concrete data and empirical evidence, remains limited [2]. Within this framework, strategic projects linked to major events play a central role, as they generate long-term economic and territorial effects.

Furthermore, while major events can foster economic development, in highly attractive urban contexts experiencing growing tourist flows, they contribute to the ongoing debate on overtourism [6]. This phenomenon, characterised by unsustainable mass tourism practices, increasingly leads to a perception of discomfort arising from tourist saturation [7]. The progressive transformation of historic city centres is one of the most evident examples of touristification processes [8]. Certain forms of tourism fail to integrate with residents' daily lives, consequently altering the urban landscape and making the cost of living affordable only for wealthier social classes [9]. As a result, integrating Human-Centred and User-Centred approaches in *ex-post* evaluations represents a first step towards implementing an assessment system that more effectively considers the needs and well-being of users. In this regard, the survey conducted immediately after the event within the European Capital of Culture (ECoC) project, specifically analysing the case of Matera 2019 [10], proved to be a valuable tool for examining possible causal links between the levels of satisfaction expressed by the local community and the actions and programmes implemented. The findings revealed that, while the event significantly enhanced the city's tourism appeal and economic fabric, it also generated partial dissatisfaction regarding citizen participation in the programme and the redevelopment of public spaces, leading to a phenomenon of gentrification, particularly of a commercial nature. Among the most recent examples there is Paris, host city of the XXXIII Olympic Games, where an *ex-post* evaluation would be highly desirable to precisely investigate the impact of the mega-event on the city and its inhabitants [1].

For the city of Rome, major events have historically constituted a crucial opportunity for urban development and the regeneration of specific areas, giving rise to a unique process of urban evolution. This dynamic has made contemporary planning processes particularly complex, as it is necessary to reconcile the preservation of historical memory with innovation [11]. Ultimately, Rome represents an urban environment of remarkable complexity, enriched by stylistic elements and overlapping works accumulated over the centuries, the result of the stratification of different civilisations and cultures that have shaped its history [12]. The Jubilee of 2025 is undoubtedly part of these intricate dynamics and, as such, serves as the case study for this contribution.

[1] The Five Case Model is a decision-support method based on five evaluation dimensions: strategic, economic, commercial, financial, and managerial.

2 The Role of Ex-Post Evaluation in Major Event Projects

Systematic *ex-post* evaluations following major events are rarely conducted. Notable exceptions include the post-opening evaluation system for major projects used in Norway and the United Kingdom's Post-Opening Project Evaluation (POPE), both of which employ dedicated *ex-post* assessment frameworks to measure outcomes [13]. When carried out, such evaluations typically cover less than 5 years, while long-term assessments remain infrequent. However, they serve as valuable tools to verify whether projects have effectively delivered the expected benefits and to identify which interventions have yielded results above or below initial projections, as well as the causes of these outcomes [14].

The effectiveness of *ex-post* evaluation is particularly evident when conducted in conjunction with *ex-ante* assessments, as this allows for a direct comparison between anticipated and actual effects, thereby enabling the identification of any deviations [15]. This comparison is essential not only for assessing the accuracy of initial forecasts and the effectiveness of interventions but also for distinguishing the specific effects of public policies from those driven by external factors, which may influence project outcomes even when planning has been carried out correctly [16]. Specifically, *ex-post* evaluation can be framed at two distinct moments during the operational phase: it is possible to define an *ex-post* results analysis, which provides an account of the activities undertaken, and an *ex-post* impact assessment, conducted after an adequate time interval to evaluate direct or indirect effects.

In this context, various evaluation methods can support decision-making in the *ex-post* phase, including direct survey tools such as questionnaires and interviews, econometric modelling, cost-benefit analysis, and multi-criteria evaluation methods [17]. This paper focuses on the latter, as they can accommodate conflicting attributes within a given decision-making context [18, 19]. These attributes, also referred to as evaluation criteria, represent specific aspects that, if necessary, can be aggregated into macro-criteria or evaluation dimensions. Such criteria are defined using specific indicators, a measurement scale (quantitative and/or qualitative), and an objective function (positive or negative). In *ex-post* evaluation, the alternatives—corresponding to individual interventions—are compared based on their performance relative to the selected criteria. The aforementioned evaluation components are structured using operational tools derived from linear algebra, specifically matrices, where columns represent the criteria and rows represent the alternatives. Furthermore, both evaluation and decision-making processes must be oriented towards a specific objective, which reflects the perspective of a decision-maker (e.g., an economic operator, an interest group, a technical expert, etc.) and, if necessary, can be explored under different scenarios [20].

Adopting an evaluation approach that focuses on user perceptions and engagement is essential for a deeper understanding of the impact of major events on those who live and experience cities [21]. The assessment of effects and impacts cannot be limited to the construction of a quantitative evaluation framework; instead, it should incorporate qualitative dimensions capable of capturing the experiential and social value created for the local community [10]. To achieve this, it is necessary to integrate a User-Centred approach into the evaluation process, ensuring that the intangible costs and benefits of major events on cities and their residents are also considered [22].

2.1 Ex-Post User-Centered Evaluation

The concept of designing based on the needs of users emerged in the 1970s, developing through different methods and applications depending on the field of intervention. In the domain of computer science, Rob Kling's 1997 publication *The Organizational Context of User-Centered Software Designs* is widely regarded as the moment when the term User-Centered Design (UCD) was formally codified [23]. In the field of architecture, the UCD approach serves as both a design and evaluation methodology, involving users in all phases of project development to address their specific needs and requirements [24].

The 2019 ISO standard [25], *Ergonomics of Human-System Interaction – Human-Centred Design for Interactive Systems*, establishes principles and activities for a design process that places users at the centre, enhancing their experience through direct involvement. However, a distinction must be made between Human-Centered Design and User-Centered Design (UCD), despite their shared focus on shifting attention from the product or process being designed to the end user and their needs. The former adopts a holistic perspective, considering users' physical, mental, and emotional needs, whereas the latter takes a more functionalist approach, concentrating on the user as an operator with specific functional requirements [26].

Integrating UCD principles into *ex-post* evaluation enables a more comprehensive understanding of the impact of major events through an iterative approach that considers users' perceptions of a programme or project. This type of evaluation involves gathering subjective feedback on usability, satisfaction, the quality of the work delivered, and the impact on users' health and well-being. An evaluation system structured on multiple levels, that considers the objectives established in the *ex-ante* phase, the degree of participation, the sense of belonging developed during the event, and user perceptions in the *ex-post* phase, is crucial for a comprehensive understanding of programme outcomes. Such an approach serves as a tool for examining the relationship between the local community's satisfaction levels and the actions or programmes implemented [10].

3 The Jubilee Works in Rome

This paper aims to structure a monitoring proposal for the ex-post evaluation of major events, using the Jubilee as a case study and assessing user satisfaction.

The history of significant events in modern Rome begins with the Ordinary Jubilee of 1900 [27]. One hundred and twenty-five years later, the inauguration of the Holy Year takes place within a broader development perspective, as the city of Rome is called upon

to plan the management of increasingly diverse tourist flows. The objective is to attract new market segments linked to major cultural and sporting events while simultaneously preparing for the 2025 Jubilee [28]. In this regard, the Capital city is experiencing a phase of significant expansion in the tourism sector: since the end of the Covid-19 pandemic, growth indicators have shown a positive trend, reaffirming tourism as a strategic driver of the city's economic development. In 2023, foreign tourist expenditure in Italy reached €51,688,000, marking a 16.8% increase compared to 2022 [29].

The specific interventions planned for the Jubilee primarily aim to rethink the relationship between consolidated areas, particularly the historic centre, and emerging peripheral hubs [28]. This event has already prompted the launch and partial completion of numerous construction projects, supported financially by the National Recovery and Resilience Plan (PNRR) through the "*Caput Mundi*" investment. This plan allocates substantial resources for the enhancement of Rome's archaeological, historical, artistic, and environmental heritage. Funding is directed towards coordinated interventions, including extensive conservation and enhancement works across the city. The focus is not only on Vatican City and the major basilicas but also on lesser-known religious and tourist sites, intending to restore urban decorum from both a touristic and religious perspective. At the same time, efforts are being made to improve transport services and mobility infrastructure [27].

The complexity of urban dynamics, which encompasses economic, cultural, and social dimensions [30], prevents a straightforward interpretation of their effects. Distinguishing the reciprocal influences of major events, extraordinary funding, and routine urban policies is particularly challenging. In this context, the local administration must simultaneously manage the demands of daily life, preparations for the 2025 Jubilee, and the implementation of numerous projects financed through the PNRR [27].

3.1 Funding for the Jubilee Projects

The Intervention Plan for the Jubilee 2025 aims to ensure adequate reception for the tens of millions of pilgrims who will arrive in Rome, making the city more accessible, sustainable, and inclusive [31]. For Rome, this plan represents an extraordinary opportunity, not only to guarantee the efficient management of the global influx of visitors but also to implement structural interventions capable of enhancing the city and leaving a tangible legacy for its residents. The interventions are divided into two categories: those deemed non-deferrable, to be completed in time for the Jubilee celebrations, and those essential for the long-term improvement of the city's infrastructure, which will have a lasting impact on the quality of life for both citizens and pilgrims [31] (Fig. 1).

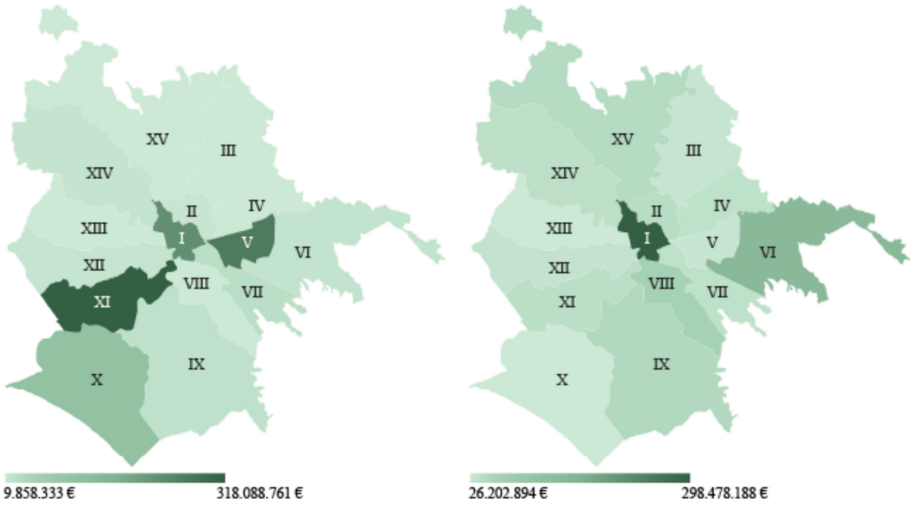

Fig. 1. Distribution of total funding by administrative Municipalities for essential interventions (left) and non-deferrable interventions (right), authors' analysis.

Table 1. Summary of intervention types by Municipality, authors' analysis.

Municipality	Essential interventions	Non-deferrable interventions
I (Centro)	227.770.089 €	298.478.189 €
II (Parioli)	14.485.594 €	44.602.758 €
III (Monte Sacro)	9.858.333 €	33.202.895 €
IV (Tiburtino)	11.433.333 €	39.352.895 €
V (Prenestino-Casilino)	264.448.665 €	30.849.561 €
VI (delle Torri)	20.558.333 €	141.454.228 €
VII (Appio-Tuscolano)	26.254.062 €	38.952.895 €
VIII (Ostiense-Ardeatino)	10.283.333 €	63.269.450 €
IX (EUR-Laurentino)	22.933.333 €	50.246.894 €
X (ostia-Acilia)	111.675.865 €	26.202.895 €
XI (Arvalia Portuense)	318.088.761 €	40.647.629 €
XII (Gianicolense)	16.505.903 €	34.393.875 €
XIII (Aurelio)	10.358.333 €	27.048.416 €
XIV (Monte Mario)	17.910.863 €	39.990.187 €
XV (Milvio)	10.933.333 €	47.310.228 €
Beyond the City of Rome	504.872.527 €	52.431.787 €
Purchase and equipments	120.349.000 €	1.030.295.309 €
Total	1.718.719.664 €	2.038.730.090 €

If the 2022 planning included a total of 88 interventions with an allocated budget of 2.337.000.000 €, the latest revision has established a total public expenditure of

4.306.249.75 €, of which 1.766.800.000 € is allocated to Jubilee grant, covering a total of 326[2] interventions.

In the history of Rome's urban transformations for past Jubilees, two recurring elements emerge: the centrality of the axis connecting Castel Sant'Angelo to St. Peter's Basilica, aimed at facilitating the influx and mobility of pilgrims, and the improvement of their routes between the city's basilicas [27]. The current Jubilee strategy can be evaluated through a mapping of funded interventions by municipal distribution (Fig. 2). Notably, within the total Jubilee funding, Municipality I dominates resource allocation, accounting for 22% of the total funding (Table 1) and 36% of the resources within the administrative boundaries of Rome's Metropolitan City.[3]

Table 2. Summary of funding by Municipality, authors' analysis.

Municipality	Total funding	Of which Jubilee funding
I (Centro)	559.581.611 €	393.198.189 €
II (Parioli)	92.421.686 €	41.172.758 €
III (Monte Sacro)	76.394.561 €	34.477.895 €
IV (Tiburtino)	84.119.561 €	39.682.895 €
V (Prenestino-Casilino)	328.631.560 €	62.619.561 €
VI (delle Torri)	195.345.895 €	93.822.228 €
VII (Appio-Tuscolano)	98.540.290 €	30.847.895 €
VIII (Ostiense-Ardeatino)	106.886.117 €	47.700.894 €
IX (EUR-Laurentino)	106.513.561 €	56.096.894 €
X (ostia-Acilia)	171.212.093 €	58.302.895 €
XI (Arvalia Portuense)	392.069.723 €	50.517.895 €
XII (Gianicolense)	84.233.111 €	35.441.495 €
XIII (Aurelio)	70.740.082 €	36.539.895 €
XIV (Monte Mario)	91.234.383 €	49.871.869 €
XV (Milvio)	91.576.895 €	57.910.228 €
Beyond the City of Rome	557.304.314 €	101.655.314 €
Purchase and equipments	1.199.444.309 €	576.941.201 €
Total	4.306.249.754 €	1.766.800.000 €

[2] The planned interventions, excluding those funded by the PNRR "*Caput Mundi*" programme, amount to 325. Therefore, it is assumed that the total number of interventions, including those financed by the PNRR, is higher.

[3] The data analysis preliminary to the mapping was conducted by the authors based on the interventions outlined in the document published by the *Osservatorio PNRR e Giubileo Roma,* available at: https://www.osservatoriopnrrgiubileoroma.it/giubileo-2025/ (Last accessed: 27 February 2025). The areas involved beyond the boundaries of Rome's Metropolitan City include the provinces of Frascati, Viterbo, and Frosinone.

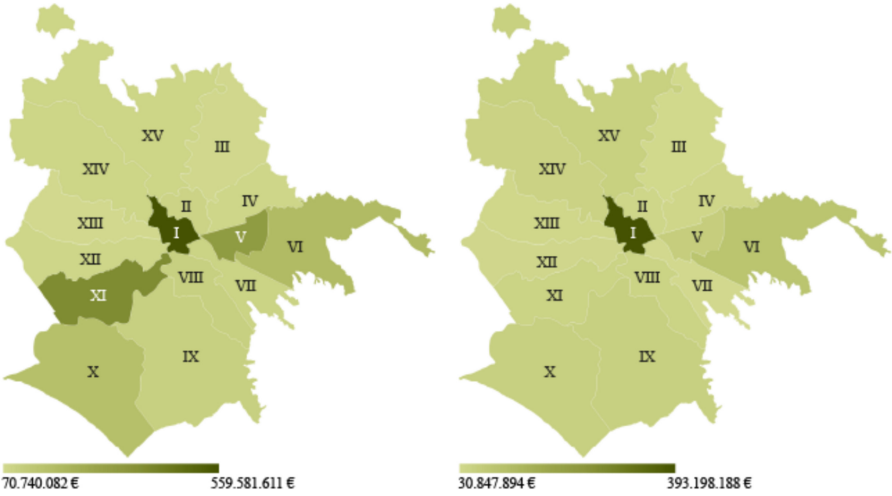

Fig. 2. Distribution of total funding (left) and Jubilee funding (right) by Municipality, authors' analysis.

For *ex-post* evaluation purposes, it is essential to identify the intervention categories (Table 2) described in the Intervention Plan for the Jubilee 2025 [31], briefly outlined below.

The thematic macro-area of Requalification and Enhancement includes 121 interventions divided into three specific domains: the requalification of public spaces, the enhancement of Jubilee sites, and the revitalisation of suburban areas. The macro-area of Accessibility and Mobility comprises 44 interventions aimed at improving accessibility and mobility both within the city and in the surrounding areas. These interventions include actions and strategies designed to strengthen public transport infrastructure, promote soft and sustainable mobility, and optimise private transport. The macro-area of Hospitality and Participation consists of 70 interventions, further categorised into: interventions dedicated to welcoming pilgrims and visitors, those focused on supporting vulnerable individuals, initiatives aimed at fostering participatory processes, and measures to enhance reception in healthcare facilities. The macro-area of Environment and Territory reflects the Jubilee's commitment to preserving and enhancing the city's natural heritage, with 24 interventions focused on water routes and parks, to integrate them harmoniously and sustainably with the urban environment and its inhabitants. The macro-area of Hospitality Programme encompasses 66 interventions divided across various sectors: public order and safety, healthcare, mobility, telecommunications, volunteering and logistics, tourism, culture, and urban maintenance. Additionally, by precisely identifying each intervention, it has been possible to map the distribution of funding across municipalities based on each thematic macro-area (Fig. 3; Table 3).

Table 3. Summary of Jubilee Funding by Thematic Macro-Area

Thematic Macro-Area	Interventions	Total Funding	Of which Jubilee Funding
Requalification and enhancement	121	976.621.050 €	717.671.321 €
Accessibility and mobility	44	1.809.631.703 €	545.776.473 €
Hospitality and participation	70	676.221.556 €	222.878.000 €
Environment and territory	24	60.965.000 €	60.400.000 €
Hospitality programme	66	278.310.446 €	215.574.206 €
Other (Rome *Caput Mundi*)	1	4.500.000 €	0 €
Total	326	4.306.249.754 €	1.766.800.000 €

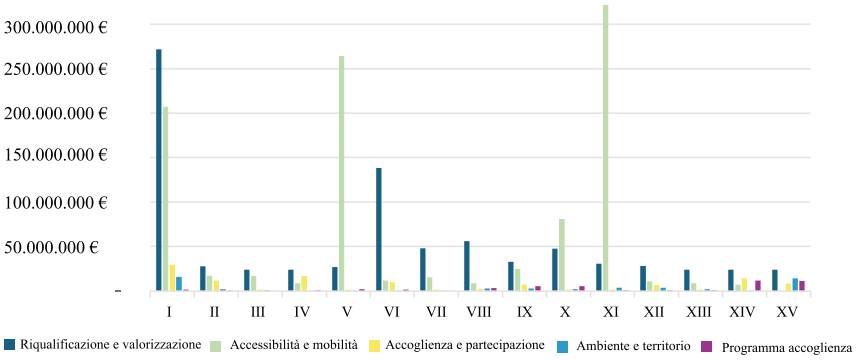

Fig. 3. Distribution of total funding by Municipality, for each thematic macro-area, authors' analysis.

It is evident that the Intervention Plan for the Jubilee 2025 represents an extraordinary opportunity for public investment in the city of Rome. With the exception of the resources allocated to Municipality I, the funding is distributed almost evenly across the territory of Rome's Metropolitan City. This is further confirmed by the high concentration of construction sites throughout the city, albeit with some differences between central and peripheral areas, reflecting the ambitious commitment to requalify and modernise the urban fabric. Not only the historic centre but also the suburbs and surrounding areas are targeted by these interventions, fostering widespread and inclusive urban transformation.[4] The Plan's cross-sectoral approach—ranging from the requalification of public

[4] Through the portal https://romasitrasforma.it/il-progetto, it is possible to estimate that by September 2024, approximately 400 construction sites were simultaneously active in the capital.

spaces to the enhancement of historical and cultural heritage, as well as improvements in infrastructure and services—highlights the interconnected nature of the various areas of intervention.

4 Monitoring Proposal

The analysis focuses on the impact of the interventions by adopting a User-Centered approach, assessing the material legacy anticipated by the Intervention Plan for the Jubilee 2025. The initial research results provide a preliminary evaluation of the implementation status of Jubilee projects, based on the distribution of funding by type and Municipality (Table 4).

Table 4. Progress status of Jubilee projects by type of intervention and municipal distribution, authors' analysis (The data processing was carried out based on the total amount listed in Table 1).

Municipality	Essential interventions		Non-deferrable interventions	
	Completed	Ongoing	Completed	Ongoing
I (Centro)	0%	66%	64.0%	31.5%
II (Parioli)	0%	59%	4.4%	92.3%
III (Monte Sacro)	0%	4%	3.4%	93.7%
IV (Tiburtino)	0%	13%	2.9%	92.1%
V (Prenestino-Casilino)	0%	62%	6.4%	84.1%
VI (delle Torri)	0%	2%	24.1%	64.5%
VII (Appio-Tuscolano)	0%	38%	2.9%	79.2%
VIII (Ostiense-Ardeatino)	0%	54%	25.9%	67.4%
IX (EUR-Laurentino)	0%	39%	2.3%	95.8%
X (Ostia-Acilia)	0%	9%	4.4%	92.0%
XI (Arvalia Portuense)	0%	3%	2.8%	92.5%
XII (Gianicolense)	0%	30%	3.3%	90.5%
XIII (Aurelio)	0%	9%	4.2%	83.6%
XIV (Monte Mario)	0%	2%	19.1%	72.5%
XV (Milvio)	0%	13%	2.4%	80.9%
Total	0%	34%	27.6%	65.3%

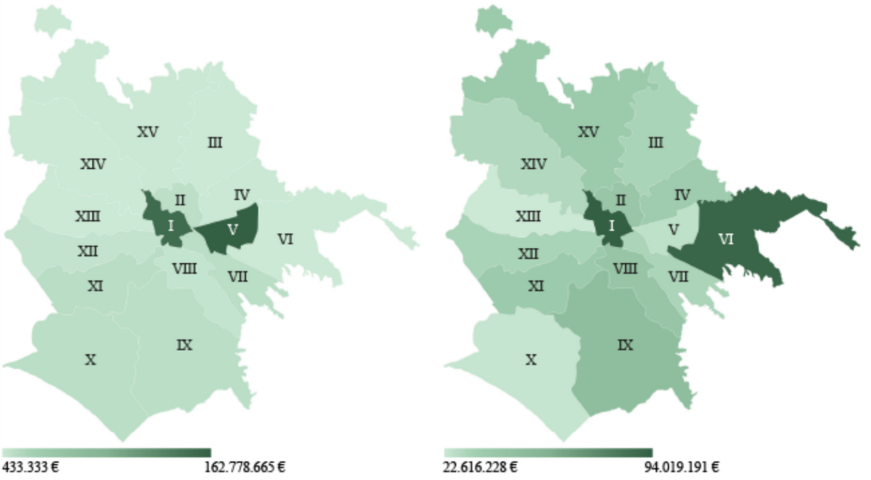

Fig. 4. Distribution of Jubilee projects under construction as of March 2025, by Municipality, with essential interventions (left) and indispensable interventions (right), authors' analysis.



Fig. 5. Archaeological Monumental Centre, Piazza di Porta Capena: ongoing, completion expected in the first quarter of 2025. Photo by the authors.

The entirety of the Jubilee projects has completed the design phase. Among the non-deferrable interventions, only 27.6% have been completed, 65.3% are in the construction phase, and the majority of works are expected to be completed between the third and fourth quarters of 2025. These projects mainly involve extraordinary maintenance of

primary roads, restoration works, and infrastructural developments. The remaining 7.1% still need to complete the tendering process to award the construction contracts.[5]

In contrast, none of the essential interventions have been completed, and only 13% are currently under construction; the remaining 87% still need to finalize the tendering process. These interventions are primarily infrastructural in nature, with completion expected between 2026 and 2029 (Figs. 4 and 5).

Moreover, the research outlined the operational aspects for a future monitoring proposal, envisioning the following steps:

1. Selection of thematic areas involving funding directly allocated to the territory of Rome's Metropolitan City.
2. Definition of key aspects contributing to ex-post evaluation.
3. Assessment of impact (high, medium, low) on users for each thematic area, based on evaluation criteria.
4. Development of a set of criteria for the ex-post evaluation of each thematic area to structure the evaluation matrix.

The first phase involves defining the thematic areas to be considered for the evaluation, based on public spending carried out in the territory for Jubilee projects.[6]

For each macro-area, the completed interventions are highly diverse, both in terms of scale and type of the projects carried out. Within the thematic macro-area of Requalification and Enhancement, one of the most significant completed projects is the construction of the new underpass at Castel Sant'Angelo, along with the redevelopment of the overlying Piazza Pia, by pedestrianizing the area between Castel Sant'Angelo and St. Peter's Basilica. In the thematic macro-area of Accessibility and Mobility, one of the most important undertakings is the expansion of cycling infrastructure, with particular emphasis on a new pedestrian-cycle path linking the Monte Mario and Monte Ciocci cycle route to St. Peter's. As for the thematic macro-area of Hospitality and Participation, the establishment of a new youth hostel within the premises of the former Psychiatric Hospital of Santa Maria della Pietà in Rome, that has resulted in the creation of approximately 70 beds for pilgrims. Within the thematic macro-area of Environment and Territory, among the most impactful completed works is the creation of new riverside parks along the Tiber River, such as the park at Lungotevere delle Navi, which features a wooden walkway with rest areas and open spaces designed for educational and nature-based activities. Finally, as part of the Hospitality Programme, substantial investments have been made in the transport sector, including the renewal of regional railway lines and the acquisition of new public transport vehicles (Table 5).

The aspects contributing to the *ex-post* evaluation in the second phase are framed with the objective of assessing the overall well-being of the population. The adopted reference is the "Benessere Equo e Sostenibile" (BES) report [32], which evaluates quality of life in a multidimensional way. The areas analyzed in the report include

[5] The data reported are the result of a direct survey on all the interventions analysed and through consultation of the platform www.romasitrasforma.it.

[6] The following are excluded: communication areas, public order and security, essential and emergency technical services, and telecommunications related to the macro-area of the Hospitality Program.

Table 5. Definition of thematic areas and identification of interventions within the investment framework.

Thematic Macro-Area	Thematic Area	Interventions Under Evaluation	Excluded Investments	Total
Requalification and enhancement	Public space	56	4	60
	Jubilee sites	15	0	15
	Peripheries	46	0	46
Accessibility and mobility	Soft	8	0	8
	Public	16	1	17
	Private	13	6	19
Hospitality and participation	Pilgrims and visitors	18	1	19
	Vulnerable individuals	2	0	2
	Participation	15	0	15
Environment and territory	Urban decor	1	1	2
	Historical parks	3	0	3
	Tiber river	18	1	19
Hospitality programme	City maintenance	1	2	3
	Mobility	6	7	13
	Healthcare	4	2	6
	Setups	3	0	3
	Tourism and culture	3	4	7
	Volunteering	1	8	9

12 dimensions of wellbeing: "Health," "Education and training," "Work and work-life balance," "Economic Well-being," "Social relationships," "Politics and institutions," "Safety," "Subjective wellbeing," "Landscape and cultural heritage," "Environment," "Innovation, research, and creativity," and "Quality of services."

In the third phase, the evaluation grid is structured into an assessment matrix composed of thematic areas (rows) and evaluation aspects (columns). The entries in the matrix correspond to the impact on users for each thematic area based on each evaluation aspect (Table 6). The impact assessment is expressed on a three-level qualitative measurement scale (low, medium, high), thus making it possible to define a priority vector of evaluation aspects for each thematic area.

Finally, for each evaluation aspect derived from the BES report [32], criteria were defined based on the strategies adopted in the research by Bosone and Ciampa [33] and identified in the first European Commission document, *"Human-Centred City"* [34].

Table 6. Human-Centered impact matrix.

Thematic Area	Evaluation Aspects											
	1. Health	2. Education and training	3. Work and life-time balance	4. Economic well-being	5. Social relations	6. Politic and institutions	7. Safety	8. Subjective well-being	9. Landscape and cultural heritage	10. Environment	11. Innovation, research and creativity	12. Quality of services
Public space	•	°	°	•	•	•	•	•	•	•	°	•
Jubilee sites	°	.	.	•	°	•	•	°	•	•	•	•
Peripheries	•	•	•	•	•	•	•	•	°	•	•	•
Soft Mobility	•	°	•	•	.	•	.	•	.	•	.	•
Public Mobility	•	°	•	•	.	•	.	•	.	•	.	•
Private Mobility	•	°	°	•	.	°	.	°	.	°	.	.
Pilgrims and visitors	°	.	.	•	°	•	•	•	•	.	.	•
Vulnerable individuals	•	°	°	°	•	°	•	•	•	.	.	•
Participation	°	•	°	•	•	°	•	•	°	.	°	•
Urban decor	°	.	°	°	°	°	•	•		°	.	•
Historical parks	°	.	°	•	°	.	°	.	°	°	.	.
Tiber river	•	°	°	°	°	.	.	.		•	.	.
City Maintenance	•	°	•	•	°	•	•	•		•	°	•
Mobility	°	°	•	•	•	•	•	•	.	°	°	•
Healthcare	•	.	•	•	•	°	°	•	.	°	.	•
Setups	°	.	•	°	°	.	°	.	.	°	.	.
Tourism and culture	°	°	•	•	•	•	°	•	•	°	•	•

• = high user impact ° = medium user impact . = low user impact

This document emphasizes the importance of citizen engagement in the planning, design, implementation, and dissemination phases of any research and innovation initiative, highlighting the critical transition toward Human-Centered cities aimed at providing equal opportunities for all (Table 7).

Table 7. Human-Centered Aspects and Criteria of the Evaluation.

Aspect	Criterion	Description
1. Health	1.1. Health-resilience plans	The impact of the intervention in improving access to healthcare services, strengthening public health.
	1.2. Circularity	The effect of circular economy practices triggered by the intervention on public health.
	1.3. Equal opportunities	The initiation of policies capable of reducing healthcare inequalities as a result of the interventions.
2. Education and training	2.1. Population training	Effects on improving the population's skills and increasing accessibility to educational opportunities.
	2.2. Bridge educational and income gaps	Reduction of disparities in access to education and economic opportunities between different territories and citizens.
3. Work and life-time balance	3.1. Governance and participatory process	Citizen engagement activated by the intervention.
	3.2. Urban inclusion	Impacts and effects on the inclusion of all individuals in urban contexts.
4. Social relations	4.1. Inclusive cities	Impact of urban works on social inclusion and the reduction of marginalization of vulnerable groups.
	4.2. Cultural diversity	Influence of interventions on social cohesion and the quality of urban lifestyle.
	4.3. Social bonding	Strengthening of social networks and solidarity within communities.
5. Politic and institutions	5.1. Citizen engagement	The level of active citizen participation in public policy development and implementation.

(*continued*)

Table 7. (*continued*)

Aspect	Criterion	Description
	5.2. Urban innovation systems	Urban innovation systems that improve quality of life and enhance service efficiency.
6. Safety and subjective Well-being	6.1. Built environment	Impact of the built environment on urban safety, psychological wellbeing, and overall quality of life.
7. Landscape and cultural heritage	7.1. Cultural and natural heritage resilience plans	Community resilience and the safeguarding of ecosystems.
8. Environment	8.1. Adaptation and mitigation	Effectiveness of interventions in reducing emissions and adapting infrastructures to climate change impacts.
	8.2. Develop resources	Efficiency in the use and management of natural, technological, and human resources, and its impact on sustainable development.
	8.3. Decarbonisation	Success in reducing CO_2 emissions and the transition to low-emission technologies.
9. Innovation, research and creativity	9.1 Infrastructure-resilience plans	Infrastructure capacity to withstand extreme events and maintain functionality during crises.
10. Quality of services	10.1 Accessible services	Accessibility of services for all individuals, ensuring equal opportunities in accessing vital resources.

Finally, the evaluation of the performance of each previously considered intervention, categorized within its respective Macro-Area (Table 8), is planned. To this end, the next implementation phase will focus on defining specific indicators for each criterion, along with identifying the essential metrics required to monitor the progress of the interventions over time and assess their effects and impacts.

Table 8. Human-centered evaluation matrix for the Macro-Area Requalification and Enhancement.

	Evaluation Aspects																		
	1.			2.		3.		4.			5.		6.	7.	8.			9.	10.
Area of intervention	1.1.	1.2.	1.3.	2.1.	2.2.	3.1.	3.2.	4.1.	4.2.	4.3.	5.1.	5.2.	6.1.	7.1.	8.1.	8.2.	8.3.	9.1.	10.1.
Public space																			
(Intervention n.)																			
Jubilee sites																			
(Intervention n.)																			
Peripheries																			
(Intervention n.)																			

5 Conclusions

In recent decades, *ex-post* evaluations of major events have raised critical concerns regarding the actual accuracy of *ex-ante* studies, especially those commissioned by event promoters, which often tend to overestimate net benefits while underestimating costs. This tendency has given rise to what economist Martin Müller [22] terms the "mega-event syndrome." The economic literature on major events questions their long-term impact on the built environment and the host city's population. Consequently, such transformations require an evaluation based on a User-Centered Design (UCD) approach, prioritizing the needs of residents and visitors alike to balance tourist appeal with daily urban livability [22].

In the case of the Jubilee Year 2000 in Rome, one major critical issue was the lack of a structured ex-post evaluation. According to Montanari [35], this absence hindered a comprehensive understanding of the long-term effects of the event's material legacy on the host city and its inhabitants. A thorough *ex-post* evaluation could have yielded valuable insights to enhance the planning and management of future events, thus ensuring long-lasting benefits for the local community.

In the context of the 2025 Jubilee, *ex-post* evaluation emerges as an essential tool, urging decision-makers to adopt sound governance practices and remain accountable for the measured impacts and outcomes of their choices. Additionally, it increases transparency concerning the event's actual results.

In the absence of structured *ex-ante* and ongoing evaluations for the current case study, the research thus far has focused on defining an evaluative framework and identifying relevant thematic areas toward a proposed *ex-post* monitoring process. The UCD approach has enabled attention to be directed toward the legacy that the Jubilee 2025 could leave behind, particularly in terms of sustainable, equitable, and inclusive urban development. One notable challenge is the limited direct comparability between expected outcomes and actual post-event results. However, by combining qualitative and quantitative techniques, it becomes possible to measure the value of urban transformations, documenting investments and project timelines in terms of urban well-being.

In this light, the contribution aims to advance a user-centered proposal, which implies active engagement of users. Therefore, when evaluating the impacts of future events, it

is essential to develop consistent tools. Future developments could involve creating an instrument to assess the effects of Jubilee 2025 based on specific criteria and indicators co-designed and measured with users.

Such an approach would not only deepen the understanding of the tangible benefits and challenges linked to urban transformations but also refine the decision-making process for future events, promoting greater transparency and ensuring a long-term positive impact on the city and its residents.

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