

D.T1.3.1 FRAMEWORK CONCEPT FOR THEMATIC WORKING GROUP 2

Concept of the working methods of TWG 2 and
conceptual basis for developing a Model for
participatory planning and maintenance of UGS

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1. Project context

Urban Green Spaces (UGS) provide various environmental, social and economic benefits to cities and their populations. UGS have a basic role in making residential and working environments more livable places, improving environmental performance (e.g. filtering pollutants and CO₂ from air) and climate resilience.

However, because of the ongoing (sub)urbanisation processes, (semi-)natural environments and all types of green spaces are increasingly getting under pressure, which leads to the fragmentation of ecosystem networks and contributes to biodiversity loss.

As green spaces and their thoughtful development and management enables us tackling a series of harmful environmental impacts and climate change related risks, there is a common demand for better functioning operational models for Urban Green Space governance.

The Urban Green Belts (UGB) project’s main objective is to improve planning, management and decision-making capacities of the public sector related to UGS, thus creating integrated, sustainable UGS planning and management systems.

The common challenges of weak, non-integrated UGS management in CE FUAs call for smart solutions that this project proposes to co-create and test. Following a comparative situation analysis, partners will jointly elaborate innovative methods and tools for sustainable UGS management. They will focus on:

1. Green Infrastructure as a smart tool for providing ecological, economic & social benefits through natural solutions which local decision-makers are generally not aware of. Therefore, a GIS-based Spatial planning decision support tool will be elaborated for assessing and evaluating existing green spaces, facilitating the application of the GI approach in strategic planning.
2. Community involvement in planning and implementation processes is rarely applied in the region, although it is crucial for ensuring social and economic sustainability of UGS management. UGB will elaborate smart techniques for awareness raising and activation of civil society organisations and citizens through community building.
3. Multi-stakeholder governance is an inevitable but underexploited tool for effectively managing UGS. Therefore, UGB will develop smart solutions promoting the cooperation of different levels of governance, sectors and internally across various departments of authorities, as well as a training curriculum for municipalities on the application of integrated UGS planning and management in the context of multi-stakeholder governance.

These solutions, methods and tools will be compiled into three UGB Smart Models that will be tested through Pilot actions during the project. The relationship between these elements is shown in *Figure 1*.

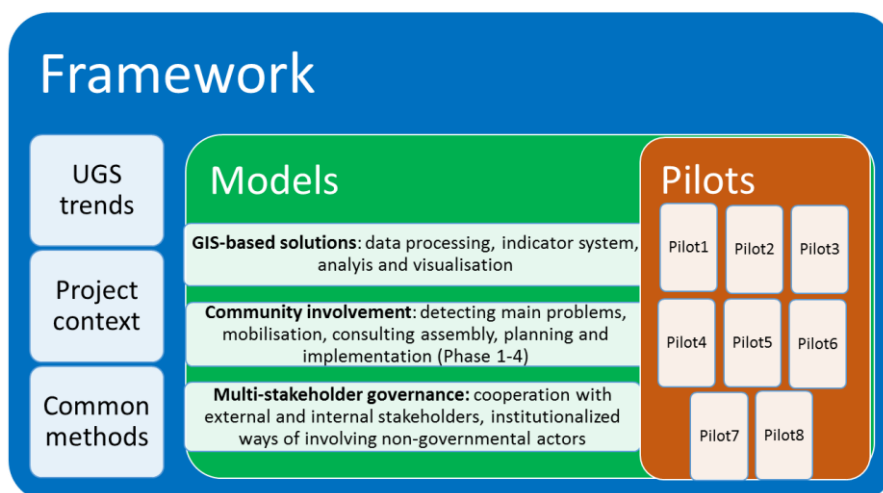


Figure 1 Connection among the Framework, the UGB Smart Models and the Pilot actions



The flowchart of the UGB Smart Models development process is shown in *Figure 2*. In line with this, as a first step, a draft model will be developed and then tested through Pilot Actions. The finalised model will be an integral part of the Smart UGS Governance Manual, that is one of the major outputs of the project.

During the whole process, FUA level Stakeholder Platform meetings and UGB Transnational meetings will support the development. Furthermore, a Transnational Synergy Workshop with similar projects and initiatives will help to identify and include relevant knowledge and experience from outside the consortium.

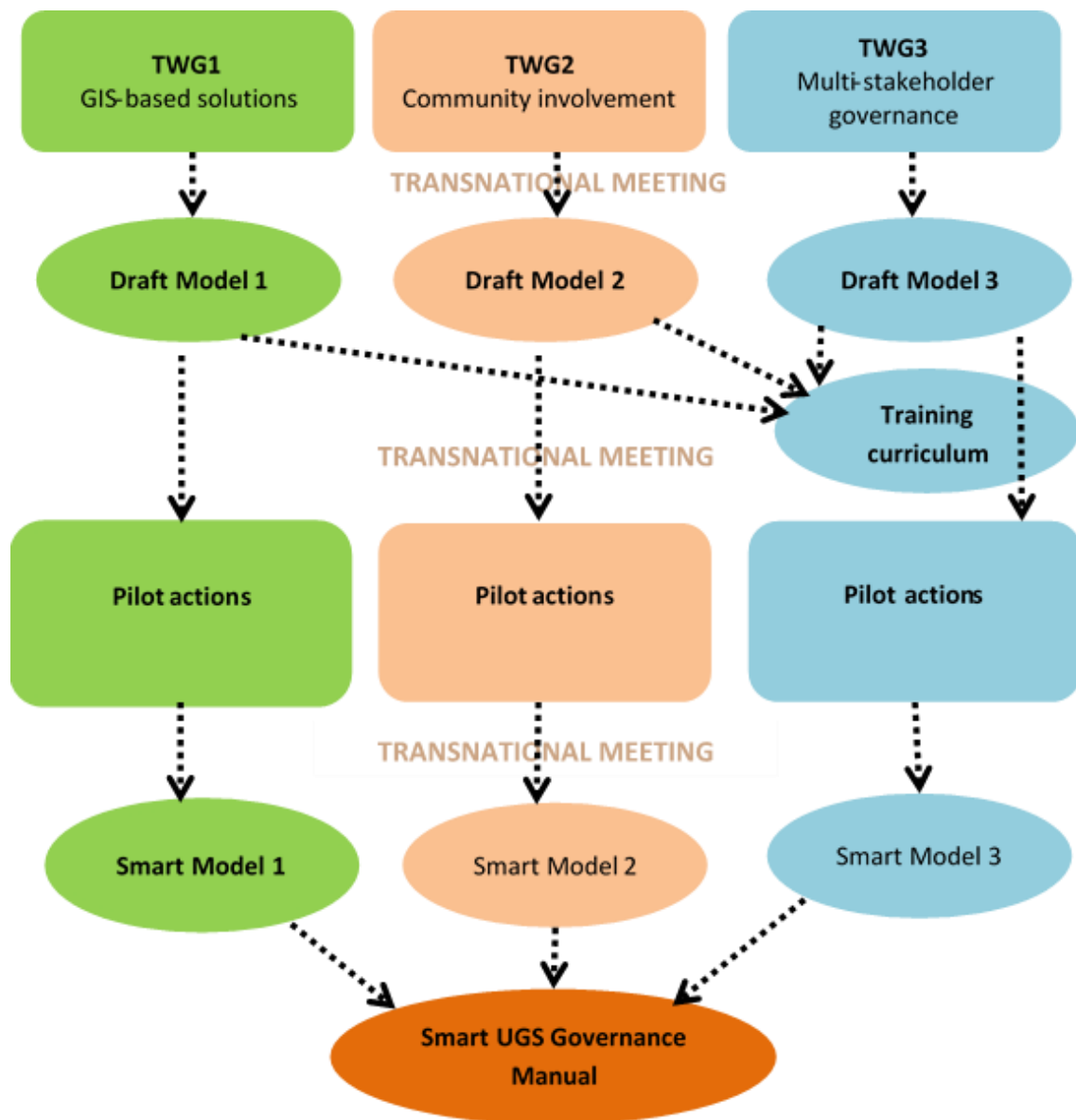


Figure 2 Flowchart shows the development of UGB Smart Models



2. Structures and procedures

2.1. Background

Urban green spaces (UGS) can improve people's quality of life and enhance the city's environmental quality. In accessible green areas people can engage in different leisure or recreational activities, develop social interaction and fortify territorial cohesion. This is of crucial importance in contemporary global society. Moreover, in densely populated cities, UGS can reduce air pollution and urban noise, improve urban climate, contribute to keeping urban ecological balance, promote biodiversity, and also improve urban economy (tourism, sport industry). Therefore, UGS construction, management and maintenance play an increasingly significant part in urban sustainable planning and development. Well-coordinated development of green spaces can also foster integration between cities and the countryside. However, if the UGS are not in a good shape they can easily turn into a burden and a constant "battlefield" between inhabitants and the responsible authorities. Successful sustainable development and governance of UGS inevitably require new ways of integrated or comprehensive planning and maintenance, which involves the perception and voice of different sectors and actors: local decision-making bodies, experts (urban planners, architect, geographers), businesses and citizens. Until recently, the latter were not actively incorporated in the decision-making process. According to a body of literature and case studies in many countries and regions across Central Europe, the implementation of participatory processes - which entail active involvement of different sectors from the beginning of the decision-making process - have been severely undervalued. This led to inharmonious and uncoordinated urban development and poor identification of relevant citizens in on-going processes. Consequently, civil society and vulnerable groups have often been excluded and deprived.

The abovementioned problems and the development of new concepts and paradigms connected with sustainable development have encouraged many scholars to introduce and implement new approaches to planning, developing and managing UGS in a more integrated manner. Likewise, new approaches have been developed to effectively incorporate the needs and demands of the community, cutting across upper and lower classes divisions to ensure the commonality of living urban infrastructure in cities. Many case studies all over the world have proved that the environment is maintained and used more sustainably if citizens are active and involved in its creation and management, rather than being treated as passive consumers (Sanoff 2008: 59). The voices of the community, then, should be taken more seriously since any decision regarding the maintenance and management of UGS could affect their lives. According to the principles of participatory democracy, which is becoming the basis for smart, sustainable and inclusive growth (Europe 2020), the public has the right to know about what is happening in the surrounding green areas and should be encouraged to take an active part in activities which affect them in places where they live and work (Bahrain Shuib et. alt. 2015: 315). Furthermore, citizens are the major stakeholders and can ensure the success of green areas. For example, a dialogue session between managers or planners and representatives from various community groups is important to know what their needs are and to generate new ideas. On the other hand, the community needs to analyse their own problems, express their own thoughts on the solutions and support any community strategies (Bahrain Shuib et. alt. 2015: 312).

Since the 1990s, a participatory approach has also gained impetus within the context of sustainable development, where, besides the environment and the economy, special emphasis is placed on the societal development (global, national or local) and "good governance". This means that the decision-making processes are transparent and accountable, responsive, equitable and inclusive, effective and respect the rule of law (Müller, Stotten 2011: 7). In December 1993, the Development Assistance Committee of the OECD (DAC) approved the "Orientations for participatory development and good governance," where a great deal of value is attached to good governance, respect for human rights and democratisation in relation to sustainable advances in development. In this case, sustainability is defined as a future-oriented process of searching, learning and shaping **within the society**. The focus is on how social learning processes can be organised and objectives developed. It also mentions the increase of social competence and knowledge due to the discussions required in participatory processes (Müller, Stotten 2011: 7).



The participatory processes thus include a set of methods to introduce and implement participatory democracy in a selected community. This demands that individuals learn participatory skills and acquire necessary competences to effectively participate in various ways in the decision-making processes that affect them. Consequently, when collectivised, decision-making becomes a highly decentralised process throughout society. Particularly crucial in this conception of participation and participatory democracy is the insistence that the democratisation of decision-making on local levels and in private organisations is a necessary prerequisite for political democracy at the national level (Sanoff 2008: 59).

UGB project is aware of the principles of sustainable development and insufficient inclusion of society into the development and planning processes of the environment (rural and urban areas) and therefore explicitly focuses on the mobilisation and active involvement of citizens (as users of UGS) and community (civic) groups. Yet, it also involves other stakeholders (such as public organisations, experts, private sector members) into greenery design and the UGS revitalisation and maintenance processes. Several approaches and methods have been developed by researchers and experts on how to involve and mobilise community perceptions, beliefs, attitudes, opinions or viewpoints; one of them is participatory planning, which is an “open, accountable process through which individuals and groups within selected community can exchange views and influence decision making” (Internet 1). It focuses on the involvement of different stakeholders, providing them with a space and an opportunity not just to listen and watch, but instead interact with the processes. At the same time, such practices empower them to accept the possibility that they could influence and change the course of the process, and influence the outcomes. Participatory approach tends to create links between groups of stakeholders that usually do not communicate, giving them a possibility to familiarise themselves with different perspectives and, in this way, opening up a space for discovering new ways of seeing and solving problems (Bole and Bigaran, 2013). Furthermore, participatory planning breaks down the barriers between expert and communities. Not least, participatory approach sets out to establish, via expert knowledge and involvement, a link between citizens, experts and governing bodies.

2.2. Objectives

The main purpose of this document is to present a Framework concept for Thematic working group 2 (TWG 2), which will work on **Smart model for community involvement into urban green spaces management (planning and maintenance)**. The comprehensive model will comprise smart methods, techniques and tools for integrating a participatory approach into policy and practice related to UGS management. The focus will be on mobilisation and active involvement of citizens (as users of UGS) and community (civic) groups, and other stakeholders (such as public organisations, experts, private sector members) into greenery design, revitalisation and maintenance processes with an aim to upgrade urban ecosystems.

The TWG 2 was constructed in the transnational meeting in Padua (14-16 November 2016), and is led by the ZRC SAZU team. The TW2 members are the 12th District of Budapest (Municipality of 12th district of Budapest), Krakow (Municipality of Krakow), and Maribor (Maribor Development Agency).

The **Framework concept for TWG2 (Deliverable D.T.4.1)**, prepared by the ZRC SAZU team, presents the first step in on-going activities. It focuses on the concept of TWG2 working methods and on conceptual basis for developing a model for participatory planning and maintenance of UGS. The document was reviewed by the involved partners, who provided invaluable comments, suggestions, and new ideas. In the online coordination meeting in March and the second transnational project meeting in Maribor (April 2017) partners will have the opportunity to express their in-depth suggestions and comments in order to prepare realistic and applicable draft for the Smart model.

The Framework concept was harmonised with other knowledge partners as well. It should also be mentioned that knowledge provider partners will have constant contact with other colleagues, who work on other transnational European projects with similar thematic or conduct similar scientific research all over the Europe and wider. ZRC SAZU team will also present the document in different scientific round tables, conferences and other international meetings at national and international levels, where it will get new views for improving or deepening the presented content.



The second step will be the preparation of the **Draft version of the jointly developed model for participatory planning and maintenance of UGS (Deliverable D.T.4.1)**. The model will include the **techniques and tools**, which will be tested in pilot actions and will later serve as a basis for finalising the model. (June 2017)

Finally, in October 2018 the ZRC SAZU will prepare the final version of the model for participatory planning and maintenance of UGS, which will be based on the findings of pilot actions (**Deliverable D. T1.4.3**).

It should also be highlighted that not all methods and techniques will be tested in pilot activities, carried out by partners in Budapest, Krakow and Maribor. A wider selection of methods and techniques will be acquired and adapted from literature or other cases studies from other municipalities in Central European regions or European projects. The pilot actions will provide an opportunity to design a set of relevant and applicable methods, taking into account regional specifics as well as different historical experiences that may affect the execution of participatory planning activities.

The Municipality of 12th district of Budapest plans to facilitate voluntary actions of community groups on maintenance of UGS in Hegyvidék, Budapest and set up a Green Public Information Centre. The involvement of citizens in UGS maintenance will include local events as informal activities for awareness raising and formation of stewardship, needed for maintenance of urban green spaces.

Maribor Development Agency plans to start the rehabilitation of degraded green area in Maribor through participatory approaches. The content and actions will be based on consensus of owners and users. They also plan to prepare a conceptual design in collaboration with a landscape architect.

Municipality of Krakow wants to revitalise a park section in a park cut across by a city administrative border. They would like to base the revitalisation processes on multi-level approaches, especially the involvement of local community. Therefore, they plan to test active participatory planning for activating citizens.

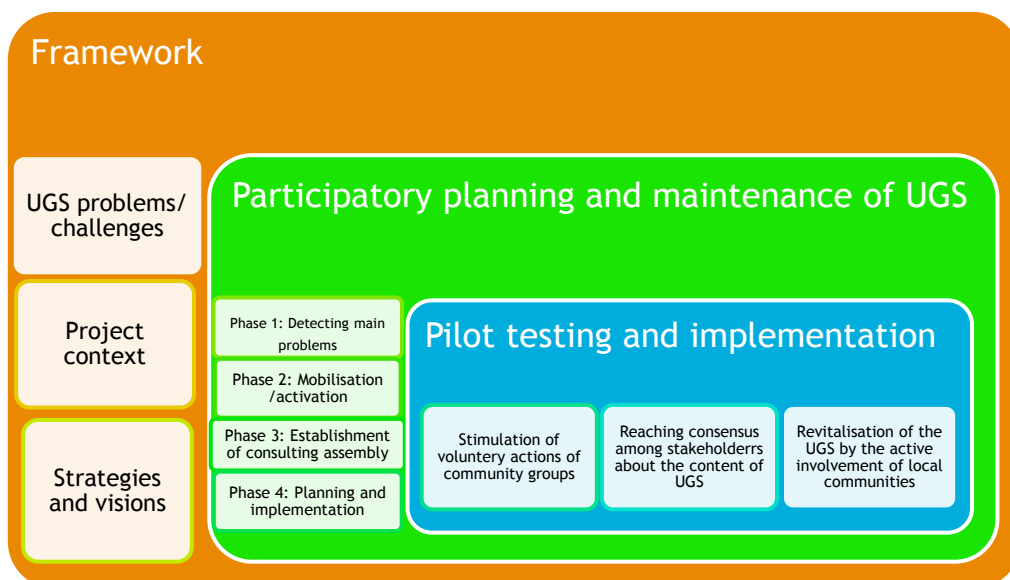


Figure 3 Connection between the Framework, the UGB Smart Models and the Pilot actions in TWG2



2.3. Timeline

The timeline and responsibilities for TWG2:

Deliverable	Deadline	Main responsibility	Cooperating partners
Deliverable D.T1.4.1_ Framework concept for Thematic WG2	January 2017	ZRC SAZU	Municipality of 12th District of Budapest, Maribor Development Agency, Municipality of Krakow (supported by Małopolska Region) + iSPACE, REC
Deliverable D.T3.1.4_ Stakeholder platform meetings and preparation of reports on the SPs' recommendations on elaboration of smart solutions	April/May 2017	Municipality of 12th District of Budapest, Maribor Development Agency, Municipality of Krakow (supported by Małopolska)	ZRC SAZU
Deliverable D.T3.1.5_ Stakeholder platform meetings and preparation of reports on the SPs' contributions to and recommendations on planning and preparing the pilot actions	July 2017	Municipality of 12th District of Budapest, Maribor Development Agency, Municipality of Krakow (supported by Małopolska)	ZRC SAZU
Deliverable D.T1.4.2_ Draft Model for community involvement into UGS management (planning and maintenance)	June 2017	ZRC SAZU	Municipality of 12th District of Budapest, Maribor Development Agency, Municipality of Krakow (supported by Małopolska Region)
Deliverable D.T2.2.1_ Pilot activity concepts	July 2017	Municipality of 12th District of Budapest, Maribor Development Agency, Municipality of Krakow (supported by Małopolska Region)	Maribor Development Agency (supported by ZRC SAZU)
Deliverable D.T2.2.2_ Mid-term pilot status report on community involvement actions into UGS maintenance in Budapest	December 2017	Municipality of 12th District of Budapest	Maribor Development Agency (supported by ZRC SAZU)
Deliverable D.T2.2.3_ Mid-term pilot status report on the participative planning process adapted to Maribor	December 2017	Maribor Development Agency	Maribor Development Agency (supported by ZRC SAZU)
Deliverable D.T2.2.4_ Mid-term pilot status report on a multi-stakeholder revitalization process within the Krakow FUA	December 2017	Municipality of Krakow (supported by Małopolska Region)	Maribor Development Agency (supported by ZRC SAZU)
Deliverable D.T3.2.3_ Synergy	January 2018	ZRC SAZU	ZRC SAZU



workshop for knowledge sharing on community involvement in urban planning, preparation of report.			
Deliverable D.T3.1.6 _Workshop and walking tours organised in the frame of the study visits to the pilot areas. Preparation of reports.	April 2018	Municipality of 12th District of Budapest, Maribor Development Agency, Municipality of Krakow (supported by Małopolska Region)	ZRC SAZU
Deliverable D.T2.2.5_ Study visits in Budapest, Maribor and Krakow, preparation of reports	April 2018	Maribor Development Agency (supported by ZRC SAZU)	Municipality of 12th District of Budapest, Municipality of Krakow (supported by Małopolska Region)
Deliverable D.T2.2.6_Pilot evaluation reports	May 2018	Maribor Development Agency (supported by ZRC SAZU)	Municipality of 12th District of Budapest, Municipality of Krakow (supported by Małopolska Region)
Deliverable D.T1.4.3_ Final Model for community involvement into UGS management (planning and maintenance)	October 2018	ZRC SAZU	Municipality of 12th District of Budapest, Maribor Development Agency, Municipality of Krakow (supported by Małopolska Region)

2.4. Working methods for TWG2

In the first transnational meeting in Padua the members of TWG2 accepted the suggestion of ZRC SAZU team that the partners be in constant contact by:

- e-mail (monthly),
- Skype meetings (approximately every two months and two weeks before project meetings).

There will also be face-to-face meetings in transnational project meetings which will be in

- Maribor (April 2017),
- Prague (June 2017) and
- Nova Gorica (November 2018).

Additional opportunities for the exchange of opinions and for the presentations of on-going activities will be Steering committee meetings in

- Austria (November 2017),
- Poland (May 2018) and
- Hungary (April 2019).



3. Conceptual basis

3.1. Theory

3.1.1. What is participatory approach?

Participation as a concept and practice is an approach and a tool rooted in the realisation that the increasingly globalised world is importantly characterised by growing communities. Such communities are increasingly difficult to manage and govern. An accompaniment of glocalisation and the related decentralisation processes, participation has increasingly been recognised as a valuable and potent approach to **involving citizens into processes of identifying problems, creating and implementing solutions**. It is a way of working and a basis for a renegotiation of relationships between people that can take effect in any situation. It is about sharing responsibility, sharing knowledge and sharing leadership. This includes passing on power (Stöger 2010: 41).

In literature, we find different types of participatory approaches. The manual *Participatory Techniques and Tools*, booklet 1 - Participation and Partnership prepared by Word Food Programme, aims to include marginalised and vulnerable groups in decision making programmes. It highlights that participation can be passive, information-giving, consultative, functional, interactive and self-mobilised (*Participatory Techniques and Tools* 2001: 16).

In **passive participation**, the decisions are made by external stakeholders only; local communities participate by being told what is going to happen or has already happened. **Information-giving participation** enables communities to participate by answering questions posed by external stakeholders or programme staff; community does not have an opportunity to influence the decision-making, as findings are not shared. In **consultative participation**, communities participate by being consulted, and external stakeholders consider their knowledge and interests; outsiders define both problems and solutions but may modify these based on local people's responses; process does not concede any share in decision-making, and outsiders are under no obligation to take into account local people's views. **Functional participation** involves an approach where communities participate by forming groups to meet pre-determined objectives of a programme; driven by external stakeholders. Such involvement does not tend to be at the planning stage, but after major decisions have been made; such institutions may be dependent on external initiators but can also become self-dependent. In **interactive participation**, partners and communities participate in joint analysis leading to action, formation of new local groups or strengthening of existing ones; local stakeholders take control over local decisions, giving them an incentive to maintain structures and/or practices. Finally, in **self-mobilised participation** communities or local partners participate by taking initiatives independent of external institutions to change systems; external agents may play a catalytic role (*Participatory Techniques and Tools* 2001: 15).

Firstly, the participatory approach was used to stimulate citizen contributions in government or development programmes. It referred to the involvement of actual end-users in the process of designing solutions or policies. The problem was that this approach did not allow for the specificities of the behaviour of citizens, their experiences, demands and social norms. So-called passive participation or information-giving participation did not give fruitful results. Thus, new types of approaches, techniques and methods were analysed and tested forming the so-called participatory design or co-design approach, where the focus is on "collective creativity as applied across the whole span of a design process" (Kersten et. alt. 2015: 692). In this process, the techniques facilitate new connections between ideas and experiences of users and designers, programme staff or external stakeholders at an early stage to influence the direction of process. Thus the end-users and designers get better insight into the **nature and meaning of the practices while the solutions better satisfy the demands of suppliers and end-users**. This is why some scholars conclude that in the participatory approach the **process is even more important than the end product**. Consultative, functional, interactive interactions among people, experts and other participants facilitate the possibilities to research and understand social norms, and community values, which influence the behaviour of the citizens towards changing their attitudes to the green infrastructure.



However, nowadays the minimum standard to implement participatory approach is to achieve consultation, knowledge exchange and equitable arrangements for the sharing of benefits. Besides, participation approaches are not used only in development programmes, but also to empower vulnerable groups and increase their skills and self-confidence in taking active part in community life.

Accordingly, the UGB project understands **participation as a process of involving people in project and other (ad hoc) decision-making activities from the very beginning**. The aim is to facilitate the engagement of people in thinking, deciding, planning, and playing an active part in the development and operation of services that affect their lives. This may encourage individuals and communities in taking active part in decision-making, ownership of opinion and influence in services and issues that affect their way of living. Furthermore, the participation approach places special attention on inclusion of all groups of stakeholders (local politicians, experts, entrepreneurs and civil society, particularly marginalised groups). It is a democratic way of doing things (Stöger 2010: 41), not least because it requires taking responsibility.

According to the presented theory about participation, the ZRC SAZU researchers propose to approach participation through understanding two broad purposes of participation (Stöger 2010), which provide the building blocks of TWG 2 framework:

Participation as a means: a process by which development can be more effectively implemented, progress is supported and successful outcomes can be ensured. Different participation methods and techniques can be used to incorporate people's ideas in the development plans (strategic visions) and activities.

Participation as a goal: empowering people by helping them to acquire skills, knowledge and experience, and confidence to take greater responsibility for their development and self-reliance. Often this asks for a more structural relationship and consultation.

3.1.2. Why should the community be involved in the planning and decision-making of UGS?

Many scholars agree that active public involvement reduces citizen's scepticism towards government, builds stakeholder trust in government, and enhances administrative decision-making processes. Furthermore, participation and involvement enhances and channels people's perceptions and attitudes towards their locales: it entices them to explore the values, meanings and senses of the places; it promotes the realisation that places, the environment, and living conditions, as well as forms of governance are (co-)constructed by citizens. In this view, citizen's involvement is also very important in planning and management. Participation creates an opportunity to establish dialogue and, importantly, also contributes to set in place a system of checks and balances, for example, to curb prospective interventions that might lead to degradation of the environment or living conditions. In this view, experts, urban planners and decision-makers must recognise, understand and use the meanings and values of citizens in order to arrive at a UGS development and maintenance plan that negotiates, on the one hand, the environmental and urban planning expertise and, on the other, the desires of citizens. The latter will, in the end, be the end-users of these places. And it is them who will use the UGS and co-create their long-term existence, usability and sustainability.

Citizens see and understand the meanings and values associated with UGS differently on different occasions. This reflects, for example, in the ways they behave in UGS; in how they use them and how they talk about them. Moreover, the differences are apparent in how the stakeholders get involved in the negotiations of common views of UGS in the city, etc.

From this complex of citizens, experts, stakeholders, and governing bodies' involvement, interests and motives, the citizens have been traditionally left out and could only assess the interventions post festum. The UGB approach will address the problematics and further empower citizens to detect and analyse their problems and fashion the solutions in direct involvement with experts, stakeholders and governing bodies. Special attention will be put on vulnerable or marginalised groups of people (destitute, women, people with special needs) to take an active part in decision-making structures.



Changes in attitudes of citizens and other participants towards the participatory approaches are the result of longer periods of raising awareness and empowerment. The challenge of changing attitudes can be met by constantly fostering participatory attitudes and skills. However, with a participatory attitude, most of the challenges connected with the development and well-being of residents can be minimised.

3.1.3. What are the benefits of involvement of civil society in UGS planning?

The participatory approach that has recently increasingly permeated various domains of social and political organisation has the advantage that empowers citizens in voicing their concerns, ideas or demands. Specifically, in the case of UGS planning, participation may lead to:

- detecting problems that would otherwise have gone unnoticed (empowering citizens, giving voice to communities)
- elaboration of well-thought over solutions (for example, testing different architectural and design solutions)
- devising implementation plans that connect motives and interests of specific stakeholders, expertise and governing bodies

This 3-stage participation approach extends the concept of participation to include the pre-decision-making phase by involving citizens to present their visions of urban planning and to understand what they think about UGS. Furthermore, the approach enables to detect the attitudes people have towards UGS, what they want to do with UGS, and how. Crucially, by enticing citizen engagement, the UGB approach enables locating and determining how citizens want to (and can) collaborate with the other actors involved in the planning and maintenance of UGS. In this part it is crucial to develop methods of engagement (see below), which not only bring citizens into the decision-making process, but also provide an opportunity for a hands-on informal education in active citizenship.

As the participatory approach focuses on different stakeholders, especially vulnerable and marginalised groups, it can enhance equality in resource distribution. Equality means making sure that all groups are targeted based on their needs, demands and expectations, regardless of attributes such as gender, age, ethnicity or disability. Moreover, these characteristics, should be taken as advantages to prepare UGS as a places to straighten social cohesion, connection among genders and generations, and social structure.

3.1.4. How to encourage citizens to be more active in participatory planning?

This is a crucial question in thinking about and practicing participatory planning. Typically, it is difficult to mobilise people around questions that have no or little immediate (personal) consequence. It is often unreasonable to expect that people will get involved in many participatory planning activities, unless provoked or adequately mobilised. People should see interest in active involvement and likewise be able to understand that their involvement will not only be heard but also part of a dynamic process of finding a solution.

Therefore, when thinking about organisation of participatory planning activities (workshops, assemblies), it is important to take into account that a large part of the hard work lies in the **preparatory phase**: How to reach the public? How to present/pack the topic/issue so as to motivate engagement? Once people are aware of the problem, what is the best approach to facilitate the conditions where their voices will be able to be voiced and heard? This requires well thought over planning activities, meticulous methods design and implementation (see chapter 6).

In devising methods and participatory planning activities several necessarily problems will emerge:

1. How to reach “disinterested” public?
2. How to tone down the overzealous?
3. How to phase out trolling?



3.2. Model for applying participatory planning

Methods, techniques and tools which will be used for the mobilisation and active involvement of community vary depending on stakeholders' awareness of the importance of UGS. Therefore, the methods, tools and techniques may be divided into four phases:

- Phase 1: detecting main problems (active NGOs and other groups, associations)
- Phase 2: mobilisation/activation (citizens, stakeholders)
- Phase 3: establishment of the consulting assembly (citizens, experts, governing bodies)
- Phase 4: planning and implementation processes

3.2.1. Phase 1: detecting main problems

What is the issue? Who is in charge? Who might be affected? Who might benefit? What has been done so far? How was it done? What was the response? Who was the initiator? In what relationship the initiator is with the community? With the place in question? What are the financier's motives? What are the wider community benefits? Is there any environmental danger?

Aims:

- to detect the central issue/challenge and formulate it clearly;
- to identify stakeholders (municipality, owners, etc.);
- to detect specific users and caretakers of UGS (Municipality, NGOs, school ...);
- to detect benefits/dangers.

Methods:

- workshop (NGOs, municipality, citizens, investors);
- communication through local and social media.

Tools:

- informal meetings;
- public events;
- municipality events.

3.2.2. Phase 2: motivation/activation phase:

What to do, if experts, local urban planners, local political decision-makers or activists realise that citizens are not aware of the benefits that UGS provide? What to do, if the majority of the citizens have negative attitudes towards UGS? What to do if the citizens distrust NGOs, decision makers, experts? What is the role/stakes of the financier? Is it a public or private entity? How to address the situation where citizens want to take part, but are unable/unsuccessful in contacting responsible authority?

Aims:

- to contact and motivate identified stakeholders;
- to raise awareness about the long-term benefits of UGS;
- to explicate the motives and relations of stakeholders involved (transparency).

Methods: If the citizens are not aware of the benefits of UGS and do not have any attitude towards them we suggest using activation/provocation methods, such as:

- bulldozer methods;
- questionnaires with a provocation (not to involve lies);
- semi-structured interviews;
- meetings with stakeholders.

Tools:

- social media (Facebook)



- municipality internet portals, where citizens are able to learn about prospective plans and to communicate with the planners and decision-makers and share their ideas, wishes, demands, etc.

3.2.3. Phase 3: establishment of the consulting assembly:

What to do if citizens want to take an active part in the planning process of UGS, but they have different interests regarding content? What if they are unable to reach a compromise? How to choose the representatives who will work with the planners and decision-makers in a small group from a wide range of stakeholders? How to engage representatives from vulnerable groups, the less-well off, how to address gender (im)balance?

Aims:

- to bring together relevant stakeholders and representatives;
- to establish a consulting assembly;
- to form a partnership with different stakeholder;
- to start a debate on what we want to do with UGS;
- to identify the interests of the users, the financial capacity of caretakers and future role of all the stakeholders involved;
- to establish communication between experts, municipality, representatives.

Methods:

- assembly: chaired sessions, presenting views/opinions (and detecting different profiles);
- workshop: coffee shop method (interchangeable groups; results presented at the end of session);
- teamwork on specific topic.

Tools:

- Workshops, assemblies.

3.2.4. Phase 4: planning and implementation processes

What to do if the representatives of the stakeholders manage to agree about the content of the UGS, but problems appear with regards to the realisation/implementation of action plans or planning practices? How to ensure the consultative assembly remain active? How to establish different kinds of partnerships among users and maintainers of UGS?

Aims:

- to establish mechanisms to mitigate disagreements;
- to establish decision making protocols;
- to establish monitoring body;
- to maintain communication between experts, municipality, citizens;
- to achieve partnership among the main groups of stakeholders;
- to enhance participation in partnership.

Methods:

- working sessions: monitoring work in progress;
- informal meetings: monitoring work in progress.

Tools:

- meetings



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