FRAMEWORK CONCEPT FOR THEMATIC WORKING GROUP 3

WPT 1 Activity 1.5
Deliverable D.T1.5.1

Prepared by: Péter Szuppinger – Tamás Kállay (REC)

January 2017

Contents

1 Project context

Urban Green Spaces (UGS) provide various environmental, social and economic benefits to cities and their population. UGS have a basic role in making residential and working environments more livable places, improving environmental performance (e.g. filtering pollutants and CO_2 from air) and in climate resilience.

However, because of the ongoing (sub)urbanisation processes, (semi-)natural environment and all types of green spaces are increasingly getting under pressure, which leads to fragmentation of ecosystem networks contributing 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 urban green spaces, 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 will be co-created and tested in the project. Following a comparative situation analysis partners will jointly elaborate innovative methods and tools aiming at sustainable UGS management focusing 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 into planning and implementation processes are rarely applied yet in the region, though are crucial for ensuring social & economic sustainability of UGS management. Smart techniques for awareness raising and activation of civil society organizations and citizens through community building will be elaborated.

3. Multi-stakeholder governance is an inevitable but underexploited tool for effectively managing UGS. Smart solutions promoting cooperation of different governance levels, sectors and internally across various departments of authorities will be developed, as well as a training curriculum for municipalities on 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 among these elements is shown on *Figure 1*.
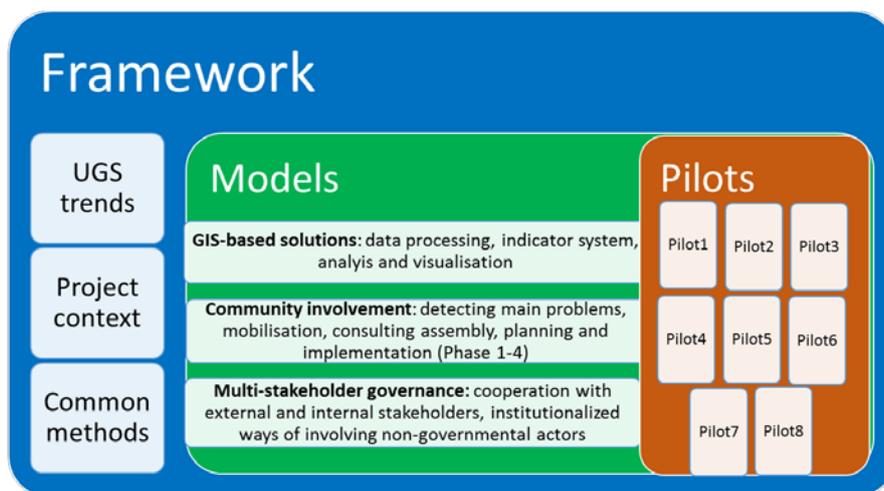

Figure 1 Connection among the Framework, the UGB Smart Models and the Pilot actions

The flowchart of the development process of the UGB Smart Models is shown on *Figure 2*. In line with this, as a first step, a draft model will be developed which then will be tested through Pilot Actions.

The finalized 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 knowledge and experience on the topic outside the consortium.
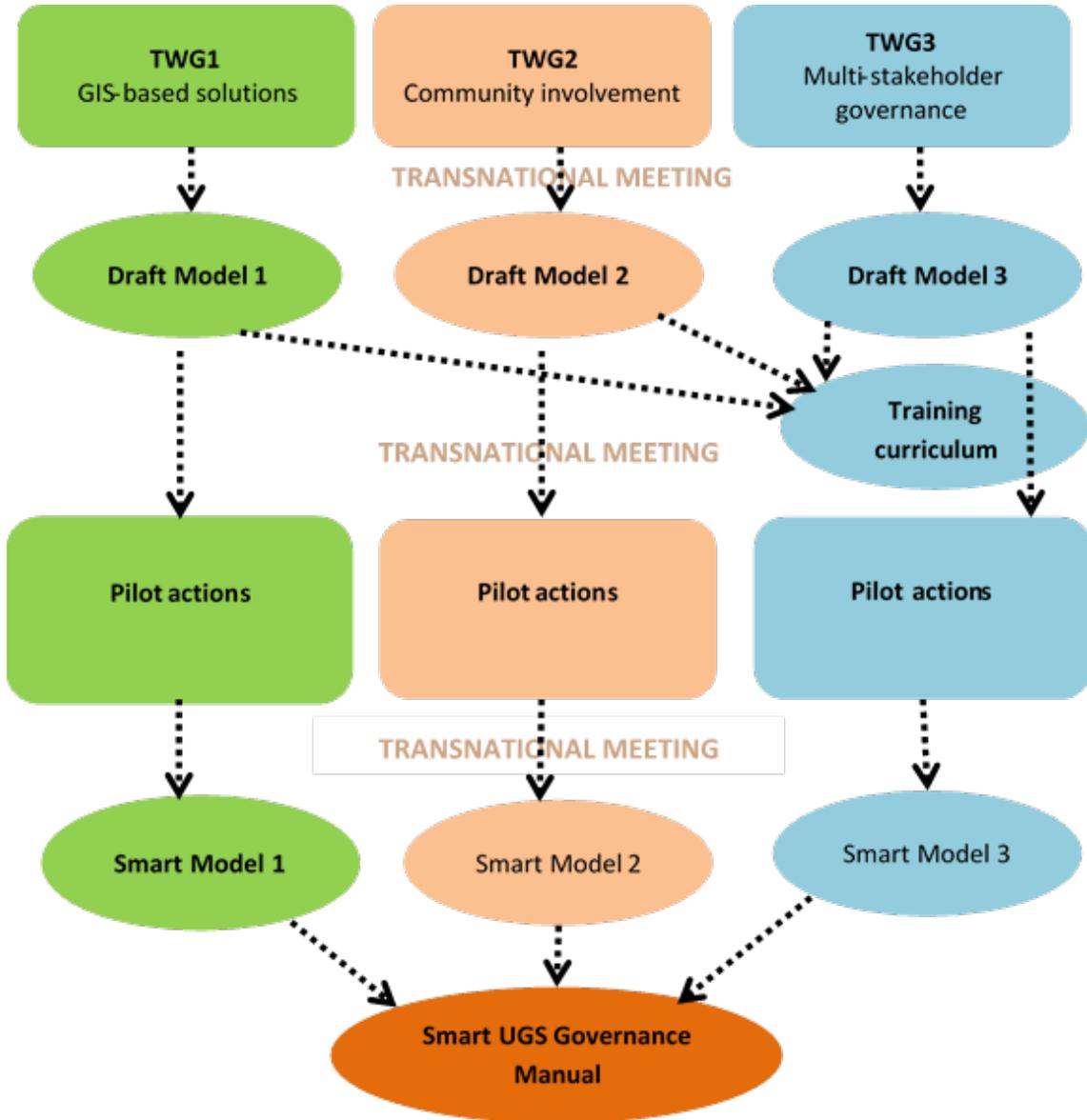

Figure 2 Flowchart of the development of the UGB Smart Models

2 Structures and procedures

2.1 Background and objective

This document aims to serve as a conceptual basis for the work of Thematic Working Group 3 of the UGB project. Thematic Working Group 3 will develop a Smart Model for multi-stakeholder governance related to UGS planning, development and maintenance.

Multi-stakeholder governance concept is an approach mostly treated as a process aiming at the involvement of all relevant stakeholders, meaning those who impacted by the planned decisions, into the decision making through a dialogue process.

Beside the multi-stakeholder characteristic effective urban green space management requires a strong multi-level approach as well. Urban green spaces are integral parts of different level public administration units, a cooperation among these governance level is essential. Within the UGB project special attention is given to the level of Functional Urban Areas.

A functional urban area (FUA) is a functional economic unit characterised by densely inhabited "urban cores" and "hinterlands" whose labour market is highly integrated with the cores. The definition originating from labour market and commuting considerations provides a spatial delimitation beyond administrative borders which is relevant for a multitude of thematic fields, such as for example transport (e.g. commuting, transport flows etc.), economic development (e.g. labour market, strategic positioning, etc.), environment (e.g. air/water quality, soil sealing, urban sprawl, etc.), social (e.g. health care, social housing etc.).[1]

Figure 3 represents a possible connection among the public administration territorial units and the functional urban area.

The model to be developed under the UGB project will help planning and implementing such dialogue processes.
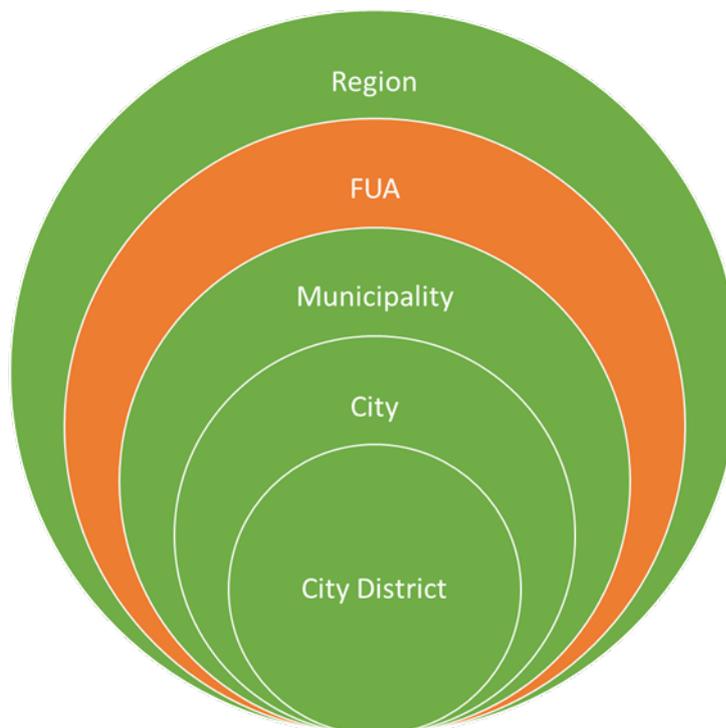

Figure 3 Relation between FUA and different public administration territorial units

---

[1] http://www.interreg-central.eu/Content.Node/apply/Glossary_content.html

2.2 Timeline

The timeline and responsibilities for TWG3 is presented in *Table 1*.

Deliverable	Deadline	Main responsibility	Cooperating partners
DT1.5.1 Concept for TWG3	January 2017	REC	Budapest XII., Prague 6 (+iSPACE, ZRC-SAZU)
DT1.5.2 Draft model	June 2017	REC	Budapest XII., Prague 6
DT2.3.1 Two pilot concepts	July 2017	Budapest XII., Prague 6	REC
DT1.5.4 Training curriculum	July 2017	REC	Budapest XII.
DT2.3.2 Mid-term pilot status report (Budapest XII.)	December 2017	Budapest XII.	REC
DT2.3.3 Mid-term pilot status report (Prague 6)	December 2017	Prague 6	REC
DT3.2.4 Transnational synergy workshop	February 2018	REC	Budapest XII., Prague 6
DT2.3.4 Study visits	April 2018	Budapest XII., Prague 6	REC
DT2.3.5 Pilot evaluation reports	May 2018	REC	Budapest XII., Prague 6
DT1.5.3 Final version of the model	October 2018	REC	Budapest XII., Prague 6

2.3 Working method

Participants of the UGB Thematic Working Groups include the relevant knowledge partner and partners implementing a pilot in the certain topic. For TWG 3 the knowledge partner is REC and the pilots will be implemented by Budapest XII and Prague 6.

TWG3 was officially launched during the Transnational Meeting in Padova (November 2016). There the partners agreed that the main communication channel for the common work is e-mailing and, if and when needed Skype conferences. Transnational Meetings will serve as an occasion for personal discussions.

The model itself will be drafted by the knowledge provider, then discussed with city partners.

Pilot concepts will be initiated by the city partners and elaborated further together with the knowledge provider. After implementation of the pilot the experience will be incorporated into the draft model.

Results of TWG3 will be presented and discussed with the whole UGB partnership at the Transnational Meetings.

As the UGB project is applying the quadruple helix model, relevant actors from various sectors will be targeted to form Stakeholder Platforms within FUAs. These platforms will discuss the results of the TWG continuously.

3 Conceptual basis

3.1 Theory

The conceptual basis and the connection among the Smart Models about to be developed under the UGB project are shown in *Figure 4*.

The basic starting point of decision making on the complex issue of UGB development and management is the multi-stakeholder governance approach, that includes the involvement of governmental and non-governmental organizations, such as civil society, business, academia and in our interpretation media as a separate entity.

Smart, GIS based solutions have a strong role in supporting the whole process, these are tackled in the model developed by Thematic Working Group 1 of the UGB project.

The other two Thematic Working groups are developing models covering separate parts of the multi-stakeholder environment. TWG 2 is focusing on citizens and civil society organizations under the framework of community involvement.

Thematic Working Group 3 is dealing with the development of a new multi-stakeholder governance model, that addresses internal and external cooperation frameworks. The model will focus on two important aspects: (1) multi-level governance and (2) institutionalized forms of cooperation with non-governmental actors

Figure 4 Conceptual basis and connections of the three models under the UGB project
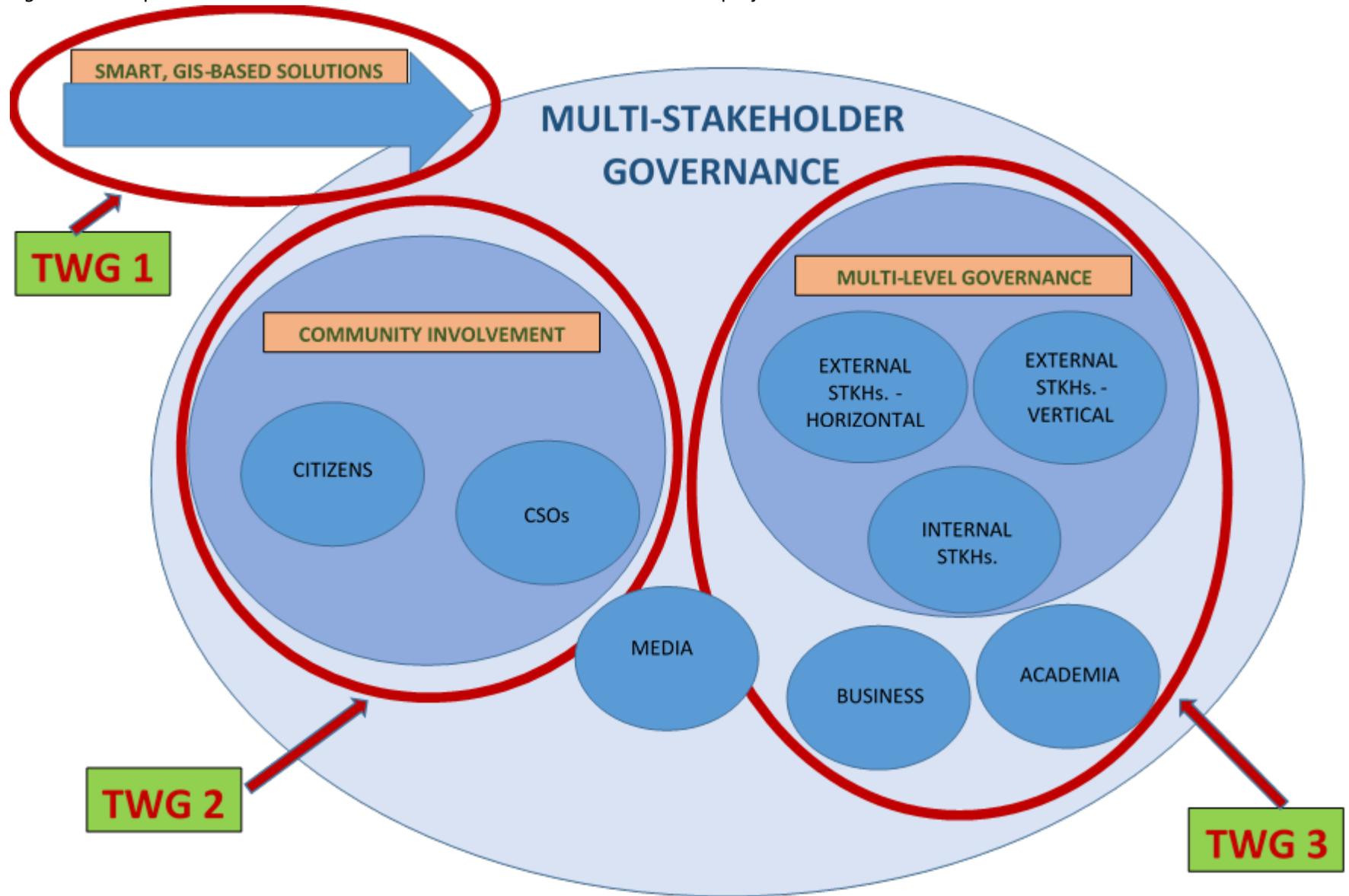
3.2   Model for application of multi-stakeholder governance under UGB project

3.2.1   General approach

The model for multi-stakeholder governance will function as a flexible methodology, including a range of applicable methods to involve stakeholders into planning, developing and maintenance of Urban Green Spaces.

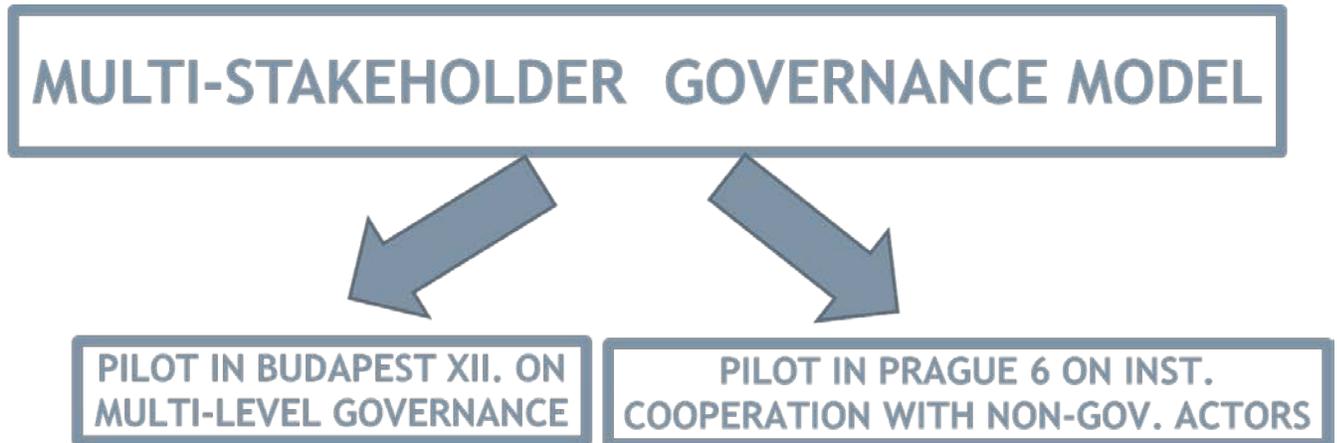The model will be tested through two pilot actions, as it is shown in *Figure 5*.

Figure 5 Pilot actions for TWG3

The model will contain three basic chapters: stakeholder management; tools and methods implementation and evaluation.

3.2.1.1   Stakeholder management

The starting point of multi-stakeholder governance is the proper stakeholder management. This process consists of four main elements:

1. Stakeholder definition and identification
2. Stakeholder analysis
3. Stakeholder planning
4. Stakeholder engagement

The identification and analysis of the stakeholders should go hand in hand. This approach is shown on *Figure 6*.
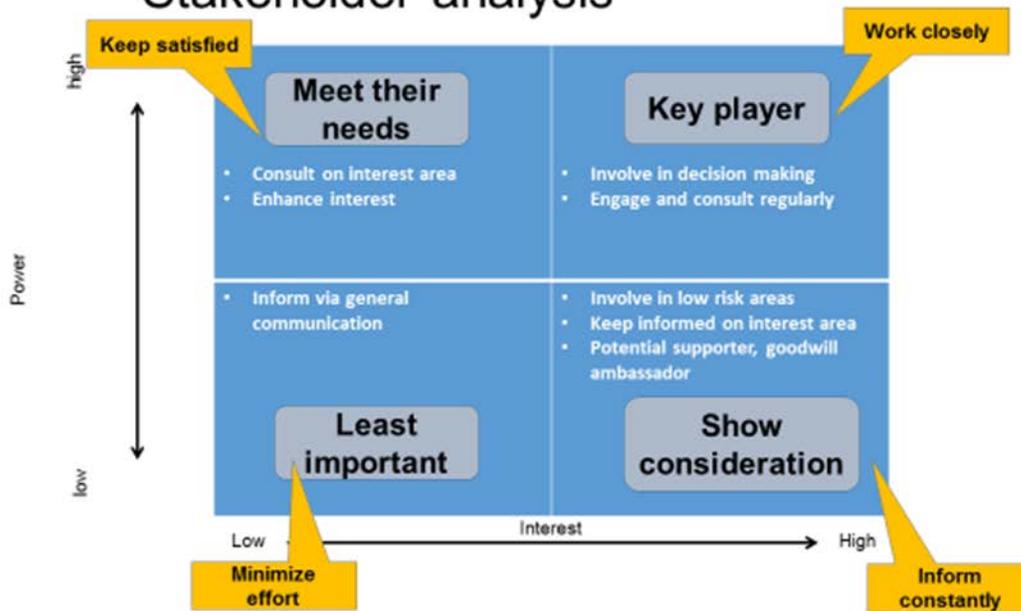
Source: Own compilation adapted from GTZ (Publisher) / Godefroij et al. (Ed.) (2009)

Figure 6 Model for analysis of stakeholders based on their 'power' and 'interest'

Stakeholder planning is the process where the proper actions are selected for engagement of the stakeholders. This exercise should be done carefully and the outcome should be a concise table including all relevant information for the future activities. An example can be seen on *Figure 7.*

Source: https://www.stakeholdermap.com/stakeholder-planning.html

Figure 7 Example for stakeholder planning

After stakeholders are carefully identified, analyzed and planned they should be engaged with the process and they should be well managed during the whole activity and preferably even after. Engagement activities

should address all relevant stakeholders but with different weights, with different tools and in different types of cooperation. A summary graph shows the most important aspects of this process on *Figure 8*.
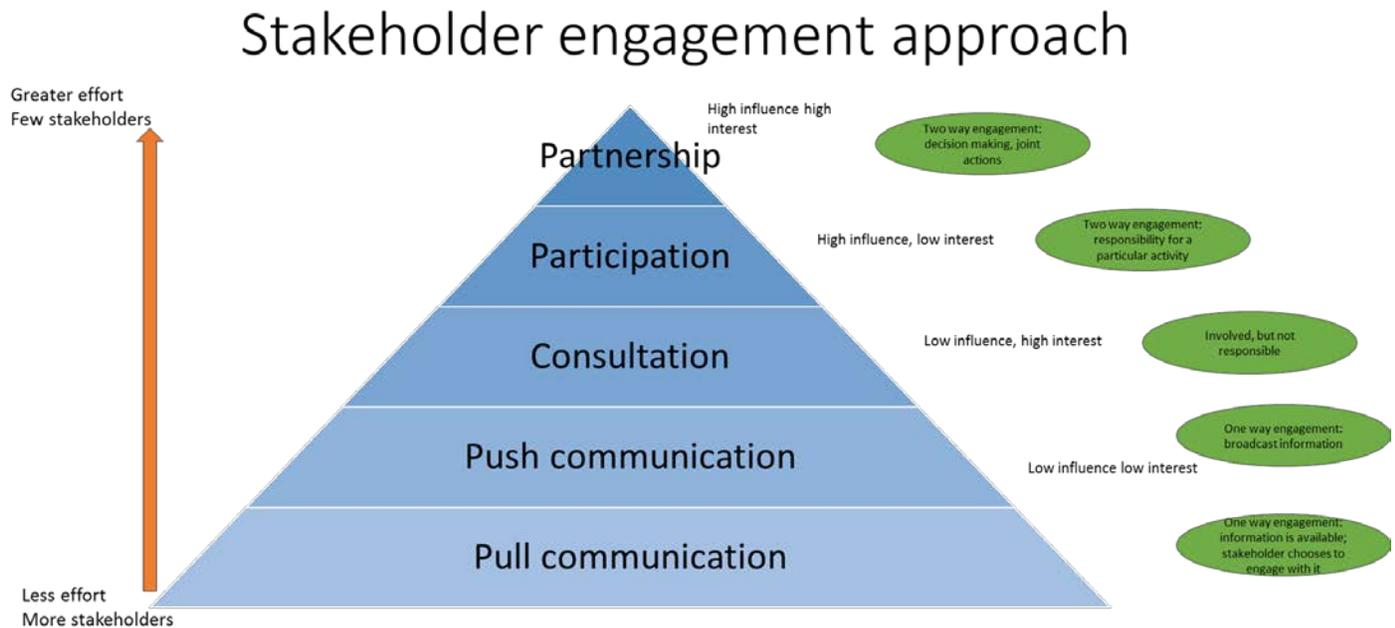

Figure 8 Approach for stakeholder engagement

3.2.1.2   Communication tools and methods for stakeholder management

The model will present and explain several communication channels that serve as basic tools for proper stakeholder management

1. Audiovisual (e.g. podcast, webinar, video conference, teleconference)

2. Face to face (e.g. project meetings/briefings; specific questions presentations to wide audience; targeted presentations to particular groups)

3. Online (e.g. blogs; intranet/internet; email forums; communities and online groups e.g. Google groups; social media e.g. Facebook, Twitter, Google +)

4. Printed materials (e.g. magazines; newsletters; leaflets; memos, letters; display boards)

3.2.1.3   Evaluation

Multi-stakeholder governance is a complex issue and can be effective only if the activities are properly monitored and evaluated. For this an appropriate indicator set is needed. The model will provide examples for evaluation of the efficiency of the model itself. Beside the general output indicators like the number of involved stakeholders, number of organized workshops etc. key performance indicators should and will be applied as well.

3.2.2 Multi-level governance

Multi-level governance is a relatively newly emerged governance theory. It has its origins in the early 1990s and in Europe it is basically connected to the formulation of the European Union through the processes ended in the signing of the Maastricht Treaty. The main idea behind multi-level governance was the importance of cooperation among the different government levels in a unique formulation, such as the European Union. That clearly vertical cooperation (from supranational to local level) was soon enlarged with a horizontal approach, first tackling the cooperation among bodies at the same governance level, e.g. municipalities. The concept was quickly spreading during the 1990's and started to be applied in processes tackling complex issues, involving several stakeholders horizontally and directly.

Although it is hard to draw a distinct border line between multi-stakeholder and multi-level governance approaches the most important differentiating factor is that multi-level governance is focusing on governmental organizations (government bodies and authorities) while multi-stakeholder approaches has a focus on non-governmental organizations (civil society, business, academia) discussing subjects with governmental organizations.

The model will apply an extended approach of multi-level governance. It will focus on the following elements:

- Cooperation with external stakeholders on a vertical level: this means the classical multi-level approach, cooperation with higher and if relevant lower level governmental bodies, from international to local level.
- Cooperation with external stakeholders on a horizontal level: this part has two elements, on one hand cooperation with external governmental bodies on the same governance level (e.g. competent authorities). On the other hand, it includes cooperation with similar governmental organizations on the same level, in our case with other municipalities, especially within the Functional Urban Area.
- Cooperation with internal stakeholders: in the relation of urban green space management this refers to cooperation within the municipality with other departments, offices, municipal companies.

Planning and running a multi-level governance process well trained human capacity is needed. The model will include a training curriculum that will be elaborated to train the relevant staff for these tasks.

> *Pilot in UGB project for testing the multi-level governance model*
>
> The Municipality of Budapest XII. District (Hegyvidék) is starting a Tree Alley Program in 2017. The main objective of the program is the development and renewal of trees in public spaces. The intention is to incorporate innovative aspects into the process, namely:
>
> - species resistant to negative impacts of climate change and urban environment;
> - long term sustainability;
> - naturalness;
> - esthetically fitting to the urban environment;
> - adaptation aspects (shading, humidification).
>
> The Municipality plans to run the program in line with these aspects for several years and would like to implement that in the most efficient way. In order reach this a multi-level governance approach will be applied and tested. The training curriculum will also be tested before starting the process.

3.2.3 Institutionalized forms of cooperation with involvement of non-governmental actors

A growing number of local authorities across Europe invest efforts into re-establishing power relations with non-governmental actors, developing collaborative forms of governance aiming at improved management and maintenance of urban green space. Collaborative arrangements allow for more flexible, decentralized and networked governance structures and create opportunities for the integration of non-governmental actors, businesses, networks and citizens.

Forms of such cooperation can differ in the level of involvement of the public authority. The spectrum includes grassroots endorsed by municipalities; co-governance (partnership between an authority and non-governmental actors, with power shared evenly between partners); and municipality driven initiatives.

This component of the model developed under the Thematic Working Group 3 of the UGB project focuses on institutionalized forms of municipality driven initiatives. Such cooperation forms can include among others:

- partnership with academia developing and applying innovative practices;
- collaboration with networks;
- cooperation with civil society organizations;
- green barters;
- business improvement districts (BIDs);
- schemes for green space 'adoption'.

Pilot in UGB project for testing institutionalized forms of cooperation with involvement of non-governmental actors

The Municipality of Prague 6 would like to find ways to involve non-governmental actors into the planning, development and maintenance of urban green spaces. The municipality will test the methods and collaboration forms suggested by the model in order to have more community managed green spaces in the area.

During the pilot the municipality will identify the exact pilot area and the relevant partners. After that the appropriate collaboration forms will be selected from the model and applied.