D.T2.3.1 PILOT ACTIVITY CONCEPT FOR THEMATIC WORKING GROUP 3 - BUDAPEST

Concepts of pilot actions testing smart capacity building solutions for multi-stakeholder UGS governance-

Tree Council at Hegyvidék: transparency and advocacy creating conditions for better governance

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1 Background and objectives

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 should be developed for successful uptake of new, innovative approaches.

The UGB project developed a model that includes a range of instruments targeting enhanced UGS governance that can be applied by local or regional authorities to design customized instruments addressing local needs in relation to multi-stakeholder governance. The various instruments are illustrated by case examples drawn from various cities across Europe.

Additionally, the model includes a training curriculum for municipalities on application multi-stakeholder governance.

The model reflects to the challenge of involving stakeholders into planning, developing and maintenance of urban green spaces. It provides guidance on setting-up and operating integrated multi-stakeholder frameworks and new cooperation forms. For this it gives a flexible methodology, provides a range of applicable instruments.

The model can help in:

- understanding Multi-Stakeholder Governance and how it can support working in partnership;
- involving regional and local stakeholders during planning phase, in order to get their buy-in and support, ensuring long term benefits for the local community;
- developing instruments and tools targeting multi-level governance, as well as institutionalized forms of cooperation with involvement of non-governmental actors, based on the various methods described;
- implementing instruments and tools in partnership.

Under the UGB project some of the identified instruments are piloted. This concept is describing the planned pilot action of the Municipality of 12th District of Budapest (Hegyvidék).

1.1 Tackled challenges

According to scientists the Carpathian basin is more sensitive for climate change than the average, thus it is crucial how a metropolitan area – where the impacts i.e. urban heat islands will be likely even stronger – reacts to these challenges. Cities can address the impacts of an ecological crisis 1. by changing their physical infrastructures and service systems and 2. as the most local forms of governance, by changing the attitudes of their residents. Urban Green Spaces are great assets to promote pro-environmental attitudes, however many factors (e.g. lack of knowledge, lack of proactive attitude from governmental bodies, conflict of interest with the real-estate market, lack of efficient facilitation of stakeholders, lack of capacity) make it difficult to see these areas as advocates of the mind-set change required.

The management of UGSs in Hegyvidék is generally speaking smooth, but as there is an increased attention to how trees are managed, and also we can witness an increased demand for more UGSs and managed better due to the climate change, Municipality of Hegyvidék believes that the existing cooperation structure can be improved by adding new elements along transparency, and transforming actors (both bodies responsible for UGS management and the trees themselves) to advocates of pro-environmental thinking and this creates conditions for better governance.

Despite this recognition, there is no tree replacement strategy in Hegyvidék, and – what is perhaps more important – replacement activities are not followed by any communication from governmental bodies towards the public. Establishing a Tree Council at Hegyvidék provides a visible and transparent answer for the above challenges. To create a mid-term strategy for the renewal of tree alleys in the district, a strategy consisting of strong elements related to how to communicate "about trees", their replacement and "about climate change in connection with trees" is the most important step.

To create a Tree Council with the aim to prepare a mid-term tree replacement strategy and a detailed communication plan along tree replacement is the overall aim of the pilot.

1.2 Motivation and aspired results

UGSs are key assets in Hegyvidék, this is confirmed by all actors, including residents, politicians and bodies involved in the management process. But the present UGS management structure neglects the educational role of authorities they potentially have along with the "tree issue" towards residents. Besides obvious environmental motivation factors (increase the quality of green spaces and their sustainability by planting climate resilient trees), another key motivation factor is to improve the effectiveness of the recent governmental cooperation by developing internal (municipality) and external (Tree Council members as members of the UGS management in the district) capacities, and through greater transparency enabling governmental actors to better tackle the potential educational role behind tree renewal interventions.

The municipality as the most local form of the central government has a key facilitative role in this process, this is why the municipality takes the lead to add new elements and thus to create added value to existing governmental cooperation structures.

The most important result foreseen is that reinforced members of the UGS maintenance process will be able to use tree replacement as an asset for better communication and this paves the way for changes in mind-sets and more environmentally conscious and resilient communities.

1.3 Starting point

The starting point is that the Municipality of Hegyvidék made a decision on renewing the district's tree rows (Tree Alley Programme). In order to achieve this goal, it has to cooperate with different actors (some tree alleys and parks are directly managed by the capital, some areas belong to the national park, etc.) in a (more) efficient way and thus it has established personal relationships with relevant stakeholders to renew this cooperation model. It also has an existing tree cadastre with relevant and updated data, including a database of climate resilient species. In addition to this, the municipality has purchased an ultrasound tree examiner device (Fakopp) to check those some hundreds trees the management organisations marked as sick and unstable according to their opinion, but further check is needed with a more punctual device (this is why the municipality purchased the above software).

Regarding the pilot action Municipality of Hegyvidék wants to take the opportunity to create a mid-term strategy related to the renewal of potentially sick trees in the district, and as a new element, wants to have better communication in connection with this renewal programme. To create a Tree Council with the aim to prepare the above mentioned mid-term tree replacement strategy and a detailed communication plan (nothing similar exists in Budapest) along tree replacement provides greater transparency for the issue around trees, which generates conditions for better governance as well as advocacy for the "green-is-good" concept.

By injecting new vision (advocacy), new role (communication along replacement), stimulus (demonstration) and power (strategy) to the existing cooperation, the Tree Council will boost both governmental cooperation and the municipality's facilitative role within it.

2 General implementation strategies

The problem/obstacle identified during TWG discussions was the mixed responsibilities in green space management. That creates problems in maintenance of tree alleys. There are 9000 trees in the district, there is a cadastre of them. These should be continuously maintained, sick trees, invasive trees should be replaced etc. the local government would like to fulfil these task in a comprehensive way, this is called Fasor programme (Tree Alley Programme). But the municipality lacks a vision or strategy on the longer term, this is why within the pilot a tree replacement strategy will be elaborated. This sets up clear links to "Urban Green Space Strategy" described in the model.

But this is not the end of the story, as communication "around trees" is also a strongly missing element of the existing cooperation. At this point, after analysing transnational good practices, the Municipality has decided to broad the scope of the Tree Alley Programme and tackle the completely "unused" communication possibilities linked to the replacement of trees and thus use green spaces as advocates of mind-set change towards pro-environmental behaviours.

The proposed solution (establishment of a Tree Council with a strong communication role) thus fits to a multi-level governance approach with the aim to make the recent structure better by adding new roles to it. By setting up a Strategic Partnership (the Tree Council) and piloting the establishment of a Local Action Team within this strategic partnership, related to a concrete street/tree alley provides further links to the model. The process will have horizontal and vertical aspects as well and will include internal consultations. With regards to the model, finally a training curriculum will be developed, and a tailored training will be implemented as well.

This is how the pilot idea behind the Tree Council was born and the municipality expects an added value in comparison with the existing structure since this concept will give new vision (advocacy), new role (communication along replacement), stimulus (demonstration) and power (strategy) to existing cooperation.

2.1 Contribution to testing the model

Through visibility and transparency, the Tree Council can be quite successful at educating residents about the importance of trees and their role in mitigating the impacts of climate change and other related issues. By putting the 'issue' around trees in the window the Tree Council tackles not only the planting and management programme, but the potential communication activities along the renewal of trees too. The model identifies different cooperation models, the pilot at Hegyvidék will test the strategic partnership approach by adding new elements to existing structures, and test also at least one action team to re-design a public space (street, tree-alley, etc). Thus the pilot will test not only cooperation between the different governmental actors, but the operation towards the public as well (communication). Thus, reconciliation of different actors and multilevel organizations is going to be tested.

The process will be described in detail within the mid-term tree replacement strategy (see in the model: creating a strategy). With regards to the model, finally a training curriculum will be developed and a tailored training will be implemented as well.

2.2 Chosen elements of the model

As described above, four elements of the model have been chosen: 1. strategy building, 2. establishment of a strategic partnership, 3. establishment at least one action team, 4. tailored training programme developed and tested.

2.2.1 Creation of a strategy

Hegyvidék needs a strategy both in practical (how to replace the sick trees and how to communicate the process better with residents – so this refers to the creation of a strategy) both in theoretical terms (promoting trees as advocates of pro-environmental thinking – this is why the establishment of a strategic partnership and at least one action team has been selected).

The mid-term tree replacement strategy will define strategic directions and priorities.

2.2.2 Local Strategic Partnership

The main philosophy behind the pilot action is that the existing UGS management structure has to be improved in a way that it should enable UGS management actors to use green spaces as advocates of pro-environmental behaviours of all residents. Thus, the existing management structure needs a new vision about its additional educational role. By establishing a strong vision, effective collaboration among various actors and a coherent action can be ensured through the establishment of a local strategic partnership. Local Strategic Partnerships bring together representatives from the public, private, community and voluntary sectors with equal voices to address local problems, allocate funding, and discuss strategies and initiatives. They aim to encourage joint working within a local community, preventing to work in silos. This is why Municipality of Hegyvidék has chosen this tool which will be entitled locally as a Tree Council. The Tree Council is more a marketing tool, it injects new themes to the existing cooperation, but it has no role in decision-making and does not mean duplication. Within the partnership at least one local action team will be piloted linked to concrete urban public spaces (tree alleys, streets, abandoned plots, etc.).

2.2.3 Local Action Team

The Local Action Team will focus on specific concrete projects or initiatives. However, on the long term, the idea here in Hegyvidék is to involve local people to action teams to form ideas not only related to tree replacement, but to green infrastructure led design too (to establish pocket parks, green walls within the courtyards, bee paths on public spaces and in private gardens, urban farming, etc.), besides the renewal of tree alleys and educating residents through this process.

2.2.4 Training curricula

Last, but not least a curricula to be developed by REC and tested at Hegyvidék provides a frame for all these actions. Training is essential to enable actors promoting pro-environmental behaviour alongside UGS management that is a new role of the actors.

2.3 Input from the local assessment

While building up the Tree Council, the existing information about the tree rows (tree cadastre) will be used. In addition to this, the pilot will mutually support the other pilot of the Municipality in TWG2. The

local assessment shed light on the district's main challenge regarding UGS i.e the existence of artificial surfaces instead of green spaces.

2.4   Role of stakeholder platform

The stakeholder platform consists of relevant actors mainly from the government as such (actors participating in the process of the UGS management, surrounding districts, national park, knowledge institutions) and it already exists behind the pilot. So not all stakeholders will be members of the Tree Council.

Stakeholders will meet separately from the Tree Council, providing a kind of supervision for the strategy building process.

On the long term (after the pilot), action groups should be established, with the involvement of residents. By opening up the existing cooperation the main goal it to make the process of UGSs management more transparent for residents, thus to promote pro-environmental attitudes by using UGSs as advocates of this behaviour and last, but not least, to challenge and renew the existing collaboration among the relevant actors by giving a new vision, stimulus and power.

The Local Action Team to be piloted within UGB (and later on additional teams) should not only cover the renewal of tree alleys in the district, but involve new public or private spaces to promote green infrastructure led design. The main aim is to advocate for better UGS management and for more public support for that, and thus to highlight (and thus better protect and manage) the role of UGSs in the urban space. In addition to this the Tree Council can help reduce potential conflicts by providing a forum for informing residents about the necessary tree replacements. We also hope that the Tree Council can catalyse the decision-making process.

2.5   Potential interconnection with other project activities

Yes, there are lots of interesting links among the TWGs in connection with Hegyvidék's pilot actions. Although Hegyvidék is not involved into the pilot work within TWG1 (GIS), it might be interesting for this TWG that the tree rows of the district are being (and will be) monitored by GIS methods (independently from the UGB project). As for links towards TWG2 (Community involvement): the existing UGS management structure is to be challenged through the involvement of residents into the maintenance and management of UGSs. This is now piloted on small-scale (Stewardship Programme), but later on it should be up-scaled and the Tree Council might have a crucial role in that process.

2.6   Evaluation indicators to measure the success

-        number of meetings and participants
-        number of internal and external participants of the capacity building trainings
-        satisfaction with capacity building training
-        satisfaction with the strategy
-        number of the communication tools identified and tested
-        number of trees renewed
-        number of action plans elaborated (at least one is foreseen)
-        feedback from residents/government actors participating in the pilot collected.

3 Procedure and schedule

The pilot has a complex approach, will test several instruments of multi-level governance. Information and experience collected during the pilot implementation will have a key importance in finalizing the model. This information should focus on the following elements:
- efficiency of the individual instruments;
- efficiency of the combination of instruments;
- gaps in the applied approach;
- barriers during the implementation;
- efficiency of the new governance model compared to the current model (if any);
- effectiveness and appropriateness of the stakeholder management tools and methods.

The subsequent description of the pilot activity includes detailed descriptions of the following elements:
- Description of the pilot activities: Partners need to deliver an overview of the planned activities including their aim and a short description of the required steps.
- Overall measures planned: Description of the planned execution of the pilot activities answering the following questions: How will the planned activities be conducted? Who will be involved?
- Individual steps and timeline: Tabular overview of individual steps along with a timeline, involved internal and external people, locations, necessity of the steps for the pilot action, and costs.
- Outcomes and interdependencies between the individual steps: Description of the expected results of the individual steps and how/why they are important for the following tasks.
- Additional details: Additional information like technical descriptions or more details regarding elements from the draft model chosen for implementation.

3.1 Overall description and aim of the pilot activity

The management of UGSs in Hegyvidék is generally speaking smooth, but as there is an increased attention to how trees are managed, and also we can witness an increased demand for more UGSs and managed better due to the climate change, Municipality of Hegyvidék believes that the existing cooperation structure can be improved by adding new elements along transparency, and transforming actors (both bodies responsible for UGS management and the trees themselves) to advocates of pro-environmental thinking and this creates conditions for better governance.

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To create a Tree Council with the aim to prepare a mid-term tree replacement strategy and a detailed communication plan along tree replacement is the overall aim of the pilot.

This will be elaborated in various steps. 1. First there will be a situation analysis to detect how the recent cooperation works. 2. An internal meeting at the municipality is the second step when the vice-mayor explains the concept to all involved staff members. 3. The establishment of the Tree Council,

explaining its role and signing a joint declaration is a crucial step and also has a huge dissemination potential. 4-5. Then project partner REC holds a capacity building session for municipal employees as well as for all Tree Council members. 6. The members of the Tree Council then develop a mid-term local strategy related to the replacement of trees (where to put new ones, where to replace) and a communication plan along the replacement process towards the public which is a completely new element within the existing cooperation. 7. Piloting a new structure: at the end of the pilot the Tree Council will identify potential action areas and 8. at least one Local Action Team will be established. 9. To strengthen the communication process open demonstration events will take place linked to the replacement of tree alleys, and all of this leads to 10. the finalisation of the strategy and evaluation.

3.2   Planned measures

The pilot action will be elaborated in ten major steps. 1. First there will be a situation analysis to detect how the recent cooperation works. 2. An internal meeting at the municipality is the second step when the vice-mayor explains the concept to all involved staff members. 3. The establishment of the Tree Council, explaining its role and signing a joint declaration is a crucial step and also has a huge dissemination potential. 4-5. Then project partner REC holds a capacity building session for municipal employees as well as for all Tree Council members. 6. The members of the Tree Council then develop a mid-term local strategy related to the replacement of trees (where to put new ones, where to replace) and a communication plan along the replacement process towards the public which is a completely new element within the existing cooperation. 7. Piloting a new structure: at the end of the pilot the Tree Council will identify potential action areas and 8. at least one Local Action Team will be established. 9. To strengthen the communication process open demonstration events will take place linked to the replacement of tree alleys, and all of this leads to 10. the finalisation of the strategy and evaluation.

3.3   Individual steps

Activity	Date	Responsible	Involved people	Place	Costs	Purpose
1. Situation analysis through interviews (how the recent cooperation works)	10-11/2017	Green Office	Mr László Torma and other key colleagues	Municipality	N/A	To have a clear picture about the existing cooperation process
2. Internal meeting at the municipality to clarify and explain the Tree Council concept, to get commitment from colleagues and to prepare the first meeting	11/2017	Green Office	Mr László Torma, vice mayor, relevant colleagues	Municipality	N/A	To have a clear picture about the Tree Council concept and the pilot action
3. Establishment of the Tree Council, explaining its role and signing a joint declaration	12/2017 – 01/2018	Zsófia Hamza, László Torma, Green Office	Mayor, Deputy Mayor, all stakeholders,	Municipality Gesztenyés Park or Normafa (park, ski-hut)	some catering	- Official launching of the council by informing the public and stakeholders

			residents, press			about its vision and goals - signing a declaration (press) - open discussion about its future - demonstration of the importance of trees within urban areas
4. Capacity building 1. by REC for municipal employees	01/2018	REC	all relevant employees	Municipality?	Covered by REC	Sensitisation of employees related to the topic, workshop on the operational model and its communication potential
5. Capacity building 2. by REC for all Tree Council members	01/2018	REC	all members	Municipality?	Covered by REC	Sensitisation of members related to the topic, workshop on its operational model and its communication potential
6. Development of a local strategy by the members of the Tree Council: ca. 5 year plan of the replacement of trees (where to put new ones, where to replace) and how to communicate the replacement process towards the public which is a completely new element within the existing cooperation	01-07/2018 regular meetings at inspiring places (in total: at least 6 meetings)	Green Office, subcontractor	members of the Tree Council	Municipality	some catering	To have a district level strategy for the replacement of the trees as well as to identify the best tools how to communicate the renewal of tree alleys to the public
7. Selection of potential action areas through internal discussions and by channelling residents' opinions	03-04/2018	László Torma	The Tree Council	Municipality in the frame of stakeholder meeting(s)	related catering costs	To have a clear vision and working area
8. Piloting the	05-	László	The relevant	Municipality	related	to create an

establishment of one Local Action Team.	06/2018	Torma (?)	actors of the tree council		catering and admin costs (printing, brochure)	action plan for area 1.
9. Open demonstration events (at least 5 small events on green playgrounds, other green spaces)	03-06/2018	László Torma (?)	The relevant actors of the tree council	Municipality	related catering and admin costs (printing, brochure)	to provide a learning opportunity for local residents
10. Finalisation of the strategy and evaluation	07-09/2018	Zsófia Hamza	external assessor	Municipality		to prepare an overall assessment based on satisfaction

3.4   Outcomes and interdependencies between individual steps

When the Municipality designed the above pilot concept there were two driving factors. First, UGSs are indeed strong assets and values in the district, also in political term, so a more "visible" action around UGS management should be aimed. Secondly, the maintenance of UGSs are not visible for residents in general, but yet there is still a significant interest as well as complaints regarding this theme. By giving transparency and a communication role to the existing cooperation the main idea was to create better conditions for improved cooperation among governmental actors. Through these process Hegyvidék intends to transform UGSs and their managers to advocates of pro-environmental behaviour.