

D.T2.3.1 PILOT ACTIVITY CONCEPT FOR THEMATIC WORKING GROUP 3 – PRAGUE 6

Concept of pilot actions testing institutionalized forms of cooperation with involvement of non-governmental actors

TITLE

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TABLE OF CONTENTS

1	Background and objectives	2
1.1	Tackled challenges.....	2
1.2	Motivation and aspired results.....	3
1.3	Starting point	3
2	General implementation strategies.....	4
2.1	Contribution to testing the model.....	4
2.2	Chosen elements of the model	4
2.2.1	Social programme	5
2.2.2	Grant programme.....	5
2.3	Input from the local assessment.....	5
2.4	Role of stakeholder platform	5
2.5	Potential interconnection with other project activities	6
2.6	Evaluation indicators to measure the success.....	6
3	Procedure and schedule.....	7
3.1	Overall description and aim of the pilot activity.....	7
3.2	Planned measures.....	7
3.3	Individual steps.....	9
3.4	Outcomes and interdependencies between individual steps.....	10



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 Municipal District of Prague 6.

1.1 Tackled challenges

Challenges directly tackled by the pilot activity are:

- Maintenance of UGS is provided mostly (over 90 % of size of UGS) by one central contractor.
- Non-systemic approach to the public engagement including the management of UGS.
- Absence of rules for the establishment and operation of UGS by communities.
- Absence of appropriate subsidy tools for community management of UGS (neighbourhood green).

From these challenges the following needs were defined:

- The need for innovation in the technical and organizational management of public green management, allowing both efficient performance and adequate control mechanisms.
- Lack of framework for non-institutional based management (planning and maintenance) of UGS in Prague 6.



1.2 Motivation and aspired results

Main motivation is to find Innovative tools for improvement of UGS management in Prague 6 using various multistakeholder group engagement methods.

Expected results are:

- Viable multistakeholder model for UGS management.
- Design of multistakeholder therapeutic garden incl. initiation of implementation.
- Design and pilot implementation of grant programme supporting community based ugs maintenance.

1.3 Starting point

Key prerequisites are:

- Well managed UGS in Prague 6.
- Activities of non-governmental entities in the district.
- Interest of Municipal district of Prague 6 in the involvement of local entities into decision making processes.



2 General implementation strategies

The identified problem/obstacle in Prague 6 is that the existing UGS management model is not flexible (contract with one private company) enough to incorporate innovative, smart approaches. During the discussions the TWG identified an assessment of well- functioning schemes and models as a good solution and suggesting elements that can be tested/piloted in the existing system, to pave the way to a new model when the existing contract finishes (2-3 years).

After TWG discussions two elements were selected as pilots:

- Grant programme: based on the existing courtyard grant programme.
- Social Programme: it is aiming mainly the development of a social enterprise that could manage some fields of green spaces, mainly to involve deprived people (homeless, imprisoned, old, poor etc.) Within the pilot the concept would be developed, the field would be identified and the political will (or letter of intents) would be declared. The enterprise itself most probably would not be established during the project period.

2.1 Contribution to testing the model

Pilot activity of the partner focuses on testing of chosen tools for institutionalized forms of cooperation with involvement of non-governmental actors. As stated in TWG 3 methodology „Forms of such cooperation can differ in the level of involvement of the public authority“.

Pilot activity will contribute to testing by assessment of technical and organisational feasibility and long-term sustainability of incorporating of chosen tools for UGS management.

2.2 Chosen elements of the model

The spectrum of possible tools 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.“

Prague 6 pilot activity will focus on elaboration of most suitable model for UGS management based on diversification of various actors responsible for management and maintenance. Preparatory works will include assessment of various approaches - “tools” - which mix cooperation between governmental and non - governmental entities in various manners. Each tool will be analysed and recommendation for future use will be elaborated. Final UGS management model will take these recommendations into account.

From possible tools were chosen those which are at least in theoretical manner applicable to conditions within UGS management in Prague 6. Decision about which tools shall be tested was based on current factors influencing UGS management within Prague 6 mainly:

- Current organisational model of UGS management (incl. UGS maintenance)
- Organisational and technical capacities within Prague 6
- Current legislative framework

Moreover, the future transferability of model or its parts to FUA level was taken into account.



2.2.1 Social programme

Desired programme will focus on activation of particular groups of individuals through active participation on maintenance, operation and use of particular site in the form of therapeutic garden. Sites are chosen according to future use.

Within pilot activity preparatory works will take place. During UGB project duration initiation of implementation will be set up.

2.2.2 Grant programme

Desired programme will provide communities with funding for operational and investment projects focusing on maintenance and development of UGS.

Within pilot activity grant programme will be elaborated and pilot round of call for proposals will be initiated.

2.3 Input from the local assessment

Information laid out in Local assessment constructs knowledge basis for definition of pilot activity. In this way, some of the topics of the Local assessment will be naturally further examined in more detail.

Also during design of pilot activity and preparation of this concept paper some research has been already done. Specifically, further research will focus at following topics (listed are those with link to Local assessment):

- Locations of pilot activity - currently there are two locations chosen but further work has to be done.
- Current state of UGS management In Prague 6.
- Community engagement in UGS management.
- Internal procedures for subventions in Prague 6.
- Horizontal and vertical UGS management coordination.
- Transferability of project results to FUA (PMO) level.

2.4 Role of stakeholder platform

Local stakeholder platform will support implementation of pilot activity in two main ways. Firstly, FPS will assure (1) that pilot activity is in coherence with needs of Prague 6 in the field of UGS management, (2) outputs are professionally elaborated and bring added value to current state. Concrete step is ongoing consultation of the content of the pilot with individual members on regular basis.

Secondly, FSP will support partner in its promotional and mainstreaming efforts related to project and pilot activity. This will be done by 1) provision of information from individual members of FSP to larger stakeholder groups, 2) support of partner and project on public activities - local campaign, roundtable and if possible at conference partner will attend (again by public support, by invitation to public



discussion, by providing contacts for larger stakeholder group etc.) 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.

2.5 Potential interconnection with other project activities

There is a strong connection between TWG 2 and public participation (engagement) element of desired UGS management in Prague 6 model through communities. Community engagement element within pilot activity will take into account the approach to community/public engagement in WG 2 and its principles will be incorporated into overall approach in Prague 6 model.

One of differences between approaches to community engagement within WG2 is the fact that while in multilevel governance responsibility stay with the owner of respective UGS, in institutional forms of cooperation responsibility for respective UGS is tranfered. This particular element will be further examined as part of analytical activity within pilot and results will be taken into account in design and preparation.

2.6 Evaluation indicators to measure the success

Proposed indicators for measuring the pilot activity are:

- Number of new actors to be involved in UGS maintenance (comparison between periods 2016 - 2019).
- Number of beneficiaries from 1st round of the grant programme.
- Number of submissions within 1st round of grant programme.



3 Procedure and schedule

The pilot will test a more or less traditional instrument in a new environment, the grant program, and a unique, innovative instrument, the social programme. Accordingly, the knowledge and information collected during the pilot will be diverse. From the point of finalization of the model the importance should be on the applicability and effectiveness of the tools in a municipal environment. The final question is if these solutions really results in better UGS governance.

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

Pilot activity will focus on defining and evaluating of various models and scenarios of diversification of UGS management in the district of Prague 6.

Specifically, it will focus on three areas:

- 1) Diversification of actors involved in UGS management
- 2) Support of UGS management through the realization of social activities
- 3) Support of UGS management through subsidies to local non-governmental entities (COHU, NGOs, entrepreneurs, etc.)

Preliminary elements for diversification of actors for the final UGS model on the one hand are providers of services for basic maintenance and cleaning, arborists, floristics. On the other hand, in aiming an NGO based UGS management communions of owners of housing units (COHU) are targeted for administration of courtyards and front yards and other similar types of UGS. Other non-profit organisations for the implementation of special purpose gardens (Therapeutic) are also important.

3.2 Planned measures

Under the pilot activity the following activities will be implemented:

- Analysis
 - Maintenance of UGS



- Soft requirements for diversification - organizational aspects, financial aspects, legislative aspects
 - Hard requirements for diversification - mechanization
 - Actors
 - Service providers
 - Non governmental UGS management
 - Assessing the appropriate types and locations for community management
 - Specified types of UGS □ Front gardens □ Leisure time gardens □ Children's gardens □ Therapeutic and therapeutic gardens □ Gardens or parks aimed at protecting the environment □ Neighboring parks □ Example gardens
 - Identification suitable entities in the Prague 6
 - Surveys between residents of affected localities
 - Legal analysis - Assessment of Key Legal Aspects Concerning Property-Law Arrangement of UGS managed by non governmental actors
 - Social Activity
 - Suitable locations
 - Suitable activities with regard to the feasibility and the concept of providing social services in Prague 6
 - CBA of defined model for UGS management
- Evaluation of financial, technical and organizational requirements for the implementation of different models
- Pilot elaboration
 - Definition of appropriate governance models for UGS management including implementation plan
 - The most appropriate model of UGS management including scenarios of gradual diversification of UGS management (supplier + community + social activity)
 - Project proposal of the therapeutic garden
 - Elaboration of the grant programme
- Implementation in selected locations
 - Pilot implementation of the grant programme
 - Initiation of the creation of a therapeutic garden



3.3 Individual steps

No. Of activity	Activity	Date	Responsible	Involved people	Place	Costs	Purpose
1	Elaboration of Analysis	31. 1. 2018	Thematic expert, project manager, Head of department of the office of the mayor	External, department of finance, department of Environment	Prague		
2	Design of UGS governance model	30. 4. 2018	Thematic expert, project manager, Head of department of the office of the mayor	External, department of finance, department of Environment	Prague	16584,77 - includes activity 1 and 2.1	
3	Finalisation of project proposal of therapeutic garden	30. 4. 2018	Thematic expert, project manager, Head of department of the office of the mayor	External, department of finance, department of Environment, department of social affairs, FSP	Prague	12899,2	
4	Design of grant programme	30. 4. 2018	Thematic expert, project manager, Head of department of the office of the mayor	External, department of finance, department of Environment, department of social affairs, FSP	Prague	2948,4	
5	Implementation of pilot round of the grant programme	31. 5. 2018	Thematic expert, project manager, Head of department of the office of the mayor	External, department of finance, department of Environment, department of social affairs, FSP	Prague	2000 - funded from internal sources or UGB staff costs	
6	Initiation of therapeutic garden	31. 5. 2018	Thematic expert, project manager, Head of department of the office of the mayor	External, department of finance, department of Environment, department of social affairs, FSP	Prague	3000 - funded from internal sources	



3.4 Outcomes and interdependencies between individual steps

Outputs of the pilot activity will be:

- analysis of the diversification of UGS management;
- organizational, financial and technical governance model of UGS based on diversification of involved actors;
- project proposal of a special purpose therapeutic garden (technical, organizational, financial, activities, stakeholders, action plan for implementation);
- grant programme;
- program status;
- procedures;
- procedural documentation;
- explanatory report for the city district council;
- templates for the selection process.