

GUIDELINES

D.T3.1.1

Shared guidelines for the implementation of stakeholders' involvement in HBA



Poprad surrounding. Picture by Oliver Schmid-Selig

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INTRODUCTION

The objective of this deliverable is to provide a definition of objectives and procedures aimed at making each project partner aware of how to involve stakeholders in effective and efficient way into the decision-making processes regarding historical built areas (HBA) and their management. The goal is also to help assign roles and responsibilities of stakeholders to make them aware of their positions and importance in the overall management of HBA.

The deliverable is part of work package 3 'Increasing awareness and capacity building' in which the key target groups are partners from both public authorities and private sector, the local support groups (LSGs) and the associated partners. The aim is to make every subject involved in the training activities and events aware on how to better involve stakeholders.

The deliverable is prepared so that it can be easily adapted to other geographical context and thematic field outside management of HBAs. It lists general principles, stages of stakeholder involvement and recommended tools including examples of best practice. It is a document offering suggestions and possible procedures on how to involve stakeholders, through thematic seminars or structured participation's paths related to stakeholders' role among the sustainable management of HBA.

STAKEHOLDER PARTICIPATION

Stakeholder participation is a tool which enables local people to get involved in the planning and delivery of innovative local solutions to local problems. Stakeholder engagement process provides stakeholders with an opportunity to state their opinions; it creates an opportunity for debate, empowers stakeholders in decision-making, and ensures that stakeholders have a sense of ownership in the decisions taken. To be engaged means an opportunity to get informed, to learn and to deliberate. In this approach, stakeholders communicate not only with decision makers but also among each other.

The Stakeholder Analysis is both a multi-criteria and multi-factor approach, which includes as its main objectives involvement, mediation and facilitation of information and participation.

Project approach in stakeholder engagement

According to Eurosite Management Planning Toolkit, the consensual/participative management planning approach can be achieved in different ways:

- consultation before drafting of the plan begins
- cooperative working during the whole drafting process
- consultation following various stages of plan production
- consultation on completed draft plans.

The public is defined as citizen stakeholders on all scales and it includes them in the broadest sense, both directly affected stakeholders and non-directly affected public. This definition is in line with the Aarhus Convention on Access to Information, Public Participation and Access to Justice and the EU Directive 2003/35/EC of the European Parliament and the Council on 26 May 2003 on the public participation.

An excerpt from the EU Directive 2003/35/EC:*

Public participation concerning plans and programmes

1. For the purposes of this Article, "the public" shall mean one or more natural or legal persons and, in accordance with national legislation or practice, their associations, organisations or groups.
2. Member States shall ensure that the public is given early and effective opportunities to participate in the preparation and modification or review of the plans or programmes required to be drawn up under the provisions listed in Annex I.

To that end, Member States shall ensure that:

- (a) the public is informed, whether by public notices or other appropriate means such as electronic media where available, about any proposals for such plans or programmes or for their modification or review and that relevant information about such proposals is made available to the public including inter alia information about the right to participate in decision-making and about the competent authority to which comments or questions may be submitted;
- (b) the public is entitled to express comments and opinions when all options are open before decisions on the plans and programmes are made;
- (c) in making those decisions, due account shall be taken of the results of the public participation;
- (d) having examined the comments and opinions expressed by the public, the competent authority makes reasonable efforts to inform the public about the decisions taken and the reasons and considerations upon which those decisions are based, including information about the public participation process.

**(source: <http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32003L0035&from=EN>)*

Stakeholders can affect and complicate the decision-making process, so it is crucial to carry out a proper stakeholder mapping. This is a necessary document to identify the stakeholders involved in the process, their impact on the project and the relationships between them. Basically, they are divided stakeholders in “**internal and external stakeholders**”, but this first subdivision can be deepened by a further distinction in three main levels:

- Level 1 - the categories of actors who have **direct economic relations** with the organization;
- Level 2- are the stakeholders that may influence or be influenced by the project **directly**, or unmediated;

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- Level 3 - this level is composed of people who interact with the organization in an **indirect way**.

Stakeholders can be classified into two large categories, the directly and indirectly involved stakeholders. The directly involved stakeholders include the subjects who are affected by the decisions in direct way, i.e. the decision regards them and their interests or properties. These include owners, responsible bodies, decision makers, private subjects, enterprises or investors. The second group comprises of subjects who are not directly affected by the decisions, for example groups or individuals who have interest in building green eco-corridors in general.

There are different tools for involvement of these two groups, nevertheless, independently from this division the logic remains the same, to achieve collective decision making in form of partnership empowerment (phase 5 of the participation scheme below). In phases one to four, the mediators are needed to moderate the discussion and mediate the interests, the phase five considers mediators to become stakeholders as well and the dialogue shall take place in form of partnership in which all actors are considered stakeholders.

These tools can be divided into two main categories: **OFFLINE and ONLINE methods**.

In the first group are the tools, as methods of involvement; face to face meetings; reports and conferences; direct questionnaires; traditional advertising and promotion techniques; co-design activities...

In the second group there are the tools with the aid of the virtual network, as internet platforms; websites for documents and information; virtual forum; online surveys, social networks etc.

Necessary, if not essential, it is also the formulation of a **glossary**, as a common vocabulary for sharing information among all the participants, during the different phases.

What needs to be emphasized, though, is that although the underlying principle is the same across the scales and sectors, the legal frameworks differ. Public participation is obligated by the law on access to information and the right to be informed. Following this logic, for instance the owners are directly involved in different phases of the decision-making processes by public hearing. The legal background needs to be reflected in different respected phases as needed in accordance with the national and regional laws.

The project approach considers continuous consultation in various stages of management plan production to be the most appropriate since this approach also respects to the highest

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degree the requirements of *the Aarhus Convention on Access to Information, Public Participation and Access to Justice, and the Convention on Biodiversity* where the management of land and water and living resources is seen as being a matter of societal choice.

The project approach also considers that it is crucial for the success of the engagement process to inform and involve stakeholders in the early stage in order to build the commitment and trust for future actions. Stakeholders should be involved when all options are still open, and engagement should continue throughout the planning process. If stakeholders are involved at a late stage of the process, or at the stage when the decisions have already been made, this can create a feeling of manipulation and increase distrust. In these cases, it is better not to open the participation at all.

Benefits and barriers of stakeholder engagement

The overall benefit of stakeholder participation in management planning is a better quality of a management plan. As stated in *IUCN Guidelines for Management Planning in Protected Areas*, the list of benefits includes the following:

- increased sense of ownership,
- greater support for the protected area,
- links planning for conservation with planning for development,
- provision of communication mechanism.

Engagement of stakeholders brings knowledge about problems and needs into the planning process, it solicits the views of citizens on proposed options, allows the development of alternative solutions, and provides an opportunity for the public to discuss and understand complex issues. It enables better quality of decisions and creates common basis for harmonised actions. It raises awareness about behavioural modes, helps to overcome conflicts and increases public support and social empowerment. Stakeholder engagement also increases the legitimacy of the planning and decision-making process as it enables a dialogue and deliberation about the issues. It also enables stakeholder's feedback on the acceptability and usefulness of management actions. Engagement of stakeholders is a demanding process, often accompanied by barriers which are mainly related to weak capacities and skills for participation, difficulties in reaching consensus, prolongation of the planning process due to the engagement, and increased costs.

(more on barriers and problems can be found in the latter part of this guideline)

Stakeholder participation principles

The following main principles are crucial for successful stakeholder engagement:

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- **Efficiency**: The efficiency principle requires clear and well-designed procedures as well as a stakeholder engagement plan for informing, consultation, and active participation of stakeholders in decision-making process.
 - **Inclusiveness and transparency**: This principle requires an open and transparent engagement process and inclusion of a wide range of participants from the community with special focus on the proper selection of key stakeholders and tailored consultation processes.
 - **Effectiveness**: The effectiveness principle requires that stakeholders' views are taken into account and have a real impact on plan or policy development and implementation. In cases when there is no clear genuine role for stakeholders to play or when it is not sure that they can influence decisions, the involvement is not reasonable and could bring negative effects.
-

PROCEDURES OF PUBLIC PARTICIPATION

The objective of the proposed procedure of public participation is to engage the stakeholders in the project. This needs to be done in gradual steps as it is continuous process with its internal logics. All the steps need to be performed as one is related to another. The process needs to be efficient without unnecessary stages which can render the stakeholders uninterested after the initial stages.

The procedure has 5 main steps in which the decision makers are engaging with the stakeholders with one initial phase of stakeholder mapping which provides the essential early information about the stakeholders of the project. This part of the paper is devoted to description of the procedure including the recommended tools to be used to successfully achieve the successive phases and positively finish the participation procedure. Figure 1 describes the phases of the procedure and its internal logics and table 1 provides a sheet of main phases with brief explanation of each phase which is to be used by practitioners as a tool for running the procedure in the projects.

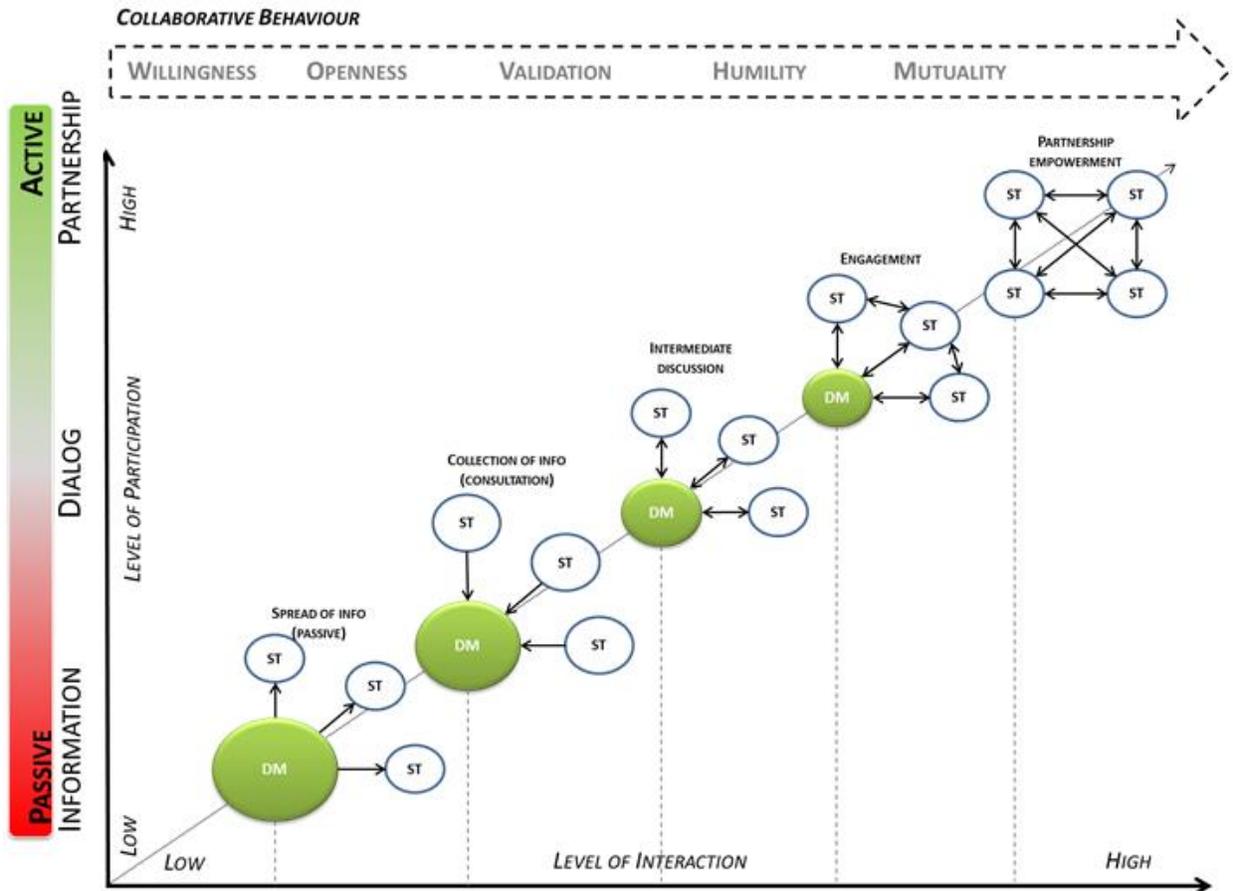


Figure 1: Participation procedure

3.1 Phase 0 – Stakeholder mapping

When developing a participatory process it is important to understand who is or could be affected by the decisions and the actions taken, and who has the power to influence their outcome. Therefore, before the beginning of the actual process of participation it is crucial to identify who are the key stakeholders and those who are directly or indirectly affected by the project.

Stakeholder participation is a tool which enables all people interested to get involved in the planning and delivery of innovative local solutions to local problems. The involvement of the stakeholders has 5 main levels which can be interpreted as the steps in which the decision makers are engaging different stakeholders with different intensity and in different positions. In the phase 0 it's important to identify various groups, such as the decision makers, key players, context setters, subjects and crowds.

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This phase of the participatory procedure is taking place only within the team of decision makers and is not interactive as the rest of the phases. It maps out the stakeholders and sorts out their relevance to the project.

Tools:

- expert opinions,
- focus groups,
- interviews,
- self-selection,
- via events,
- check-list of the likely stakeholder categories or any combination of these tools.

It is important that communication is focused on awareness and instruction/involvement/training, ensuring that information was coordinated, consistent and transparent. The following table (table 1) is supposed to be a tool for project partners when mapping the stakeholders both directly and indirectly affected by the project. The table consists of several categories including the basic information about stakeholders, the type of the stakeholder, their position, the level of their involvement and their impact on the project. The table includes some pre-added options for stakeholder classification and should be perceived as recommended format without being obligatory.

| Stakeholders associated with/interested in the topic | | Field of activity | Official role/responsibility | Type | Position | Impact | | | Involvement | | Level of involvement | |
|--|--------------|-------------------|------------------------------|---|---|----------|----------|---|-------------|----------|----------------------|---------|
| Name | Contact info | | | | | Positive | Negative | Importance* | Direct | Indirect | Current | Desired |
| | | | | <u>Examples:</u> consultant advisor decision-maker investor broader public interest group (NGOs, clubs, quasi-governmental body voluntary activist entrepreneurs (e.g. in forestry - forest business, wood producer, agricultural enterprises owner individuals | <u>Examples:</u> citizen state body subject of law professional | X | | Phase 1 + Phase 2 ++ Phase 3 +++ Phase 4 ++ Phase 5 +++ | X | | | |

Table 1: Stakeholder mapping tool (source: authors)

*please, pre-assess the involvement in respective phase (+ interested; ++ very interested, +++extraordinarily interested)

Identifying stakeholders

Identifying stakeholders which should be involved in the process is one of the most difficult tasks. Finding the right mix of participants and ensuring that no group is unintentionally (or perhaps, deliberately) excluded, is essential to provide maximal effect and success. The key to every successful project implementation is a good involvement process, including all the different types of stakeholders from all pillars:

- public sector;
- private sector;
- NGOs and civil society;
- General public;
- Academic sector.

The following criteria might be of help when choosing the stakeholders:

- A. Actors that are able and willing to follow the entire planning process, from the preparation of the plan to the implementation;
- B. Actors that contribute constructively to the process;
- C. Actors that have a network in the relevant sector;
- D. Actors that can represent a larger variety of stakeholders from their pillar.

Below is a list of almost all potential stakeholders divided into groups with the tips how to address those who have the greatest influence:

a) **Public sector**

- I. Administrative representatives from municipalities, regional government, national authorities and governmental agencies (public authorities, municipality workers and experts, representatives of ministries, state agencies and others)
- II. Political representatives from municipalities or regional government (elected to represent the local or regional authority)
- III. Public utilities (electricity, gas, water, sewage, road infrastructure, telecommunication infrastructure and others)

Be aware of:

- Making sure the representatives have relevant knowledge (broadly within cultural heritage, energy, environment, climate), and have authority to represent their local, regional or national agency.
- City/municipality workers are usually overloaded. Municipalities have to handle countless tasks, many of them required by law, thus it should come as no surprise if employees find low interest in participating. The best way of this is the personal relationship building and conviction of the mayor, who can then delegate respective

colleagues to participating in the process. For this purpose planned thematic activities, namely the Coffees with Mayors are desirable to be implemented first. After this, it is easier to allocate time, resources and capacity, and win the key actors within the city/municipality (energy expert, environmental expert, chief architect, etc.) to the cause.

- Not choosing political representatives that have not been elected by the relevant authority to be their representative.

Examples of different interests (mayors and others):

- To be re-elected;
- Local economy and tourism, tax income, protection of cultural heritage, energy security;
- Social housing and middle class citizens (who can support and afford to take initiatives);
- To avoid conflicts.

b) Private sector

- I. Representatives from employer's unions, chamber of commerce, or similar organizations (use the EBN network);
- II. In cities/municipalities that are dominated by one or a few larger companies, representatives of these industries might be included;
- III. Representatives from the ESCOs (Energy Service Companies) / cooperative structures and energy producers (private companies dealing with energy management and other infrastructure);
- IV. Energy Efficiency/Renewable Energy Sources equipment manufacturers.

Be aware of:

- If some members represent a single company or industry, extra care must be taken to include other companies or industries through workshops, public hearings, etc.
- The private sector should be challenged to increase the level of ambition.

Examples of different interests of companies:

- Gain bigger share in the market.
- Large, long term contacts.
- Introduce new products in the market, pilot projects.
- Communicate with people in order to find eventual buyers.
- Investments and new jobs.
- Bonus for new technologies.
- Selling money for a reasonable profit.

c) NGOs and civil society

- I. Civil society organizations (interest groups);
- II. Local or regional environmental organizations;
- III. National environmental umbrella organizations (use the CAN network¹);
- IV. Energy agencies and energy cooperatives;
- V. Financial institutions;
- VI. Social institutions;
- VII. Unions organizing natural scientists might also provide knowledgeable and relevant representatives;
- VIII. Building associations, architects and other engineers;
- IX. If present, youth environmental organizations should get their own representative.

Be aware of:

- Look for representatives that contribute constructively to the process, and are willing to focus on knowledge and compromises, rather than opposition.

Examples of different interests:

- Protection of cultural heritage;
- Protection of the environment with social welfare;
- Promote sustainability in matters of efficient use of resources, economic means, energy efficiency;
- Participatory approach/consultations.

d) Private citizens

- I. Residents' associations;
- II. Employee's unions and other organizations that cover a large number and variety of citizens. These can be umbrella unions, and/or unions focusing on industries that are important in the region;
- III. Inter-religious organizations (ecumenic boards, cross-religious cooperative boards, etc.);
- IV. City/municipality might already have panels representing specific groups: handicap panels, boards for elderly, youth panels, immigrant advisory boards, etc.

Be aware of:

¹ Climate Action Network Europe, www.caneurope.org

- Look for organizations that are perceived as neutral, and that are open to all or most citizens;
- Look for representatives that contribute constructively, and who won't focus too narrowly on small, local topics;
- Look for representatives who are capable to mobilise a broad range of citizens.

e) Academic sector

- I. Academic or administrative employees at local or regional universities or colleges;
- II. Educational institutions;
- III. Analysers, experts (as key speakers).

Be aware of:

- Be careful that the research partners do not shift too much of the perspective and resources towards future horizons and new innovations.

Examples of different interests:

- Involve students, let them contribute.
- Know more about the specific relation between academic sector and cultural heritage and energy.
- Avoid parents giving wrong messages to children, etc.

Example for the City of Karlovac regarding public debate held during the drafting of the Urban Plan for the HBA Zvijezda. Public debates were conducted in 2016, and the tables contain information on the stakeholders who were present in debates.

First workshop on 28.10.2016.

| No. | STAKEHOLDERS NAME | REPRESENTATIVE | CONTACT (TEL./FAX./GSM.) | E-MAIL | ADDITIONAL INFORMATION |
|-----|---|-------------------------|-----------------------------|---|---------------------------|
| 1. | CITY MUSEUM | Hrvojka Božić | 615-980 fax. 615-981 | gradski-muzej@ka.t-kkm.hr hrvojka.bozic@gmk.hr | Strossmayerov trg 7 |
| 2. | CITY THEATER | Srećko Šestan | 614-950 091 614 99 99 | ravnatelj@zorin-dom.hr | Domobraska 1 |
| 3. | CITY LIBRARY | Jasmina Milovčić | 421-377 | jasmina@gkka.hr | Lj. Šestića 1 |
| 4. | MUSIC SCHOOL | Snježana Mrljak | 615-161 | info@glazbena-ka.hr | Augusta Cesarca 3 |
| 5. | COMMUNITY OF ORGANIZATION OF AMATEUR CULTURAL ACTIVITIES (ZOAKUD) | Željko Kučinić | 091 2844 280 | | |
| 6. | TOURIST BOARD OF THE CITY OF KARLOVAC | Tihana Bakarić | 615-115 | info@karlovac-touristinfo.hr | Ul. P. Zrinskog 3 |
| 7. | DISTRICT OF HOLY TRINITY | fra Krunoslav Albert | 615-950 | fra.karlovac@ofm.hr | Trg bana J. Jelačića 7 |
| 8. | RECTORY OF THE CITY OF KARLOVAC | jerej Slaviša Simaković | 095 87 87 197 | spco-karlovac@eparhija-gornjokarlovacka.hr | C. Medovića 11? |
| 9. | CULTURAL ARTISTIC SOCIETY „MATIJA GUBEC“ | Branko Đurđević | 614-240 | | M. Držića 4 |
| 10. | SPORTS COMMUNITY OF THE CITY OF KARLOVAC | Želimir Feitl | 654-266 091 451 2451 | ksz@ksz.hr | Rakovac 1 |
| 11. | CITY DISTRICT ZVIJEZDA | Željko Grubiša | 098 275 568 | grubisa.zeljko@gmail.com | Gundulićeva 9 |
| 12. | VESNA BEG | | | vesnabeg@gmail.com | Mirka Seljana 14 |

Second workshop on 29.10.2016.

| No. | STAKEHOLDERS NAME | REPRESENTATIVE | CONTACT (TEL./FAX./GSM.) | E-MAIL | ADDITIONAL INFORMATION |
|-----|--|--------------------|-----------------------------|--|------------------------|
| 1. | Forestry and Carpentry School | Đurđica Janjanin | 609-599 | sum.skola-klc@ka.t-com.hr | Vatrogasna cesta 5 |
| 2. | Gymnasium Karlovac | Damir Mandić | 654-130 | | Rakovac 4 |
| 3. | ECONOMIC AND TOURISM SCHOOL | Miroslav Kovačević | 614-595 | ured@ss-ekonomsko-turisticka-ka.skole.hr | Kurelčeva 2 |
| 4. | TRADE SCHOOL | Damir Pleša | 612-137 | tus@ka.ht.hr | Ul. S. Radića 8 |
| 5. | KARLOVAC UNIVERSITY OF APPLIED SCIENCES | Branko Wasserbauer | 843-500 | dekanat@vuka.hr | Trg J.J.Strossmayera 9 |
| 6. | STUDENT CENTER KARLOVAC | Davor Jurčević | 609-710 | | Ul.F.K.Frankopana 5 |
| 7. | DORMITORY KARLOVAC | Saša Salaj | 615-952 098 460-115 | udk@ucenickidom-karlovac.hr | Samostanska 2 |
| 8. | TOURIST BOARD OF THE CITY OF KARLOVAC | | | | |
| 9. | INDUSTRY AND TRADE VOCATIONAL SCHOOL | Snježana Erdeljac | 600-854 | ured@ss-mios-ka.skole.hr | Domobraska 2 |
| 10. | The Association of Innovators of Karlovac County | Marko Bubaš | 415-496 | Marko.bubas8@gmail.com | Jamadolska 6 |

Third workshop on 02.11.2016.

| No. | STAKEHOLDERS NAME | REPRESENTATIVE | CONTACT (TEL./FAX./GSM.) | E-MAIL | ADDITIONAL INFORMATION |
|-----|---|------------------------------------|-----------------------------|--|---------------------------|
| 1. | ASSOCIATION OF CRAFTSMEN OF THE CITY OF KARLOVAC | Davor Vinski | 616-863 | uo.karlovac@hok.hr | Haulikova 14 |
| 2. | GUILD OF CATERERS (ASSOCIATION OF CRAFTSMEN OF THE KARLOVAC COUNTY) | Miro Prugovečki | 612-058 | ok.karlovac@hok.hr | Haulikova 14 |
| 3. | HOTEL KORANA SRAKOVČIĆ (Heritage boutique hotel) | Ivan Srakovčić | 609-090 | info@hotelkorana.hr | Perivoj J. Vrbanića 8 |
| 4. | HOTEL EUROPA | | 609-666 | | Banija 161 |
| 5. | HOTEL CARLSTADT | Slavko Baršić | 611-111 | carlstadt@ka.ht.hr | A.Vraniczanya 1 |
| 6. | HOSTEL NA PUTU | | | info@hostelnaputu.com | Trg Petra Zrinskog 17 |
| 7. | STAR TURIST | Tomislav Hrastovčak | 645-600 | info@starturist.hr | M. Laginje 1 |
| 8. | KA TRAVEL | Marijana Buneta | 495-495 | info@katravel.hr | Gundulićeva 3 |
| 9. | CARLOTOURS | | 600-804 | carlotours@email.t-com.hr | A.Vraniczanya 5 |
| 10. | TOURIST BOARD OF THE CITY OF KARLOVAC | Tihana Bakarić | 615-115 | info@karlovac-touristinfo.hr | Trg P.Zrinskog 3 |
| 11. | TOURIST BOARD OF KARLOVAC COUNTY | Dina Begić | 615-320 | info@tzkz.hr | A.Vraniczanya 6 |
| 12. | CROATIAN CHAMBER OF ECONOMY – KARLOVAC COUNTY | Zlatko Kuzman | 612-111 | zkuzman@hgk.hr | Kralja Tomislava 19 b |
| 13. | THE ASSOCIATION OF TOURIST GUIDES OF THE KARLOVAC COUNTY-BASTION | Dubravka Mlikan Danijela Domboš | 098/518825 098/246584 | dubravka.mlikan@ka.htnet.hr danieladuic@ka.htnet.hr | Stjepana Seljana 48 |
| 14. | ŽELJKO TREZNER | | 642-620/611-926 | ferial@uhpa.hr zeljko.trezner@ka.htnet.hr | Stjepana Radića 12 |
| 15. | CITY DISTRICT | Željko Grubiša | 098 275 568 | grubisa.zeljko@gmail.com | Gundulićeva 9 |

Fourth workshop

| No. | STAKEHOLDERS NAME | REPRESENTATIVE | CONTACT (TEL./FAX./GSM.) | E-MAIL | ADDITIONAL INFORMATION |
|-----|---|----------------|-----------------------------|------------------------------|---------------------------|
| 1. | DEVELOPMENT AGENCY OF THE KARLOVAC COUNTY | Viktor Šegrt | 612-800 | vsegrt@ra-kazup.hr | J.Haulika 14 |
| 2. | PUBLIC INSTITUTION NATURA VIVA | | 601-479 fax. 601-284 | karlovac.nature@ka.t-com.hr | J.Križanića 30 |
| 3. | TOURIST BOARD OF THE CITY OF KARLOVAC | Tihana Bakarić | 615-115 | info@karlovac-touristinfo.hr | Trg P. Zrinskog 3 |
| 4. | THE SOCIETY OF ARCHITECTS, CIVIL ENGINEERS AND GEODETIC ENGINEERS OF THE CITY OF KARLOVAC (DAGGK) - ALL | | | dagg@ka.t-com.hr | Banjavčičeva 8 |

Time Schedule

Integral part of WP T3 is schedule of activities and steps to be taken. For better understanding of the procedures and relations among the deliverables and outputs, the time frame and description of the activities is shown below

Table 1. Time frame for A.T3.1

| Time | month/year | | | | | | | | | | | |
|------|------------|-----------------------|--------|----------|-------|---------------------|-------------------------------|--------|---------------|-------|-------|-------|
| | A.T3.1 | 01/19 | 02/19 | 03/19 | 04/19 | 05/19 | 06/19 | 07/19 | 08/19 | 09/19 | 10/19 | 11/19 |
| | | <i>draft D.T3.1.1</i> | | D.T3.1.1 | | D.T3.1.2 (6x) | <i>template for D.T3.1.3,</i> | O.T3.2 | D.T3.1.3 | | | |
| | | | O.T3.1 | | | <i>D.T3.1.4 and</i> | | | D.T3.1.4 | | | |
| | | | | | | <i>D.T3.1.6</i> | | | D.T3.1.5 (8x) | | | |
| | | | | | | | | | D.T3.1.6 | | | |

Table 2. Description of deliverables for A.T3.1

| Deliverables for activity A.T3.1 | | | |
|----------------------------------|--|---|-----------------------|
| No. | Deliverable title | Description of deliverable | Quantification/target |
| D.T3.1.1 | Shared guidelines for the implementation of stakeholders involvement in HBA management | Documents offering suggestions and possible procedures and materials on how to involve stakeholders, through thematic seminars or structured participation's paths related to stakeholders role among the sustainable management of HBA | 1 |
| D.T3.1.2 | Support letters to a local Stakeholders Involvement Plan | Every Local Administration involved will produce a Support Letter, committing to drive local policies toward the course of actions designed by the Guidelines and underlining local specifications | 6 |
| D.T3.1.3 | Report on Transnational Pilot action on Thematic seminars in Slovakia, | 1 report describing processes, results and lessons learnt through the implementation of guidelines in the pilot areas, organizing half-day thematic workshops related to specific issues of HBA | 1 |

| | | | |
|-----------------|---|---|---|
| | Croatia and Czech Republic | management linked to stakeholders (e.g. maintenance, care, ...) | |
| D.T3.1.4 | Report on Transnational Pilot action on structured participation's paths in Mantova, Slovenia and Hungary | 1 report describing processes, results and lessons learnt through the implementation of guidelines in the pilot areas, organizing events to facilitate the pro-active participation of residents, owners and economic operators to specific Historic Built Area (HBA) | 1 |
| D.T3.1.5 | Minutes of meetings | Reports of the partnership meeting related to the topic (1) and of the Local Support Groups meetings | 8 |
| D.T3.1.6 | Report of feedback and results of pilot actions | Document collecting and analyzing the results data and feedback and comments from partners and users | 1 |

3.2 Phase 1 – Spread of Information

| | | |
|--|-------------------------------|---|
| Phase 1 Spread of Information | Purpose | is to inform the stakeholders about the project, objective and vision. In this phase the stakeholders obtain appropriate amount of information which will familiarize them with the project and their role in the project. It creates the basic groundwork for further steps. |
| | Behavior | is willingness on which the phase is built on. Willingness to participate is objective of this phase meaning that the provided information is aimed at catching attention and kindling interest of stakeholders to take part in the project. |
| | Skills | the most important collaborative skill is effective speaking and the ability to provide the right amount of information to catch the attention and to inform, but not exceedingly much to discourage the stakeholders. The information needs to be provided in sensible way, sufficiently ahead of time and it needs to be delivered to the right stakeholders. |
| | Tools | using of newsletters, both via regular mail or emails, advertising in newspapers and on project websites, using fact sheets and other means of information delivery to stakeholders can be used. |
| | Communication channels | leaflets or ads in newspapers can be used, together with press releases, fact sheets or newsletters, increasingly more effective and widely used is using the social media such as Facebook or Twitter. |

Figure 2: Phase 1 (source: authors)

The objective of the initial phase is to provide the public with objective and balanced information and to assist their comprehension on the project and the participatory process, about the possible alternatives and challenges. It is important to find the fine line between adequate amount of information and overwhelming the stakeholders with facts and resulting confusion and lack of interest.

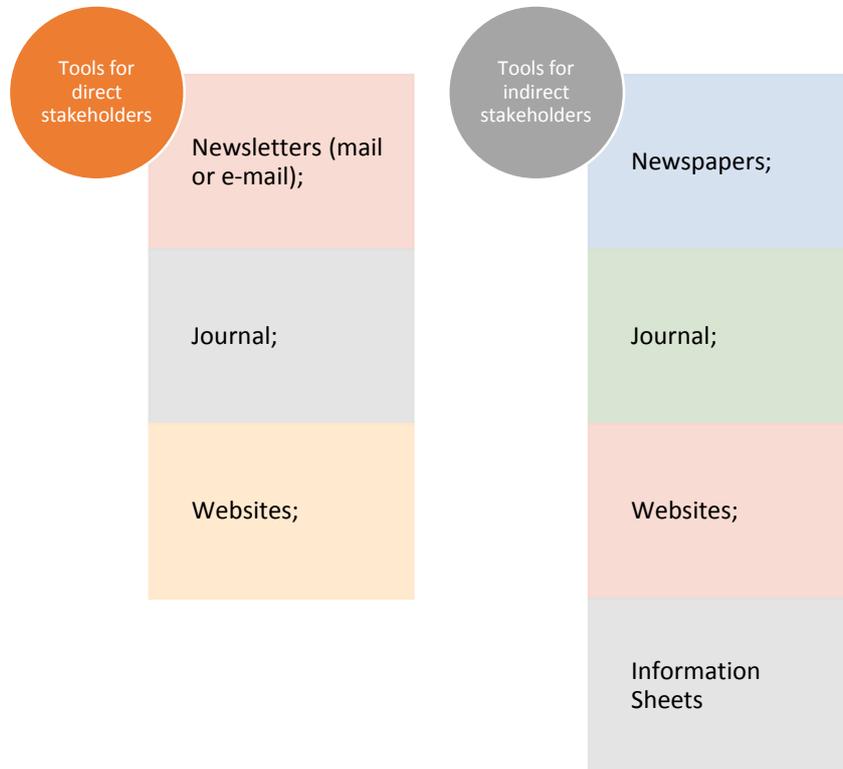
Collaborative behavior: The collaborative behavior in the first phase is willingness on which the phase is built on. Willingness to participate is objective of this phase meaning that the provided information is aimed at catching attention and kindling interest of stakeholders to take part in the project.

Purpose of the phase: The purpose of this first phase is to inform the stakeholders about the project, its objective and its vision and how the project will continue. In this phase the stakeholders obtain appropriate amount of information which will familiarize them with the project and their role in the project. It is an initial stage which creates the basic groundwork for further steps.

Collaborative skills: The most important collaborative skill in the first phase is effective speaking and the ability to provide the right amount of information to catch the attention and to inform, but not exceedingly much to discourage the stakeholders. The information needs to be provided in sensible way, sufficiently ahead of time and it needs to be delivered to the right stakeholders (which is the objective of the previous phase – stakeholder mapping.).

Tools: Using of newsletters, both via regular mail or emails, advertising in newspapers and on project websites, using fact sheets and other means of information delivery to stakeholders can be used.

Communication channels: More conventional channels such as leaflets or ads in newspapers can be used, together with press releases, fact sheets or newsletters, increasingly more effective and widely used is using the social media such as Facebook or Twitter.



It is important to be aware that the choice of participation tool even in this phase should reflect country-specific resp. sectoral law. Under the specific law we are understanding the EU//national/subnational and specific sectors law (spatial planning law, building code, environmental protection law, Strategic Environmental Assessment (SEA), Environmental Impact Assessment (EIA), transportation law etc.).

3.3 Phase 2 – Collection of Information

| | | |
|--|-------------------------------|--|
| Phase 2 Collection of Information | Purpose | to inform and educate the decision makers about the ideas, opinions and concerns from the stakeholders. It is one of the introductory phases which aims at establishing the initial cooperation and gain trust on which the successive phases are building on. |
| | Behavior | is openness, i.e. to be open about their ideas and opinions and express them to the decision makers to enable them to capture those and respond to them, incorporate them into the project and help to clarify potential confusion and prevent conflicts. |
| | Skills | the most important collaborative skill is the ability to listen effectively and openly. The first round of information collection captures a variety of feedback including not relevant feedback and it needs to be understood why it is so and help clarify potential misunderstandings for the future. |
| | Tools | polls, surveys, community profiles, briefs, written responses and online tools such as Public Participation Geoinformation Systems (PPGIS) and other similar platforms enabling stakeholders to post their ideas using for them convenient ways. |
| | Communication channels | Public events, regular mail, social networks (Facebook, Twitter etc.). |

Figure 3: Phase2 (source: authors)

The second phase is dedicated to collecting the responses and information from the stakeholders. It is an opposite process that the previous stage where the decision makers were the ones addressing the stakeholders. The stakeholders have obtained the introductory information and provide the first feedback stating their interest and willingness to collaborate.

Collaborative behavior: The collaborative behavior required from the stakeholders is openness, i.e. to be open about their ideas and opinions and express them to the decision makers to enable them to capture those and respond to them, incorporate them into the project and help to clarify potential confusion and prevent conflicts.

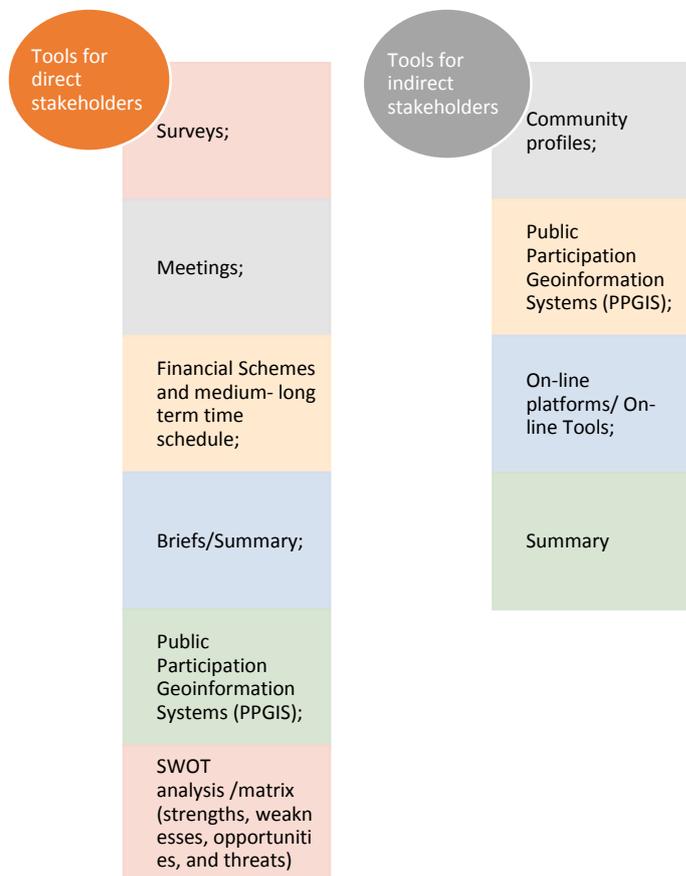
Purpose of the phase: The purpose of the second phase is to inform and educate the decision makers about the ideas, opinions and concerns from the stakeholders. It is one of the introductory phases which aims at establishing the initial cooperation and gain trust on which the successive phases are building on.

Collaborative skills: The collaborative skills necessary is the ability to listen effectively and openly. The first round of information collection captures a variety

of feedback including not relevant feedback and it needs to be understood why it is so and help clarify potential misunderstandings for the future.

Tools: The available tools for collection of information include for example pools, surveys, community profiles, briefs, written responses and online tools such as Public Participation Geoinformation Systems (PPGIS) and other similar platforms enabling stakeholders to post their ideas using for them convenient ways.

Communication channels: Public events, regular mail, social networks (Facebook, Twitter etc.).



3.4 Phase 3 – Intermediate discussion

| | | |
|--|-------------------------------|--|
| Phase 3 Intermediate Discussion | Purpose | to create the dialogue and foster transaction of opinions, i.e. facilitate the discussions under the rules of effective, open and inclusive conversation. The participants should feel appreciated and listened to and this way they are starting to become relevant and genuine partners. |
| | Behavior | is validation and parties are attempting to justify their ideas and opinions on the project and are clarifying their views. |
| | Skills | media relations and the ability to facilitate the discussions. |
| | Tools | public meetings, workshops, urban walks, open houses and any other formats of discussion which enables decision makers to debate with stakeholders. |
| | Communication channels | Public events, any interactive form of discussions. |

Figure 4: Phase 3 (source: authors)

The intermediate discussion presents a significant change in the communication between the decision makers and the stakeholders. It turns one-way communication into two-way communication, i.e. a discussion and it increases the level of engagement of both sides in the participatory process.

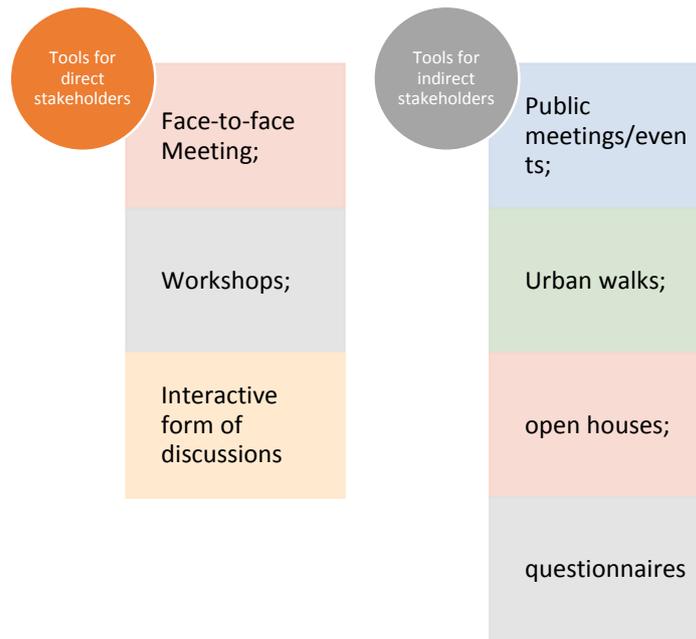
Collaborative behavior: The collaborative behavior of the third phase is validation and parties are attempting to justify their ideas and opinions on the project and are clarifying their views.

Purpose of the phase: The purpose of intermediate discussion is to create the dialogue and foster transaction of opinions, i.e. facilitate the discussions under the rules of effective, open and inclusive conversation. The participants should feel appreciated and listened to and this way they are starting to become relevant and genuine partners in the project.

Collaborative skills: The necessary collaborative skills include mostly media relations and the ability to facilitate the discussions.

Tools: The available tools include public meetings, workshops, urban walks, open houses and any other formats of discussion which enables decision makers to debate with stakeholders.

Communication channels: Public events, any interactive form of discussions.



3.5 Phase 4 – Engagement

| | | |
|---|-------------------------------|---|
| Phase 4 Engagement | Purpose | is to ensure partnership through continuous dialogue in form of discussions while respecting the views and concerns of stakeholders and this way to prevent potential conflicts which could hinder the participatory process. |
| | Behavior | is humility and respect as the main guiding principles of the participatory process in this phase. |
| | Skills | Dealing with conflicts, effective facilitation |
| | Tools | negotiations, arbitration and mediation to assist the dialogue and help to reach a consensus favorable for all parties. |
| | Communication channels | direct face-to-face meetings mostly, including virtual channels such as tele-conferences, Skype-meetings etc. for cases where physical presence of stakeholders and decision makers is not possible. |

Figure 5: Phase 4 (source: authors)

The fourth phase of participatory procedure is engagement of stakeholders with the decision makers. It is a process of closer involvement and direct work with stakeholders throughout the participatory process. The objective is to ensure the proper understanding and consideration of concerns and aspirations. The decision makers are supposed to work towards reflecting all relevant ideas and opinions in the project.

Collaborative behavior: The engagement phase is based on humility and respect as the main guiding principles of the participatory process in this phase.

Purpose of the phase: The purpose of this phase is to ensure partnership through continuous dialogue in form of discussions while respecting the views and concerns of stakeholders and this way to prevent potential conflicts which could hinder the participatory process.

Tools: The tools to facilitate this phase include negotiations, arbitration and mediation to assist the dialogue and help to reach a consensus favorable for all parties.

Communication channels: direct face-to-face meetings mostly, including virtual channels such as tele-conferences, Skype-meetings etc. for cases where physical presence of stakeholders and decision makers is not possible.



3.6 Phase 5 – Partnership, empowerment

| | | |
|---|------------------------|---|
| Phase 5 Partnership, empowerment | Purpose | is to foster cooperation in the project via partnership and empowerment. |
| | Behavior | is mutuality and support of participatory process acknowledging the strengths and weaknesses of the decision makers and stakeholders and working towards the common objectives as equal partners. |
| | Skills | dealing with the conflicts which might arise and continuous evaluation of the process using the feedback of all participants in the procedure to keep the momentum of the process and keep the actors involved. |
| | Tools | multi-actor decision making, voting or referenda. |
| | Communication channels | direct face-to-face meetings mostly, including virtual channels such as tele-conferences, Skype-meetings etc. for cases where physical presence of stakeholders and decision makers is not possible. |

Figure 6: Phase 5 (source: authors)

The last phase of the proposed participatory scheme is partnership and reaching the stage of empowerment of stakeholders in the participatory process. It is the higher level of cooperation where the line between decision makers and stakeholders is being erased and all are becoming equal partners in every aspect of the participatory process.

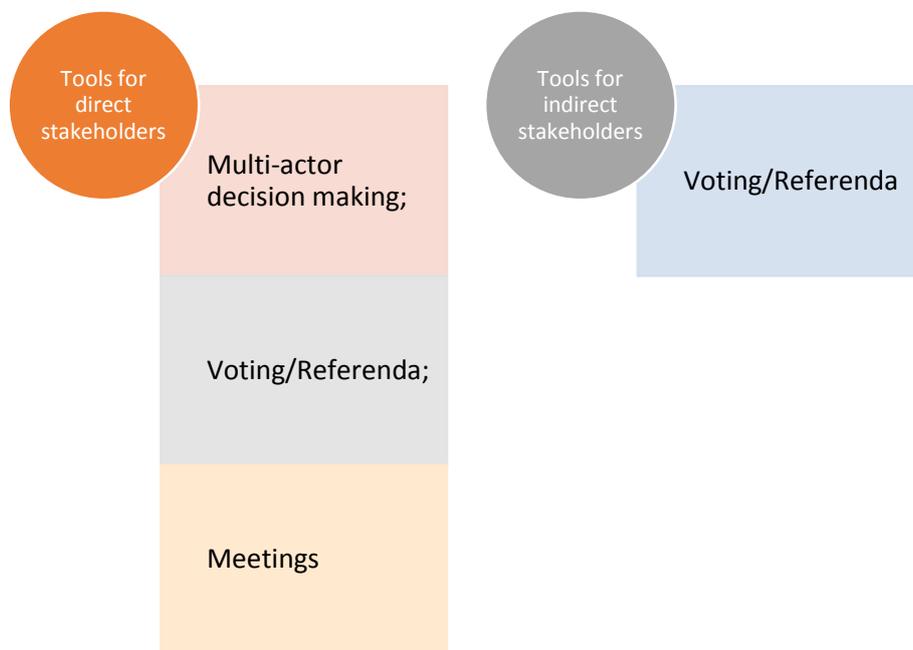
Collaborative behavior: The collaborative behavior for partnership phase is mutuality and support of participatory process acknowledging the strengths and weaknesses of the decision makers and stakeholders and working towards the common objectives as equal partners.

Purpose of the phase: The purpose of this phase is to foster cooperation in the project via partnership and empowerment.

Collaborative skills: The most important skills in the dealing with conflicts which might arise and continuous evaluation of the process using the feedback of all participants in the procedure to keep the momentum of the process and keep the actors involved.

Tools: The tools in the fifth phase include multi-actor decision making, voting or referenda.

Communication channels: direct face-to-face meetings mostly, including virtual channels such as tele-conferences, Skype-meetings etc. for cases where physical presence of stakeholders and decision makers is not possible.



METHODS OF STAKEHOLDERS INVOLVEMENT

This chapter provides several examples of stakeholder participation tools together with examples from European cities implementing some of these methods. The purpose of this chapter is to provide partners with ideas of what methods can be used to facilitate involvement of stakeholders relevant for management of HBAs. Wide variety of methods with examples from practice shall help partners to select the most appropriate method for events they are required to implement in the pilot sites.

The following figure represents a table in which methods of stakeholder involvement are classified according to the target groups (horizontal rows) and the purpose of the activity (vertical columns). Work package three consists of four main groups of stakeholders:

- Citizens
- Technicians
- Entrepreneurs
- Decision makers

For the needs of this deliverable, five purposes of methods are selected:

- Triggering
- Raising awareness
- Informing
- Co-designing
- Training activities

Note: some of the methods can serve overlapping purposes i.e. one method can be used for more stakeholder groups and/or for multiple purposes.

| | TRIGGERING | RAISING AWARENESS | INFORMING | CO-DESIGNING | TRAINING ACTIVITIES |
|----------------|---|---|---|--|---------------------|
| CITIZEN | <ul style="list-style-type: none"> Temporary uses | <ul style="list-style-type: none"> Photo Contests/Treasure Hunt Interactive Exhibitions Travelling Laboratory City walk/Radio Walk Show / 'Performing media' walks Ecomuseum Board Game | <ul style="list-style-type: none"> Informal meeting + movie | <ul style="list-style-type: none"> Neighborhood workshops World Cafes Focus group discussions with citizens Panel discussions with experts Urban Walk | |
| TECHNICIAN | <ul style="list-style-type: none"> Innovation Camp | <ul style="list-style-type: none"> Simulation game workshop Bar-Camp | <ul style="list-style-type: none"> informal meeting + movie Lunch and learn Learning coffees | <ul style="list-style-type: none"> Co-design lab Focus group discussions with experts | |
| ENTREPRENEUR | | | | | |
| DECISION MAKER | | <ul style="list-style-type: none"> Simulation game workshop | <ul style="list-style-type: none"> Learning coffees Lunch and learn | | |

4.1 Focus group discussions with citizens

Focus group discussions are a tool aimed at mapping the ways people are thinking about particular area. These discussions are usually taking place in local places with which citizens are familiar with following the principle of coming to people to listen to their ideas. Various local communities can be involved, also based on their age (from pupils and high school students up to pensioners). The discussions vary in time (usually from 60 to 180 minutes), usually they consist of 6-13 persons and they need to be planned according to selected themes. The discussions are recorded and partially transcribed and the outputs are then elaborated based on Grounded Theory Method. the anonymity of respondents is ensured.

4.2 Focus group discussions with experts

Similarly to focus group discussions with citizens, this method is aimed at collecting ideas from larger number of experts at one event. Unlike previous method, though, this method includes participation of people who have better knowledge about subject in matter and therefore the tone of the discussion is more professional and discussion goes deeper into the problematics. Parameters remain similar to group discussions with citizens, 5-15 participants and one moderator who is guiding the

In 2016, the city of Bratislava decided to prepare a smart city strategy for development of Bratislava with close cooperation with its neighbouring city of Vienna. One private consultancy company from Finland and the Slovak University of Technology in Bratislava were asked to facilitate the discussions. One of the methods to communicate the needs of the city of Bratislava in field of smart and sustainable development was to discuss with employees of the city of Bratislava their professional and personal views.

In June 2016, the facilitators of the Bratislava Smart city strategy invited about 15 employees relevant for the strategic planning and other related areas of city development for a focus group discussion. The moderator, university professor with many years of experience with smart cities and expert in facilitating discussions, welcomed the participants and introduced the concept of smart cities, its main pillars and introduced the ideas for Bratislava. After the initial presentation, participants were asked to group into 3 groups and each group was supposed to discuss one area of smart cities (smart use of resources, smart community, smart economy). Each table had one moderator who presented in 30 seconds the basic notions and participants were asked to join the discussion. After 20 minutes, the groups made a turn into the other topic. This way, in 60 minutes each participant was asked to discuss and express his ideas on all three topics either in vocal form or in written form using post-it note. Ideas expressed in spoken form were written on whiteboard by facilitators. After the event, the facilitators collected ideas from whiteboard and from post-it notes and used it as an input for next steps in strategy outlining process.

discussion. Besides discussion itself, participants are allowed to express their ideas in written form using post-it notes and pinning them to the whiteboard. Besides these two forms of participation, online tools or phone apps for joining the discussion can be used (for instance Slido app, see <https://www.sli.do/>).

4.3 Panel discussions with experts

This method is one of the most well-known example of stakeholder participation methods. It is a type of meeting with the public where citizens are invited to event where several experts from various fields are discussing and the citizens are invited to join the discussions. The invited experts are related to the topic of the meeting and provide their point of views from different perspectives (for instance architect, spatial planner, landscape architect, sociologist etc.). The moderator leads the discussion and initially asks the experts to provide their opening speeches and then moderates the discussion and guides the participants through selected topics. People in the audience are asked to join the discussion and provide their views and ideas. The discussion is recorded and notes are taken and based on these a memo is prepared. The memo lists key questions and ideas, notions on which the participants agreed on, the controversial topics, which need further discussions, and topics which are left to be discussed.

4.4 Urban walk

See Annex at the end of the document.

In 2012, the city of Trenčín, located in the north western part of Slovakia, wanted to rebuild its city center along the embankment of the river. The newly elected city government wanted to do this in participative way with vision to make it into a pilot procedure in Slovakia. One of the methods to collect citizens' view was Urban Walk. Urban Walk was a part of project Trenčín Si Ty [You are Trenčín] and the event took place in June 2012. There were 10 stopping points on the route (see map below).



After the event, key points and recommendations for solutions from the discussion were taken and these were further elaborated, for example these served as part of the assignment for designers of the new city center design.

4.5 Digital participation and gamification

From time to time, new and innovative methods are adapted and used in stakeholder engagement. A wide range of stakeholders can be reached with digital and online tools. There are particularly useful in two cases:

- in rural areas with low population density where people are more difficult to mobilize and activate,
- and by young people who prefer getting information and expressing opinion online and sometimes anonymously.

Digital and online solutions are perfectly suited to awareness campaigns and to expression of opinion of a large number of stakeholders. Different applications and tools can be used or even developed for example for voting, moderated discussion (forums), public consultation. Regarding degree of influence, tools of digital participation can be divided into four categories that are useful and effective also within the BhENEFIT project:

- pure information particularly for the general public (e.g. online newsletter, leaflets, brochures),
- consultations with a wide range of citizens interested in the topic (e.g. survey, polling, presentation of alternatives),
- co-production in different issues with experts and technicians (e.g. mind mapping about a strategy, ideation as an important creative process regarding innovation),
- co-decision including also local decision-makers (e.g. top-down policy planning, bottom-up citizen initiatives).

In Szabolcs-Szatmár-Bereg county (North-eastern part of Hungary), many municipalities conducted online surveys for exploring recent problems and challenges in connection with sustainable development of urban areas. Before they submission an application for EU co-financing, they have to elaborate a needs assessment plan. They used online questionnaires to get to know the public opinion and to verify and validate the relevance and necessity of the development ideas and scenarios. The main topics of the online survey were as follows:

- satisfaction with the current situation,
- future of the city in 5 or 10 years,
- ideal functions of different neighbourhoods,
- preferred locations of the interventions (e.g. in case of development of parks or built heritage),
- development scenarios,
- popularities of different interventions.

PROBLEMS AND CHALLENGES

One of the crucial factors of success of any participatory efforts is deliberation of risks and threats to participatory procedures and taking measures to eliminate them in the early stage. Ondrejicka & Ondrejickova (2014) on their case study of city of Trencin in Slovakia and the project “Trencin Si Ty” argued for main problems as inadequate capacities of decision makers in participatory process preparation, problem of high-tide of public interest, trust of the public, language issues or finding the right leader of participatory initiative. The concluding section deals with these issues in a little more detail.

a. High-tide wave of public interest

The practice shows that frequently when the participation process begins there is relatively high interest from the stakeholders providing the initial steps were done well (stakeholder mapping and informing). Nevertheless, the practice also shows that the interest of stakeholders decreases quickly, too, similar to the rising tide, it is large at first and then gradually decreases. As the process continues, only several individuals and organization remain interested and participating. This happens often when municipality is leading participatory processes and catches the attention of its citizens who are attracted and then their attentiveness rapidly falls. This is caused by absencing experience of stakeholders, low trust in the process, perhaps too high expectations. Another issue is that stakeholders in general gather more quickly and more passionately against something (e.g. NYMBY effect) than in favor of some project.

There is no one way how to deal with this challenge and the recommended tools depend on the nature of the project, same as any participatory tool. Generally speaking, it is recommended to initially choose methods asking the stakeholders to approach the decision maker, such as public discussions, urban walk method etc. This can also be against something, but the participation process leader needs to

change the motive into something positive to keep the momentum and keep stakeholders interested, to strive for finding a solution and consensus about the core issue. As the topic might 'get old' and make stakeholders less and less interested, it is possible to change the method to keep the attention of stakeholders through interesting form of participation, e.g. focus groups or event activities. The stakeholders often do not feel interested in direct participation in form of vocalizing their opinion, therefore tools such as pin-wall with flashcards where stakeholders can write and pin their ideas might be beneficial idea, too. Last but not least, it is crucial to keep an eye on fostering the trust between the decision makers and stakeholders, to make stakeholders feel listened to and appreciated in practice, not only in theory.

b. Trust, apathy and skepticism of the public

Low level of trust of citizens and other stakeholders is a common problem in Central and Eastern Europe countries. This is obvious from any previous participatory processes where stakeholders enter these processes already with apathy and mistrust in the process, often thinking that it is just a formal process and the decision had already been done. Working on increasing the level of trust therefore becomes a key issue to be focused on to produce solutions inspired by citizens reflecting their needs and expectations.

The whole process of participation is in a way a process of trust building between the decision maker and stakeholders, inherently a two-way process. Keeping this in mind it is important also for the decision makers to trust the process and be genuinely interested in the participatory processes. There are three recommendations to ensure the authenticity of the participation. Firstly, it is the openness and constant flow of information among decision makers and stakeholders, enabling their participation in each phase of the process using adequate tools and methods, focus on both professional stakeholders and groups with wider interests and fewer knowledge about the issue in question. Secondly, there should be clear declaration of interest from decision makers and subsequently clear demonstration of significance the decision makers are putting on the participatory process. This can be done in several ways, for example using legal

urban planning tools to reserve the land designated for a particular project or any other way where the key decision maker exhibits its determination and openness for the project and its participatory component. Lastly, it is important to establish cooperation with institution or individuals who are respected by the community (local leaders) who could give help gaining trust of stakeholders in the process.

c. Non-unified terminology

Spatial and economic development of the territory is a multidisciplinary field with wide range of issue being considered and it is a field of study for various disciplines. All this complexity makes it difficult for stakeholders on the one hand to understand the issue in question and on the other hand even to find a common language (also known as a problem “I don’t understand the language of your tribe”). For participatory methods it might create a problem of not understanding the key terms, misunderstanding the projects or it contributes to disinterest of stakeholders to participate in the project. Moreover, this is also a problem for professional stakeholders from various fields who are not familiar with key terms or interpret them in different ways.

It is important to keep in mind the need to unify the terminology and explain the key terms to create a common baseline knowledge for stakeholders. When publishing materials in all phases of participatory process, the language of these materials needs to be fit for the recipients and including glossary of key terms which might cause misunderstandings. This way it is ensured that all the actors involved in the participatory process are on the same page language-wise and it is possible to considerably reconcile potential problems in the initial phases. During public events in the beginning it is beneficial to formulate the problem, objective or basic points of departure in simple and comprehensive language. Additionally, it is recommended to use a discussion facilitator/mediator familiar with the project and able to capture these misunderstandings in the language and explain it even repeatedly during the process.

d. Leadership definition – finding the right leader

After closer look at the ongoing participatory initiatives and processes it is visible that many of these are coming from civic society and third sector. These initiatives have limited impact due to them being bound on specific community and their outcome is spatially limited, e.g. within a community, street or settlement and it can be contradictory to municipality objectives. The second potential negative of such participatory process is limited impact resulting from the process outcome, i.e. limited competence of third sector-led initiatives. Such outcomes can be then transferred to the municipality or other relevant decision-makers, however the effect can be hindered. Neither result is ideal and desired, therefore selecting the right leadership is a crucial part of successful participatory process.

In participatory processes within the development projects it is important to recognize the main decision makers with necessary competences. In planning processes often the municipality is such actor and it needs to carry the responsibility of these processes. The stakeholders are of crucial importance as well and they are required to cooperate the main decision maker to be relevant partners. The key decision maker besides being aware of its leading role must be the carrier of the vision and be responsible for fulfilment of the project objectives. It also needs to recognize the hidden interests and attempts to unequally steer the process into undesired directions.

e. Long road to success

Planning projects often stretch over a longer period of time and, moreover, their impact shapes the territory for even longer. Therefore, there is always a risk that the launched initiatives do not meet its objectives, they are changed during the project lifetime and in the end they do not turn success. Frequently their unsuccessful delivery is coded in the initial stages. When the continuity of the project is not ensured and the project misses the necessary strategies and actual measures in accordance with the vision and objectives, the outcome might not meet the desired objectives.

The factor of success in projects often lays in resolute decision of the project leaders as the main decision makers to launch a long-lasting project including participatory process where the stakeholders are directly included during the whole period of the project. The precondition of successful project is well-defined and accepted vision which is adhered to during the whole project. The vision can be already formed together with stakeholders and this way be more welcomed and accepted. Additionally, the decision makers need to strive for continuous participatory process and stay in touch with stakeholders from the beginning to the very end to ensure continuity of the project and their involvement.

f. Voice of the public

The age-old problem of democracy and its forms of voting and discussions is the problem of the voice. The issue is the representativeness of and the difference between the voice of vocal minority vs the silent voice of majority. In other words, to recognize the seeming majority of stakeholders in favor of some particular solution, seeing behind the hidden interests and to identify the true majority of votes in the participatory processes.

To accomplish this, it is crucial to be very careful when summarizing the results from participatory events and to provide means for more shy stakeholders to express their opinion, not to favor seemingly easier method of letting speak those who want to speak, but to moderate the discussions and balance out the opinions.

To conclude it is necessary to reiterate that any participatory effort is a lengthy process which is ongoing from the very beginning of any project until the very end of the project period and often it continues after the project completion in monitoring and evaluation.

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ANNEX

Urban walks guidelines

NOTE (Micaela Scacchi_SPECTRA consultant):

These guidelines are elaborated according to the personal experience as walk leader inside the international organization of Jane's Walks (<http://www.janeswalkottawa.ca/en/infos-diverses/tips-for-walk-leaders>) and other guided tours with the Association AMUSE-Roma2Pass (<http://www.roma2pass.it/passeggiata-roma2pass>).

In addition to the toolkit for urban walks according to UN-Habitat III is referred to (<http://habitat3.org/documents-and-archive/media-archive/toolkits/toolkit-for-urban-walk/>).

Event overview

INTRODUCTION

Urban Walks present an opportunity of community engagement and informal discussion on the sustainable management of historic built areas and the development of cultural heritage activities, to witness successful planning governance and innovative tools working within the specific themes and the strategies promoted by the “BhENEFIT Project” in the individual Partner Countries. A shared walk, first of all, has a strong aggregating value because it is about connecting people to the places where we live and work, to cultivate belonging, socializing and engagement-get participants involved, and therefore to interest this general stakeholders in the “BhENEFIT Project” and sharing experiences.

In general, **the number of participants should not exceed 25-30 people** to avoid excessive dispersion and allow everyone to follow the path. An urban route, just so that it is within the reach of the largest possible number of participants, **should not exceed 2-3 kilometres** in large and busy cities, while it may be longer in quiet towns or in naturalistic places. The length must be evaluated on the basis of an average participant who is not necessarily a great walker, ensuring accessibility and security for all.

The walk should **not take more than an hour and a half - two hours** and provide traits as homogeneous as possible between the stages. You do not have to start and end at the same place, but the starting point should be an area where a small gathering will not be in the way, and preferably, where seating is available. End the tour near public transit if possible, and ideally, where people can sit down and talk more, sharing this event (parks, patios, coffee shops).

THE CONSTRUCTION OF THE ROUTE - THE MAIN STEPS

Before the walk:

1. **Choosing a topic/theme about the historic urban areas** (knowledge and enhancement of historical and cultural heritage; knowledge of the urban evolution of the places; cultural aspects and local identity; historic heritage preservation...)
2. **Choosing prospective walk leader/moderator** (share the guiding duties with one or two friends/colleagues)

3. **Planning the route-stops (city map) /itinerary/agenda-time.** An inspection will be necessary before the realization of the walk
4. **Choosing Points of Interest** (four to eight to fifteen points of interest)
5. **Thinking places, stories, activities, gamification**
6. **Promotion of the event-walk: contact information; time/place of meeting**
7. **Networking and Cooperating** (info point; schools; libraries; cultural centres; newspapers/radio; websites and social networks....)

During the walk:

1. **Brief introduction and distribution of route maps/images and description of the specific points** (additional amplification systems or headphones).

Provide participants with a **road-book and a pre-filled/templated press release whose details**

2. **Interaction and involvement of the local community/associations/artisans...**
3. **Moments of rest, questions, games** (possibly in places not crowded and protected). People can express their ideas using **post-it notes**
4. **Livestreaming or recording offline during the event - group souvenir photo**

After the walk:

1. **Dissemination of urban walk message/report/satisfaction survey**
2. **Presentation/exhibition of photos and videos**

Short description of event (100 words)

- **TERRITORY; HISTORICAL CULTURAL HERITAGE; LOCAL IDENTITY IN THE FOREGROUND**

Brief description of the proposed event, depending on the theme identified; the specificity and vocation of the place; the chosen route; the people involved ... Try to strike the balance between talking and moving and try to consider different aspects of the territory to involve the interest of multiple audience, giving rise to diversified offers regarding the “BhENEFIT Project” in your Country (historic preservation;

local identity; daily life in the neighbourhood; energy efficiency; revitalization of historical centres; urban safety...) and encouraged people to discuss their opinions and imaginations of how to deal with that particular place.

Motivation and Objectives

Urban walk is a method of stakeholder involvement in the “BhENEFIT Project” to share knowledge and activities inside it, and at the same time it can be transformed into a cultural event of great attraction and resonance, also replicable in other cultural occasions, in local festivals etc ...

Place and organisation

- Plan the Urban Walk itinerary ahead of time.
- Make a survey in advance, calculating route-stops, timing and interest of the place.
- Confirm the date and time your tour is offered and the starting place on the website program.
- Participants’ registration; distribution of maps/materials
- Strat – Enjoy – Share

Keep the distance manageable for a broad range of ages and fitness levels. The routes must be chosen so as not to present difficulties and be as accessible as possible to all participants. The staging points must be carefully selected (they must be a little noisy, suggestive, with areas of shade or sun according to the seasons, with possible points where you can sit or lean). For connecting sections, it is good to identify pleasant and not very busy routes, so as to favour the knowledge and the conversation among the participants, or solicit further information on the basis of possible questions.

Dissemination of project message/topics

Characteristic of the audience

Select stakeholders, chose topics and divide activities according to the different stakeholders (local community; residences vs tourists; civil society groups; associations; project partners; local authorities...)

On the other side, provide the integration and interaction of all the categories (adults, seniors, children, students...) or consider the idea to organize different urban walks according to selected categories, more related to specific issues working on the historic areas management and urban/spatial planning (representatives of member states; relevant stakeholders and partners; networks; local authorities ...)
