

# PILOT EVALUATION REPORT - BUILDING UP PRO-ENVIRONMENTAL COMMUNITIES BASED ON A STEWARDSHIP PROGRAMME IN BUDAPEST

Summary reports on the main outcomes of pilot actions and the lessons learnt within, with an outlook to prospective follow-up actions and potential transfer of the results to other areas within the same FUA and beyond.

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# 1. Activities and outcomes

## 1.1 Brief summary

Using urban green spaces as a tool to change residents' mind-sets and as an advocate to spread pro-environmental thinking is the main challenge for the Municipality of Hegyvidék within UGB. This calls much stronger community engagement within the management of the UGSs than the recent situation, thus the pilot action aimed to create a community of volunteers joined to the newly installed Stewardship Programme, and in line with the above, to promote pro-environmental behaviour along and beyond this community programme, and in general, through the management of UGSs within the broader local community.

This is a very ambitious goal in a post-socialist country where self-organising was blocked during decades since community development takes time and changing mind-sets needs even more time. The answers derived from the survey spread on the open FB page of local parents clearly underline that management of green spaces is a very important topic in Hegyvidék (in line with the local policy agenda), however far less people think that community engagement might have a significant role in that.

In line with this, although there is a quantitative success behind pilot activities, but the 'green message' (i.e. green spaces are not only interesting for themselves, but because they can advocate a pro-environmental behaviour and municipalities as the most local forms of government have clear role in this process) has been lost in some cases. Thus, the most important message behind the pilot activities in Hegyvidék is that overcoming such a challenge calls for a complex programme stuck by trust as a glue. We indeed need top-down measures to stimulate bottom-up activities, especially regarding environmental protection, and Municipality of Hegyvidék made a very important first step to create such a system in which community actions tackling pro-environmental thinking can flourish (within the above mentioned – not representative – survey there are some very ground-breaking ideas fitting well to transnational good practices, e.g. targeting neighbourhoods such as the transition movement, planting trees or collecting litter as municipality organised action, using gamification tools). This is the way forward for Hegyvidék.

## 1.2 Activities performed – What happened in you pilot action?

The pilot consists of five major steps (in line with the pilot concept):

1. Programs dedicated for volunteers participating in the Stewardship Programme
2. Programs dedicated for the residents
3. Green Club at the Green Office
4. Co-designing the concept of the Mobile Green Info Point within Green Club
5. Communication Activities

The following actions were implemented along these steps:

### 1. Programs dedicated for volunteers participating in the Stewardship Programme

1.1. 1<sup>st</sup> joint meeting of stewards on 9 November 2017. Before the meeting the Green Office of Municipality Hegyvidék made a huge effort to discover informal urban green spaces (green spots) to be included into the program. Such green spaces were selected which are owned by the municipality and not protected areas. Also, they must be safe enough for gardening which means that they should not locate next to busy road. It was also

an important aspect to select areas which do not locate bus line roads where the local noise and air pollution is high. The areas were identified by the Municipality and the stewards could select from a list of areas. This procedure has been changed, from now, new stewards should propose their own area.

The Green Office managed to involve circa 20 stewards into the Program and organized joint planting teaching the stewards how to do that, which species are appropriate for that area, how it should be maintained etc. Also, thematic installations were created on the green spots advertising the work of the stewards and transferring the green message. In addition, the Municipality took the responsibility of irrigation of the areas and provided plants for the stewards. In sum, the cooperation with residents on the maintenance of these small urban green spaces of the district was tested by the Green Office in the frame of the pilot.

Nine volunteers took part in the first joint event, but they represented almost all spots (some volunteers/volunteer organisations - e.g schools - are responsible for more spots). The aim of the meeting was to getting to know each other, introducing the pilot programme and collecting inputs from volunteers regarding the pilot implementation, having a direct relationship with stewards, and sharing the philosophy behind the pilot. It was organised at the Green Office and combined with a pumpkin-carving session as team building (this activity was already reported in the mid-term-review).

1.2. Community workshops for stewards (one per month, three in total): one meeting was organised out of the three planned. On 22 February 2018 an invited gardener made a lecture and workshop for 10 stewards in connection with how to cultivate the spots (preparation for spring). Green Office also prepared a little package for each stewards (e.g. seeds) and stewards were informed about the news around the Stewardship Programme. Although there were lots of plans regarding to the next workshops, finally no other events have been organised which has four reasons: First, it seemed that stewards had no need to be part of a stewardship community. It turned out that instead of a community of all stewards, local, street or housing block level stewardship communities could be created related to each stewardship area. Second, some stewards consider gardening a "lonely" activity, not a community activity thus they prefer to do gardening alone or only with 1-2 persons. Third, instead of a meeting type of workshop organized in the Green Office, an outdoor community building activity could have worked better. Finally, it has to be noted that the Municipality faced challenges working with unmotivated and uncommitted stewards, which made them decide to restructure the Program giving more responsibility for the stewards. During this restructuring process, the Municipality did not want to organize workshops as it was not decided yet that what can be communicated to the stewards about the future of the Program.



1.3. Outdoor community workshops for stewards (3 events, one per each month in April, May, June 2018): due to the difficulties linked to the organisation of joint events for stewards (they mostly have free time after working hours, while from the other side the priority is the opposite), no meetings have been organised so far within the pilot. However, planting actions were organised in each stewardship area with the leadership of the Green Office and with the participation of the stewards. It was concluded, though, that the organization of such planting actions requires extraordinary capacity from the Green Office which they cannot provide in long term. Based on the examples of similar programs abroad, such Programs work only with a limited number of stewards and with at least 1 municipality employee whose work dedicated exclusionary for the operation of the Program.

## 2. Programs dedicated for residents

2.1. Thematic Walks linked to green spaces (11 in total): Green Office made an assignment with budastep.hu, a local company dedicated to organising thematic walks especially in the less known Buda side of the capital. Green Office staff members agreed on the area and the thematic focus together with the company: using green spaces of Hegyvidék in the history to create communities. The thematic walk was a very successful initiative, after the originally planned 5 events another 6 were organised, all of them were fully booked. During the 5+6 walks altogether 302 people participated. The local cultural centre will continue organising this walk in the future.



2.2. Hegyvidék Games (2 in total): urban games along the urban green spaces. The first initiative was a “tale-path” in the frame of the Earth’s Day programmes on 22 April 2018. Professional storytellers organised this outdoor event with the Green Office around a tale dedicated to “trees” (first they told the folk tale in a traditional way, and then in smaller groups families walked through the tale-path and along the several stops children could re-construct the tale with volunteers using dance, songs, puppets, etc.). The original plan was to sensitise parents towards pro-environmental thinking along the tale with a quiz (while children play at different stops, parents have to answer questions), and this activity popular for families was the “bait”. Finally only a little exercise was created for parents as well as kids, as the quiz was too detailed and could not be included into the program in that circumstances. In the future, it should be figured out how parents can be involved affectively into similar games. The event was successfully organised on 22 April 2018 at Normafa, the most important urban green space at Hegyvidék, altogether 50 people participated. The second game was organised on 16 June 2018 together with another local company ([www.hosszulepes.org](http://www.hosszulepes.org)) organising thematic walks. It was entitled as “Wake up in a nicer neighbourhood” and was dedicated specifically to the Stewardship Programme: participants walked in the district along 5 mini-spots and played a game. It was a great programme fitting well to the local pilot concept, but due to weak marketing activities there were far less participants than expected originally (ca. 300-400).



2.3. Green Fest: finally this activity was merged with point 2.5. and a community picnic was organised together with an NGO on 25 August 2018 in one of the major parks of the district. It was an inspiring event around small acts everyone can do for the environment. It consisted various interactive workshops: nurturing seeds, getting to know the Green Office, getting to know the work of the Budapest Gardening Company, different quizzes, urban bee keeping, co-creation of birds houses, workshops for children using natural components, discussion with stewards, community yoga session, etc. Altogether 100 people participated, which was – again - far from the original expectations.



**2.4. Thematic Installations** linked to green spaces. In spring 2018 Green Office planted hundreds of tulip onions in 17 more frequented green spaces across the district with the following message: "Surprise: something will be grown out here". This was the first step of an awareness raising installation series, to be followed by new awareness-raising messages linked to pro-environmental behaviour on the small boards (to be realised still in autumn 2018). Beside transferring awareness-raising messages, the Stewardship Program itself and the voluntary work of the stewards made on these green spots were promoted by the installations attracting new stewards to the Program.



**2.5. 100 Picnic Blankets - Closing Community Picnic.** See above under 2.3.

### 3. Green Club at the Green Office

3.1. Regular thematic sessions as an open university to build pro-environmental capacity locally. 5 open lectures were organised dedicated to the broad topic of climate change so far, in partnership with the Association of Climate-friendly Cities. The first session was organised on 13 February 2018 on 'The impact of climate change on human health'. This is the most successful initiative of the pilot action to talk about pro-environmental behaviours. The key behind the success is that it is organised in cooperation with another organisation and embedded in local activities.



### 4. Co-designing the concept of the Mobile Green Info Point within Green Club

4.1. Joint workshop with relevant stakeholders and students from the Design University to create a concept for the mobile green info point. Because the Green Office at Municipality of Hegyvidék established in 2016 operates the Green Info Point within its office, which is easily available from a central street, so not located in the municipality' major building, it has been decided not to have a Mobile Green Info Point. This is the result of several discussions and meetings with different stakeholders. The first idea was to have a massive and constant construction placed on public spaces on a constant (e.g. from spring to autumn) basis with staff, but Green Office does not need this version due to its accessibility and staff is neither available for that purpose. The second version was about having a light structure (to be set up in few minutes), either from wood or recycled material as pallet to have a positive message, to be placed in fairs and outdoor events (only one day participation). The Design University was contacted to have a design contest with graphic designers regarding this issue, but finally it turned out that the recently used tent is suitable, there is more need to implement inspiring awareness-raising activities during these events. In addition, the Green Office would like to be known as one of the departments of the Municipality instead of being an independent, mobile organization. It is important for the Office in order to strengthen its legitimacy inside the Municipality,

### 5. Communication activities

There was an internal communication campaign supporting all pilot activities. The most important communication channel within the campaign was: 1. Hegyvidék official FB page regularly informed local residents about the UGB activities; 2. Hegyvidék News also regularly informed local residents in almost each month ; 3. a leaflet disseminated along the different local events linked to environment protection in general.

3 promotion videos have been also made linked to the 1. point 2.2. – thematic walking game linked to green spots; 2. linked to the Stewardship Programme; 3. linked to the community picnic.

1. [https://www.youtube.com/watch?v=FJ6F6\\_r2C1M](https://www.youtube.com/watch?v=FJ6F6_r2C1M)

2. <https://youtu.be/XOTToTQLQcN8>

3. <https://www.facebook.com/udvarka/videos/307895566669411/>

Finally, stewards could not make a closed FB page for themselves, and the Green Office did not create an own FB page as the Municipality is very active on Facebook and thus it did not make a sense to create a new platform.

### 1.3 Outcomes - What are the results?

*Use cases applied as tailored solutions for the pilot area or transferable methods, for example newly designed green spaces, decision support documents (e.g. maps, roadmaps, action plans), attested commitment to the care/ upgrade of green areas by persons/communities/politicians (stewardships, partnerships, donations etc.) State all outcomes and also highlight and mark the most important outcomes which may serve as good practices for the synthesis report of all pilot activities in all TWG and the smart governance manual. Include the evaluation indicators defined in your pilot concept in Chapter 2 to measure the success of the activity! (approx. 500 words including examples/references in the annex)*

#### 1. Programs dedicated for volunteers participating in the Stewardship Programme

The Stewardship Programme (in 2018 20 stewards worked with different frequency on 26 dedicated spots) is the core of all pilot activities and its operation indeed highlights very important experience and messages related to how to use urban green spaces as a tool to change residents' mind-sets and as an advocate to spread pro-environmental thinking.

Generally speaking, stewards were satisfied with the programme, but they need more "freedom" and ownership (while Green Office complains about too much work to negotiate between the stewards and the gardening company, and they are also not so satisfied with the maintenance of some spots). According to the two deep-interviews made with two stewards they are satisfied with their spots, however they would choose better if it would be possible to propose new ones. They also emphasized the importance of having a contact with a professional gardener, but the contact with her was through the Green Office which was thus not efficient and generated unnecessary work for them (for the office). According to these interviews less control from the municipality would be beneficial for both parties. They would welcome more thematic workshops to increase their knowledge.

Based on both these feedbacks and the Green Office's point of view, major change will be elaborated in 2019 regarding the structure of the programme. The new programme will be around the following principles: 1. stewards will bring places, and they do not have to choose places offered by the municipality – this generates less, but more motivated stewards most likely; 2. bee-friendly spaces might have a priority; 3. stewards have to sign a bilateral cooperation agreement with the Municipality – a legal structure that fosters participation and regulates inactivity, but of course does not consist any penalties 4. attractive community programs co-organised with stewards (but not for them). The new program has already been launched, agreements with stewards started to be signed, however conclusions about the new program cannot be drawn yet.

The Stewardship Programme is an easily adaptable, but powerful model (to be highlighted on project level) to make the green-is-good concept visible in urban environment and promote UGSs as advocate of pro-environmental thinking, but creating a strong community based on these volunteers applied within the Stewardship Programme takes more time and a complex program around it. This was also highlighted by some answers made within an open survey published on the FB page of local parents (not a representative survey of course): more direct community actions should be aimed such as litter-collecting or tree-planting organised by the municipality. Fitting to new urban trends this can be fostered by gamification tools (one concrete [example](#)).

#### 2. Programs dedicated for the residents

2.1. Thematic Walks: the quantitative success behind thematic walks highlights very well how difficult to overcome the challenge of the pilot activities and loose the 'green message' while implementing them (i.e. green spaces are not only interesting for themselves, but because they can advocate a pro-environmental behaviour and municipalities as the most local forms of government have clear role in this process). Thematic walks are great as sensitisation tool and very popular at the moment in Budapest in general, what's more Buda just became in the spotlight in 2017 during these walks, so the pilot activities indeed fit very well both to the trends and the UGB project (in the questionnaire spread in the FB page of local parents responders clearly supported

the idea to organise more thematic walks in the district, while regarding the Stewardship Programme answers were not so clearly supportive).

But based on the personal visit made in one of the walks on 14 October 2018 and according to the answers got from participants of that walk (11 participants out of 20 filled in a brief questionnaire) the green message was absolutely not visible, the walk had a clear historic and architectural scope and did not touch green issues or green behavior at all. The walk indeed emphasized the importance of community actions and altruism in connection with the special history of Zugliget (one part of the district), but did not create a link with a local household for example participating in the Municipality' compost program to talk about how to reduce household waste, or another one using solar energy to talk about minimising energy use, with an UGS within the city to talk about the dramatic biodiversity loss or plastic waste, etc. It is suggested to include such stops of the walks as green roofs, tree alleys, Tündér rock, apiaries, orchard gardens, Ördög-valley and other watercourses in the district. Thematic walks to raise knowledge (history, biodiversity, etc.) linked to urban green spaces, and especially those ones tackling pro-environmental behaviour as well are highly recommended to be used on project level as adaptable tool.

2.2. Hegyvidék Games: although the original aim behind the organisation of the tale-path was to raise adults' awareness towards pro-environmental behaviours through a special children programme, finally participating parents got only one question to be answered together with kids who had to answer another one as well (however, a detailed quiz was available for parents which is available for use in future Hegyvidék Games). The other game was organised on a very high professional level, it navigated participants through 5 stops in the district linked to the Stewardship Programme to raise awareness towards the values of urban green spaces, but in this case the green aspect was also visible with some extent. The problem with this activity was the poor dissemination.

Tale-path dedicated to trees and the importance of trees in the ecosystem as well as in urban environment is recommended as adaptable tool.

2.3. and 2.5. Community Picnic: the original idea coming from the selected NGO (which organises and hosts the biggest bottom-up placemaking movement in Budapest), the marketing tool they offered was very good and innovative (the motto was as follows "our city is our backyard"). Perhaps it was a wrong date selected (still in the school break), also because the picnic looked like a bit to a private birthday party hidden in one less visible part of a park in the park, there were less participants than expected. However, participants really liked the complex and creative programs! Community picnics are great tools to be disseminated on project level, but somehow the bottom-up character must be visible.

Based on the experiences of other project partners, it was a conclusion for Hegyvidék to include such project events into existing bigger festivals of the district which has more intensive promotion and move more people. Also, some conclusions could be made about working with NGOs at the implementation of the Picnic and other project events which will be considered in future cooperations between the Municipality and NGOs: 1) NGOs involved in the project came up with particularly creative and trendy ideas, however they lack managerial skills to coordinate and implement the planned actions. In some cases, it seemed that a professional event organizer company would have done a better work. 2) It means a challenge for the NGOs to adapt to the Municipality's working culture and regulations. Both the Municipality and the contracted NGOs are not used to work together. The expectations of the Municipality was not clear for the NGOs, and due to the fact that they are non-profit organizations, the accountability of them was difficult. 3) The NGOs had no local knowledge, they have not worked in the district before. They were invited to the district as there is no similar organizations in the 12<sup>th</sup> district. 3) It was difficult for the Green Office to make some cool or funny ideas of NGOs acceptable for other part of the Municipality and include them into the official communication channel. 4) On the other hand, the Green Office became a flagship department of the Municipality in this sense showing that NGO – Municipality cooperation can work against the challenges. If a municipality would like to go on an easier way, it is suggested to contract one professional organizer company for all of the events in a project. The big challenge here, though, to find that company to whom you can trust. The Green Office did not want to take this risk, instead, invested huge internal capacity into the organization of the events including the cooperation with NGOs.

2.4. Thematic Installations linked to green spaces. This activity also highlights important messages: it is a nice awareness-raising action to place sign-boards across the district saying that something will be grown there, but

it is simply not enough. What and where is the key message behind the pilot? How (and when) will it be communicated through these sign-boards? It is more a short-term communication action than a complex installation requiring people to re-think something.

### 3. Green Club at the Green Office

This is the flagship initiative of the pilot actions besides the Stewardship Programme. It has a clear link towards pro-environmental thinking and although it is a top-down structure, it is popular among residents, perhaps because it is embedded into the local programme offer (because it is a series of events, it is visible in the monthly programme book of the local cultural centre). Along its success it would be essential to promote self-organisation and link up the audience with neighbourhood level activities such as the eco-schools or the transition movement. In addition, the Club attracts mainly elderly people and university students whom professors give presentation in the Club. It would be worth to widen the target group of the Club in the future.

### 4. Co-designing the concept of the Mobile Green Info Point within Green Club

N/A

### 5. Communication Activities

There is a regular communication flow about UGB in the two most important communication channels: the local newspaper and the municipal FB site. Despite this visibility, the majority of responders of the questionnaire has not heard about the UGB project. However, the stewardship programme and the green club seems the most visible programmes within UGB (and perhaps more people are aware of some concrete initiatives than UGB as such). The most important message gained from this questionnaire highlights that the 'green message' (i.e. green spaces are not only interesting for themselves, but because they can advocate a pro-environmental behaviour and municipalities as the most local forms of government have clear role in this process) has been lost in connection with many pilot activities. Some responders highlighted the need for a bigger, centrally organised campaign e.g. a district level litter collecting. Very few answers were about gaining new knowledge related to pro-environmental thinking (the municipality' compost and bench-cutting programs were mentioned).

It was one of the main conclusions made related to all the events organized in UGB in Hegyvidék that without intensive communication campaign even the most well-organized and creative events fail to attract high number of participants. The most effective communication tool applied by the Municipality was the Facebook. Unfortunately, posts and invitations of the Green Office were often lost among the other messages of the Municipality's common Facebook page and the project events were not well-embedded into the local programme offer of the Municipality. In addition, due to the rules of the CE Program, paid advertisements could not be financed from the project budget which could have been the most effective way of advertising the events organised in the frame of the project. Based on these lessons learnt, the Municipality plan for Spring a Facebook campaign and a related press conference promoting the restructured Stewardship Program. Photo game with the urban dwarf, symbolizing a steward in the DIY video will be published on Facebook.

The DIY video and an informal project video called "Green is good" both contributed to spread the "green message". The DIY video will be continuously applied for advertising the Stewardship Program.

It can be also concluded that Hegyvidék prepared exceptionally high quality and creative communication materials during the project, their challenge rather was to disseminate these materials, to affectively reach the target group of them.

As for indicators, the below list shows what pilot activities have been achieved in Hegyvidék in terms of numbers.

- number of green plots co-managed: 26
- number of stewards involved: 20
- number of people participating in the Green Club activities: 100
- number of plots maintained without the help of the municipality at the end of the pilot: 10

- the level of pro-activity of stewards (inviting other people, offering new plots, etc.): 50%
- number of residents reached through various local activities and different communication tools: n/a
- number of new residents expressing interest in connection with the groups (joining to the stewards or Green Club): n/a
- satisfaction of stewards involved: 90%
- number of events organised (all type): 20
- number of design plans regarding the Mobile Green Info Point:0

#### 1.4 Evaluation – Are you satisfied with the results?

Hegyvidék prepared a strong pilot concept answering the challenges properly. Despite the deviations (activities not performed) the pilot implementation is mostly successful in terms of numbers, but the challenge cannot be overcome in 1-2 years. We are satisfied with the outcomes, but it is important to notice that this pilot is about paving the way for new policies at the municipality on the long run. From this aspect, the pilots are successful.

Regarding stakeholders, we made a core group consisting all relevant organisations (national park, NGOs dealing with environment protection). Most of the stakeholders, though, was only informed about the progress and results of the pilot than managed to be involved in the pilot activities.

To be very honest, we could use the rather theoretical models less intensively and Hegyvidék made quite significant efforts to elaborate the details and adapt to the local circumstances the generally described tools of the model.

Within the pilot action Hegyvidék tested a collaborative service method (co-management of small green areas) through the reinforcement of a self-organized group. The pilot project was about empowering citizens and the wider communities, and thus within the pilot the Municipality used different tools recommended by the model, as follows.

As for Phase 1: from the model “thematic installations connected to green spaces” as a tool to raise awareness was picked up. Regarding Phase 2 we used FB as mobilisation tool, however the local newspaper also played a crucial role, especially to reach elderly. We also had events within the pilot, but we also used major regular events to highlight the importance of the overall philosophy “green is good”. During the thematic walks we used gamification tools and these should have a more important role in the future. With regards to Phase 3, the most important tool from the model we used was the team building, in connection with stewards.

Community building is a slow process: regarding Phase 1 we started to build up a community through analysing local situations (asking stewards about their motivations, asking participants of different programs about their wishes), we identified stakeholders and mobilised the wider community through events and communication.

The pilot actions mainly tackled mobilisation and awareness raising tools, but effective communities have not been formed. This is why the future actions should essentially focus on neighbourhoods.

### Budget table

Costs description	Budget line ( <i>external/ equipment/ infrastructure</i> )	Status 1) <i>performance in progress/</i> 2) <i>performed but not paid/</i> 3) <i>performed and paid</i> )	Final amount of the costs
Stewardship Program	<i>External</i>	<i>performed and paid</i>	4529,141
Thematic walk	<i>External</i>	<i>performed and paid</i>	2281,5
Hegyvidék Games	<i>External</i>	<i>performed and paid</i>	5869,7
Urban Green Fest	<i>External</i>	<i>performed and paid</i>	7243,7
Thematic installations	<i>External</i>	<i>performed and paid</i>	1216,5
Green Clubs	<i>External</i>	<i>performed and paid</i>	311,8
Fakopp	<i>Equipment</i>	<i>performed and paid</i>	4773,4
Green Info Point	<i>External</i>	<i>performed and paid</i>	606,0
		<b>Total costs:</b>	26 831,7

## 2. Follow-up actions

### 2.1 What about the future?

The majority of the activities partly or entirely continues after the project closure:

- The Stewardship Programme will be reshaped during winter 2018-2019 and will start again in 2019. The municipality intends to run this initiative on the long run.
- The Thematic Walk launched within the pilot and dedicated to Zugliget will be re-shaped by the local cultural centre and will be organised occasionally.
- Hegyvidék Games: this will not continue like this, but most likely gamification will be embedded into local activities with much greater extent.
- Community Picnic: this will not continue like this, but most likely the method will be used in major events
- Thematic Installations
- Green Club at the Green Office: this activity continues on the long run.
- Communication Activities: it is not an extra effort, but the municipal FB page and the local newspaper will of course inform residents about the above and any other related activities. In addition, a FB campaign is planned for Spring to promote the Stewardship program.

Municipality of Hegyvidék is a pioneer organisation with this topic in Hungary, thus the topic has great dissemination potentials (e.g. KőZöld initiative was invited to a national level conference dealing with integrated urban development). As for potential transfer: through the KőZöld platform (see the pilot evaluation TWG3 for more details) other districts of Budapest have shown interests towards many topics, and this is indeed a great platform to share good practices on the level of the capital (which has started to create a strategy for urban green spaces thanks for the KőZöld initiative).

### 2.2 Lessons learned to upgrade the draft models to “make them smart” – What can be transferred?

The most important knowledge we gained from the pilot implementation phase is two-fold.

1. We learnt a lot about the importance of sharing ownership, especially within the Stewardship Programme. This is especially a crucial topic in a post-socialist country. Ownership of public places create responsible citizens. Responsible citizens take care of their environment. Taking care of the environment transform cities. Transforming our cities will save the planet. This philosophy is crucial regarding the challenge Hegyvidék tackled. In order to create responsible citizens the concept of placemaking and collaborative practices should be used efficiently. Trust shall be the glue of course, but since cooperation often does not happen by accident, and thus we indeed need top-down measures to stimulate bottom-up activities.

2. The role and importance of small-scale projects. In cities, which are experimental places in many terms, we can witness some strong bottom-up movements to ‘claim the city back’ (e.g. Cities of Commons in Italy, the new municipalism movement in Spain), but also many policy frameworks aiming to stimulate innovation on the ground. This interaction is the key and Urban Green Spaces are great and lovely assets to start mutual learning about collaborative policy making. Celebrating (e.g. community picnic) is a core part of the community building tools. Celebration is a big part of common culture that creates an opportunity to bond together and establish deep trust. Celebration and connection is key. Community actions linked to UGSs might be a very important step for involved municipalities and communities to rethink not only UGSs, but our joint role in the maintenance and

improvement of local ecosystems. Hopefully these innovative attempts can act as points for 'urban acupuncture' (quoted from Jaime Lerner, the former Mayor of Curitiba, Brazil), meaning that these smaller symbolic projects can have an effect in creating points of energy and initiating a snowball effect, transforming not only the given city, but its society as well.